

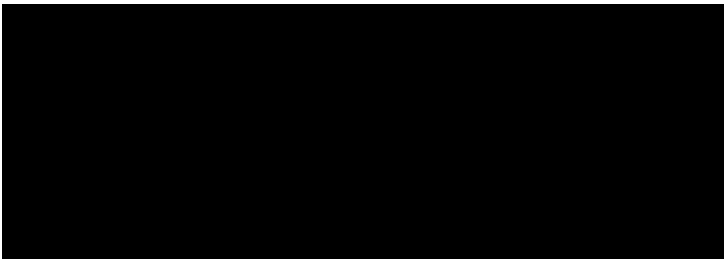


STATEMENT

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Relationship between staff
selection and training based
upon TQM principles and

ABSTRACT

This thesis proposes a theoretical model that aims to explain the relationship between staff selection and training based on the principles of Total Quality Management (TQM) and guest satisfaction in 4-5 star hotels in the USA and Australia and Thailand. The relationship that is the subject of the present investigation has been extensively discussed in the literature but has not been subjected to comprehensive empirical investigation. This exploratory research aims to generate empirical evidence concerning the relationship between TQM, guest satisfaction and human resource performance. The chosen methodology compares levels of hotel guest satisfaction based on the extent to which TQM principles have been applied to staff selection and training. The perceptions of frontline staff are investigated across three key operational departments; namely front office, housekeeping and food & beverage. A range of multivariate statistical techniques was used to analyse the results. These confirmed the proposed relationship and found that staff in "Western" hotels (in Australia and the USA) expressed a more positive view of TQM staff selection and training approaches and their connection with guest-orientation quality than was the case with the staff of the Thai hotels. Though guest satisfaction levels in Thai hotels were higher than was the case in the comparable Western hotels, the linkage between staff perceptions of quality as measured in terms of guest-orientation and guest satisfaction in service quality was found better in the Western hotels than was the case in the corresponding Thai hotels. These results are consistent with the fact that TQM principles are longer established in Western hotels. The study identified a range of significant relationships: between TQM staff selection and guest-orientation quality, between TQM training and guest-orientation quality and between guest-orientation quality and guest satisfaction. The research contributes to theoretical knowledge by providing a convincing evidence for the relationship between TQM, guest satisfaction and human resource performance, and by being the first of its kind to show the relationship between TQM, guest satisfaction and staff selection. The study has significant implications for the hospitality industry in the areas of hospitality management, service management, total quality management (TQM) and human resource management. There were recommendations provided for further research in these areas.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND TO THE RESEARCH

The Total Quality Management (TQM) concept has been applied to the hotel industry since the introduction of the Quality Assurance (QA) technique in the USA by the American Hotel & Motel Association in the 1982 (Breiter and Bloomquist, 1998). The concept aimed to introduce quality standards and to implement them through increasing the level of employee participation in decision-making and problem solving (Glover, Morrison and Briggs, 1984; Records and Glennie, 1991). Since the introduction of the concept, many hotels have struggled to adjust all of their operations to TQM requirements, particularly in the case of human resource management issues (Boella, 1986; Umbreit, 1987; Redman and Mathews, 1995; Roberts, 1995; Go, Monachello and Baum, 1996; Soriano, 1999). Faced with such challenges, only a few hotels have become what might be described as "TQM hotels" (Lyons, 1993; Quality Australia, 1993; Breiter, Tyink and Tuckwell., 1995; Carter, 1996; Partlow, 1996; Breiter and Bloomquist, 1998). Many hotels did not satisfy the criteria integrated to TQM or else abandoned any attempt to be a "TQM hotel". Roberts (1995) surveyed 75 hospitality companies and found that only 15 percent consciously adopted the TQM philosophy. Even in the case of so-called TQM hotels, few have implemented TQM-based human-resource practices, especially in the case of staff selection, promotion and career development issues (Partlow, 1996). Despite the apparent lack of TQM adoption by the industry, many researchers and commentators continue to urge the hotel industry to place an increased emphasis on people management issues. A recent example involved a number of reports presented at the 1999 Annual Congress of the International Hotel and Restaurant Association (Guthrie, 1999; Jenkins, 1999; Rumke 1999; Cassee, 1999). Other advocates have focussed on case study-based research, which highlights evidence of both good and bad human resource practices (Dittman, 1999; Enz and Siguaw, 2000; Dube, Enz, Renaghan and Siguaw, 2000). Some researchers have forecast that the next ten years will be the decade of human resources for the international hospitality industry (Olsen, 1996; Dittman, 1999). Within the hotel sector, a number of individual hoteliers have criticised the industry as a whole for its

lack of comprehensive employee training and the inadequate attention that it pays to human resource management issues (Guthrie, 1999; Worcester, 2000).

1.2 RESEARCH PROBLEM

In the academic literature, many researchers have emphasised the role of TQM as a means of ensuring and managing customer satisfaction. In TQM organizations, it is argued that every activity should be focussed on customer-based concepts (Oakland, 1990; Johnson, 1991; Saylor, 1992; Sashkin and Kiser, 1993; Witt, 1994; Stahl, 1995; Tatikonda and Tatikonda, 1996). A number of questions arise from such observations and assertions. First, what criteria should be used to measure the extent to which hotels adhere to the principles of TQM, particularly in the case of staff selection and training issues? Second, are high levels of guest satisfaction prevalent in some hotels, which do not adhere to TQM principles as they apply staff selection and training? Third, can it be assumed that customer-oriented staff selection and training is inadequate in the case of those hotels that have not applied TQM staff selection and training principles (See Partlow, 1996)? Fourth, do staff selection and training approaches have any effect on customer satisfaction levels in such non-TQM hotels compared with those which apply a TQM approach to staff selection and training? Fifth, do hotels that adopt a TQM approach to staff selection and training have better staff guest relations skills than hotels which do not? Sixth, do the staff of hotels that apply a TQM approach to staff selection and training perceive the importance of service quality more highly than their counterparts in the hotels that do not? Finally, hotels in Western countries generally applied TQM principles prior to those in Asian countries, it maybe observed that given this different timing, are there significant differences between hotel staff in perceptions of staff selection, training and guest orientation quality, as well as guest relations skills? And are there significant differences between hotel guests in their satisfaction with service quality?

In conducting interviews with TQM hotel management and human-resources directors, Partlow (1996) found that the latter group have deficient knowledge and awareness of the TQM human resource area, particularly in the fields of selection and training. This may be a possible reason for the neglect of the TQM approach (Luchars and Hinkin, 1996; Partlow, 1996; Woods, Rutherford, Schmidgall and Sciarini, 1998; Soriano, 1999; Worcester, 2000). These findings

were confirmed in a study by Soriano (1999). Another possible barrier to the adoption may be the fact that many hotel managers believe that the TQM concept is faddish and superficial (Luchars and Hinkin, 1996; Partlow, 1996; Woods, Rutherford, Schmidgall and Sciarini, 1998). The hotel industry's acceptance of TQM applications has been slow across all operational areas, particularly in the case of human resource management (Luchars and Hinkin, 1996; Worcester, 2000). The present study aims to develop a better understanding of TQM selection and training practices and to answer the questions noted above. It will also attempt to provide valid evidence as to whether TQM selection and training are worthwhile in the hotel environment with particular reference to customer satisfaction levels, as well as to find out any significant differences between Asian and Western properties. Consideration will also be given to the role that human resource management may play in increasing customer satisfaction, and enhancing service quality. The study examines the hotels in four countries: the USA, Australia (Western countries), Singapore and Thailand (Asian countries).

According to McColl-Kennedy and White (1997), little empirical research has been undertaken into the relationship between training and customer satisfaction and to service staff/customer interactions. Research has however investigated the selection of hotel staff on the basis of biographical information (Stokes, Mumford and Owens, 1994) and personality (Ryan, 1996). A further approach used by researchers has been the Weighted Application Blank (England, 1971; Kaak, Feild, Giles and Norris, 1998), which is an analysis of job applicant responses to questions on standardized job-application forms. These aim to predict the potential of the candidates for long-term employment. However, there appears to be a lack of empirical research into the relationship between staff selection and customer satisfaction and between TQM, staff selection and training and customer satisfaction.

Breiter and Bloomquist (1998) comment that previous research on quality management in the hotel industry has consisted primarily of case studies and that there has been an absence of research based on reliable statistical data on hotel business performance and the achievement of quality management. Redman and Mathews (1995) have also raised interesting questions about the relationship between TQM and human resource management as follows:

We have been unable to find the convincing empirical or theoretical evidence to support the notion that HR strategy has direct links with a commitment to quality. There are many anecdotal pieces of evidence, some case studies and limited survey work. In sum the advice is largely normative and the links between “good practice” and the quality of service that the customer receives are typically only inferred (p. 9).

Worsfold (1999) arrives at similar conclusions as follows:

Clearly, there is a need for additional research relating to the hospitality industry. A future research agenda should seek to examines the link between HRM and service quality; between commitment to customer service and service behaviour... (p.346)

Taking into account the comments noted above, the present exploratory study will aim to provide empirical evidence concerning the relationship between TQM, customer satisfaction, and human resource performance.

1.3 RESEARCH AIMS

The aims of this study are as follows:

- 1) To ascertain whether guest satisfaction is the primary objective of training in guest relations skills at hotels included in the sample.
- 2) To assess the agreement with and existence of TQM principles in the aspects of staff selection and training in the sample hotels
- 3) To identify any correlation between staff perceptions of selection and training approaches and collective guest orientation and the prevalence of guest relations skills.
- 4) To compare staff perceptions of selection and training approaches and guest-orientation quality in a sample of the hotels in Western countries (the USA and Australia) and Asian countries (Singapore and Thailand).

- 5) To make a comparison of guest contact competency amongst hotel staff in the USA, Australia (Western countries), Singapore and Thailand (Asian countries).
- 6) To measure guest satisfaction levels within and between “Western” hotels and “Asian” hotels.
- 7) To test the proposition that the closer the adherence to TQM by selection and training principles, the higher the level of guest satisfaction.
- 8) To identify any factors, which influence the relationship between TQM staff selection and TQM training and guest satisfaction

1.4 SCOPE OF THE STUDY

This study provides an assessment of the relationship between staff selection and training based on TQM principles and the respective levels of hotel customer satisfaction. To ascertain the relationship, a comparison of guest satisfaction was made between “Western” hotels and “Asian” hotels based upon the degree of the application in TQM staff selection and TQM training.

The study focuses on guest satisfaction and not dissatisfaction. The guests were asked to assess the service performance of frontline staff across three key operational departments, namely front office, housekeeping and food & beverage.

The total population was 4-5 star hotels in Western countries and Asian countries. A convenience sample of hotels was drawn up based on the willingness of hotels to participate in the study and the researcher’s familiarity with the cities selected, namely Washington, DC, Melbourne, Singapore and Bangkok. A survey of 4-5 star hotels across USA, Australia, Singapore and Thailand was impossible due to the time and resource limitations of the study. All of the participating hotels in the 4 cities were city-based hotels at 4-5 star levels charging a standard room rack rate of US\$ 110-120 per night. The rationale for the selection of the four countries is explained in **Section 4.2.1**.

1.5 STRUCTURE OF THE THESIS

The context of this research is outlined in Chapter Two. In this chapter, the following concepts are outlined: TQM and customer satisfaction, TQM human resources management and TQM staff selection and training. The Chapter examines the existing literature as it applies to the concepts mentioned previously and by identifying the differences between TQM staff selection and training and non-TQM staff selection and training.

Chapter Three proposes a theoretical framework which aims to conceptualise and operationalise the relationship between customer satisfaction and TQM staff selection and training. An outline is provided of the service quality concept, theories of staff selection and training which link with service quality and their relevance to this research. The theory of customer contact competency is also discussed.

Chapter Four reviews the available techniques for measuring customer satisfaction in relation to service quality, customer contact competence and frontline staff perception of customer-orientation quality, staff selection and training. The chosen methodology is outlined including the development of an appropriate survey instrument.

Chapter Five outlines the survey procedures that have been adopted and provides some preliminary data analysis. The focus is on the integration of the descriptive analysis, the Mann-Whitney Test, T-Test, ANOVA and principal components analysis.

Chapter Six is the main data analysis chapter and incorporates the applications of the Structural Equation Modeling analysis using the AMOS 4 software program, measures of correlation, ANOVA and T-Test.

The final chapter highlights the key findings of the research in line with the theoretical framework described in Chapter 3. It presents and discusses the results of the relationship between TQM staff selection and training and customer satisfaction. The comparisons of frontline staff perceptions of staff selection, training and guest-orientation quality, as well as the guest relations skills between the “Western” hotels and the “Asian” hotels are investigated for

the purpose of further exploration. Guest perceptions of service quality in the various hotels are also explored. The limitations and implications of the findings are considered together with suggestions for future research in the field of TQM, service quality management, hospitality management and human resources management.

CHAPTER 2

TQM, CUSTOMER SATISFACTION, STAFF SELECTION AND TRAINING

2.1 TOTAL QUALITY MANAGEMENT (TQM) AND CUSTOMER SATISFACTION

The expression “Total Quality Management” (TQM) has emerged as an integral part of the terminology used to describe business processes and has frequently been proposed as an appropriate tool for bringing about improved customer satisfaction (Gundersen, Heide and Olsson, 1996). Many researchers define TQM explicitly in terms of customer satisfaction (Oakland, 1990; Johnson, 1991; Crouch, 1992; Saylor, 1992; Sashkin and Kiser, 1993; Van De Wiele and Dale, 1993; Bell, McBride and Wilson, 1994; Witt, 1994; Stahl, 1995; Tatikonda and Tatikonda, 1996).

Though its name might suggest otherwise TQM is less concerned with quality than with customers (Martin, 1993; Partlow, 1993; Sashkin and Kiser, 1993; Partlow, 1996). It is widely accepted that the single and ultimate goal of TQM is ‘customer focus’ or customer satisfaction (Juran, 1988; Breiter *et. al.*, 1995; Breiter and Bloomquist, 1998). TQM may be regarded as “management to achieve customer satisfaction”. According to Tatikonda and Tatikonda (1996), customer satisfaction is a moving and continuously changing target. However, the authors also add that to be successful, TQM must be focused on understanding customer expectations and developing activities to meet and exceed these expectations.

It appears that where customer satisfaction is not regarded as being important or measurable, TQM procedures and processes based on TQM principles tends to be ignored (Luchars and Hinkin, 1996; Partlow, 1996). This is particularly evident in the case of service organizations, such as hotels, where the relatively high degree of staff/customer interaction leads to a greater emphasis on customer care (Denton, 1989; Hart, Heskett and Sasser, 1991; Waldersee and Eagleson, 1994; Rees, 1995; Carter, 1996; Gundersen *et. al.*, 1996). According to Luchars and Hinkin (1996), acceptance of TQM by the hotel industry has been slow possibly because management has viewed service quality as intangible and immeasurable. High operating costs, high staff turnover and insufficient TQM guidelines leading to change prevalent in the hotel

sector are major factors leading to the low adoption of TQM (Chung, 1995; Cheung and Law, 1998). As a result of these characteristics, many hotel managers emphasize the significance of tangible factors such as facilities, furnishings, layouts and uniforms for frontline staff. Relatively less emphasis is placed on the intangible factors such as the quality of customer service and the management of human resources (Lyons, 1993; Camison, Flor, Cruz and Kuster, 1996; Guthrie, 1999; Soriano, 1999). Such intangible factors are critical to securing and maintaining competitive advantage into the 21st century for hotel businesses (King, 1984; Tanke, 1990; Fuller and Smith, 1991; Olsen, 1996 and 1999; Foley, 1997; Dittman, 1999; Jenkins, 1999; Kandampully and Suhartanto, 2000). In view of their strategic importance, the present study centres on these particular aspects, as they relate to TQM.

2.2 THE MANAGEMENT OF HUMAN RESOURCE AND TOTAL QUALITY MANAGEMENT (TQM)

It seems likely that full implementation of TQM principles will require modifications to the traditional practice of human resource management (Wilkinson, Allen and Snape, 1991; Bowen and Lawler, 1992; Redman and Mathews, 1995; Barsky, 1996; Partlow, 1996). Since human resource practices appear support and reinforce a TQM-based culture and bring about a commitment to quality, they are important to the achievement of effective TQM (Hart and Schlesinger, 1991; Wilkinson *et. al.*, 1991; Bowen and Lawler, 1992; Lewis, 1994; McEwan, 1995; Redman and Mathews, 1995; Partlow, 1996). Gundersen *et. al.* (1996) remark that few researchers have attempted to identify the critical performance areas which can bring about an improvement in customer service. This is especially so when the evaluation of quality involves the need to measure activities such as human resources. As stated by Roberts (1995), a key challenge to the application of service quality techniques to the operations and culture of hotels is to change the approach adopted towards the management of people.

Roberts (1995) proposes two principles for people management in TQM organizations, as follows:

- The move away from more traditional, formalized styles of management to a more open and consultative approach.

- Recognizing the contribution that employees can make to the benefit of the organization and its customers (Roberts, 1995, p. 34).

Go, *et. al.* (1996) identify two common causes of problems in the customer/staff interaction. First, jobs are often designed with little consideration being given to interaction between customers and staff. Chefs are an example of this interaction. They are expected to remain in the kitchen and rarely receive feedback from customers. Second, employees are unable or unwilling to participate in creative strategies concerning the service process. Often they may lack the necessary knowledge, flexibility, foresight, or ambition to perform their jobs in ways that would best suit customers. In theory and in practice, front-line employees are considered to be central to the principles of TQM because of their critical role in the achievement of customer satisfaction (Albrecht and Zemke, 1985; Heskett, 1986; Berry, Bennett and Brown, 1989; Brown and Swartz, 1989; Denton, 1989; Bowen, Chase, Cummings and Associates, 1990; Saleh and Ryan, 1992; Waryszak and Bauer, 1993; Conrade, Woods and Ninemeier, 1994; Camison, 1996; Carter, 1996; Go *et. al.*, 1996; Luchars and Hinkin, 1996; Vallen and Vallen, 1996; McColl-Kennedy and White, 1997; Peccei and Rosenthal, 1998; Worsfold, 1999). It is widely acknowledged that the interaction between frontline staff and the guest (the “service encounter” or the “moment of truth”) leads to success or failure in meeting or failing to meet guest expectations. Such encounters have a more direct impact on the level of customer satisfaction and overall perception of the organization than most other activities of the business (Go *et. al.*, 1996; Vallen and Vallen, 1996). It is difficult to correct breakdowns which occur within the customer/staff interaction once it has gone wrong. By this stage, such occurrences are likely to have a very strong influence on guest satisfaction both immediately and into the long-term (Lockwood, 1994). It may also lead to additional costs associated with both labour and lost business (Vallen and Vallen, 1996; Reichheld and Sasser, 1991). Research has shown that a customer who has a bad experience tells approximately eleven people about it, while a customer with a good experience tells just six (Hart *et. al.*, 1991). The challenge of maintaining high levels of service increases when the cost of attracting a new customer is about five times more than retaining an existing customer (Naumann and Giel, 1995).

Human resource management and the management of frontline staff in particular, plays a vital role in bringing about customer satisfaction in the hotel business (Atkinson, 1988; Johnston,

1989; Bitner, Booms and Tetreault, 1990; Drummond, 1990; Kelly, 1992; Saleh and Ryan, 1992; Hartline and Ferrell, 1993; Henkoff, 1994; Samenfink, 1994; Sparks, 1994; Mohr and Bitner, 1995; Rust, Zahorik and Keiningham, 1995; Barsky, 1996; Camison *et. al.*, 1996; Peccei and Rosenthal, 1998; Worsfold, 1999; Enz and Siguaw, 2000). Based on the findings of Schneider and Bowen (1985), there is a strong relationship between staff perceptions of human resources management practice and customer attitudes to the service provided by banks. Schneider and Bowen's (1985) studies have been replicated and extended by Tornow and Wiley (1991). Their research survey in a multinational computer corporation supported Schneider and Bowen's (1985) findings. Another study by Zerbe, Dobni and Harel (1998) on aircrews examined the proposition that staff perceptions of human resource management may be used to predict the behaviour of aircrew towards their customers. The results indicate that perceptions of human resource management have an indirect effect on self-reported service behaviour. Other studies have examined the relationship between human resource management and staff commitment and performance in service settings. Based on data from three US service companies, Ulrich Halbrook, Meder, Stuchlik and Thorpe (1991) proposed the existence of a relationship between employee attachment (equivalent to organizational commitment), customer attachment and human resource management practices. These findings were confirmed by Pitt Foreman and Bromfield (1995) in their study of service contact workers in a large industrial service organization and demonstrated a moderate relationship between organizational commitment and the delivery of service quality.

It is clearly important to acknowledge that some staff may demonstrate a commitment to providing quality service without being committed to the organization. In their study in the retail food sector, Peccei and Rosenthal (1998) demonstrated a clear link between the commitment of an individual staff to customer service and the staff knowledge and competence. Their findings highlight the importance of staff selection and training. Previous research in this area has examined the relationship between customer perceptions of service encounters and the attitudes and behavioral responses of staff involved in such encounters (Bitner, 1990; Bitner, Booms and Mohr, 1994; Hartline and Ferrell, 1996; Mattila, 1999). A number of staff responses that have been investigated include role stress (Singh, 1993; Hartline and Ferrell, 1996); ability, competence and adaptability (Bitner *et. al.*, 1990; Hartline and Ferrell, 1996); and job satisfaction (Schneider and Bowen, 1985; Hartline and Ferrell, 1996). The present study aims to

confirm the relationship between staff perceptions of selection and training and guest satisfaction through the medium of guest-orientation quality, which consists of self-commitment to service quality, hotel competency in service quality and guest contact competency.

Gundersen *et. al.* (1996) identified three main operational areas as having the greatest effect on overall customer satisfaction. These are the front office, housekeeping and food and beverage departments. Hartline and Jones (1996) found that the performance of front desk staff has the most profound effect on overall service quality. The only service performance having a direct effect on word-of-mouth recommendations from hotel guests is the performance of housekeeping staff. For the food and beverage area, the performance of room service staff also has a significant effect on overall service quality but less impact than the performance of the front desk staff. Kandampully and Suhartanto (2000) revealed that customer satisfaction with housekeeping was found to be significant whilst the study identified no significance in the case of front office and food and beverage staff. On the other hand, in the investigation of the customers of their best-practice champions, Dube *et. al.* (2000) concluded that food and beverage is a visible source of customer value. In the case of the present study, customer satisfaction is measured on the basis of the performance of these three departments in order to identify the extent to which the performance of each of the three departments has an effect on customer satisfaction.

A number of authors have suggested that frontline employees in organizations, which employ TQM practices, should possess the following essential qualities:

- 1) The ability to use empowerment efficiently is the ability to make decisions and to solve problems in order to satisfy customers without time-wasting management approval processes (Lyons, 1993; Partlow, 1996). This approach requires problem-solving, decision-making and related skills which were once associated only with managers (Bowen *et. al.*, 1990; Henkoff, 1994).
- 2) When they are multi-skilled, staff are able to work in alternative roles both within and outside their existing departments (Teare and Boer, 1991; Carter, 1996, McColl-Kennedy and White, 1997). To achieve multi-skilling for all employees, Sheraton Towers Southgate Melbourne and Sheraton Sydney Airport entered into enterprise agreements to give staff the competence to perform at least three jobs (Carter, 1996). Using this approach, particular

roles link into cross-functional work teams to provide immediate solutions to service problems (Partlow, 1996).

- 3) The ability to apply the tools and techniques of “quality” may be described as quality skills. Tools such as flow charts, fishbone diagrams and line graphs, and techniques such as group brainstorming and quality circles may be helpful to identify and solve quality problems, as well as make continuous improvements and develop skills for effective teamwork (Partlow, 1996).
- 4) Customer service should embrace skills such as customer relations, interpersonal relations, service recovery, communication, language, sales and nonverbal and self-monitoring skills (Albrecht and Zemke, 1985; Bowen *et. al.*, 1990; Tansik, 1990; Hart *et. al.*, 1991; Teare and Boer, 1991; Clutterbuck, Clark and Armistead, 1993; Go *et. al.*, 1996; Riley, 1996; Mathews, 2001).
- 5) Employees in TQM organizations should have the ability to work in a quality team and participate in quality circles (Carter, 1996; Partlow, 1996; Mathews *et. al.*, 2001).
- 6) In TQM, employees should possess the skills to lead a team and to initiate and apply empowerment in an effective manner (Breiter and Bloomquist, 1998).

Human resource management in TQM organizations tends to focus on finding and retaining the staff with the type of qualifications noted above. According to Kelliher and Johnson (1987, 1997), the main activities of human resource management in hotels were recruitment and training. In addition, Foley (1997) states that the key issues for gaining competitive advantage for hotel businesses are recruitment and training. Within the general human resources management literature, recruitment and selection is frequently identified as essential to bringing about cultural change and staff commitment, the keys to TQM success (Guest, 1987; Williams, Dobson and Walters, 1993; Snape, Wilkinson, Marchington and Redman, 1995; Watson and D’Annunzio-Green, 1996; McGunnigle and Jameson, 2000). After the recruitment process, selecting the right staff and training them on a thorough and continuous basis will be one of the most important factors in retaining good staff and solving the staff turnover problem (Hogan, 1992; Foley, 1997). In addition, Bowen and Lawler (1992) note that staff selection and training can have a significant impact on quality performance. In addition, these two elements are important components of the principles of TQM (Soriano, 1999). The present study will concentrate on staff selection and training.

2.3 STAFF SELECTION AND TRAINING AND CUSTOMER SATISFACTION

According to Riley (1996), there are three types of management approach capable of influencing the guest-staff relationship: selecting the right people, social skills training and information and environmental design. It is clear from this observation that staff selection and training have a major influence over customer satisfaction levels. Conrade *et. al.* (1994) also identify a strong correlation between training and overall customer perceptions of an organization. Training helps to attract new employees and eases the recruitment and selection of appropriate staff. According to Go *et. al.* (1996), staff selection also has an effect on training. This means that the selection of relatively unskilled staff will require greater investment in training than the selection of skilled staff.

2.4 TQM STAFF SELECTION AND TRAINING

2.4.1 TQM STAFF SELECTION

In TQM, the achievement of quality is a key focus of job roles. The selection procedure manuals for TQM jobs emphasize innovation, creativity, and problem solving aimed at maximizing both the quality and the quantity of outputs. Individual jobs may be linked to cross-functional work teams in order to allow on-the-spot identification of short-term quality problems (Partlow, 1996). A service-oriented job/position description is also an important component of selection procedure manuals. The involvement of frontline staff in the selection process will increase efficiency through empowerment and teamwork (Clutterbuck *et. al.*, 1993; Enz and Siguaw, 2000). Managers in some TQM hotels have encouraged their employees to write their own performance standards in order to gain their involvement and commitment (Comen, 1989; Breiter and Bloomquist, 1998).

The TQM approach focuses on the selection of employees on the basis of their motivation and ability to perform effectively in a TQM environment. Hotels that apply TQM principles to staff selection appear likely to develop selection procedure manuals that facilitate recruitment of staff with the qualifications as mentioned in Section 3.2. Redman and Mathews (1995) add that TQM staff selection focuses on attitudes to flexibility and customer service rather than on skill levels.

Barsky and Dittman (1990) propose to incorporate customer-service evaluation into employee selection and orientation through an evaluation of candidate service aptitude using examinations, interviews, and a review of employment history. These may include approaches such as work sampling and a guest-relations video test. The interviews place a particular emphasis on the values of an organization. Enz and Siguaw (2000) describe the approach adopted by one hotel company to improving the selection process through the use of job-preview sessions. During these sessions, the hotels observe job applicants working in a department for a half-day prior to extending a job offer to them.

A reading of the literature as it relates to TQM staff selection activities in hotels (Collins and Perras, 1990; Hart *et. al.*, 1991; Hogan, 1992; Lyons, 1993; Partlow, 1993; Quality Australia, 1993; Breiter *et. al.*, 1995; Carter, 1996; Partlow, 1996), reveals that these selection activities are similar to the selection procedures and techniques recommended by Barsky and Dittman (1990), Clutterbuck *et. al.* (1993), Redman and Mathews (1995) and Partlow (1996), Enz and Siguaw, 2000.

2.4.2 TQM TRAINING

If successful implementation and operation is to be achieved, training is essential as a support to TQM (Wally and Kowalski, 1992; Motwani, Frahm and Kathawala, 1994; Kiesow, 1996; Bakka, 1998; Mathews, Ueno, Periar, Silva, Kekale and Repka, 2001). In a service environment such as a hotel, training appears to place greater emphasis on the “soft” side of TQM, such as teamwork and interpersonal skills, rather than the “hard” side, such as statistical tools and techniques (Mathews *et. al.*, 2001). McColl-Kennedy and White (1997) assessed and compared customer and employee perceptions of customer service quality in hotels. They linked these with the type of staff training programs expected by hotel customers in their study, namely the training programs to bring about personalized service. TQM training in hotels relates closely to the expectations of customers (Schneider and Bowen, 1985; Schmitt and Allscheid, 1995). It focuses on training employees to acquire the qualifications as outlined in Section 2.2. Training courses covering issues such as empowerment, multi-skilling, interpersonal skills, guest-service, quality and teamwork need to be implemented in the hotels, which apply TQM training continuously. Denton (1989) stresses that the process of employee orientation is the best place to

install such courses, since orientation is the key to whether employees become effective service providers.

Partlow (1996) notes that hotel managers who apply TQM in their operations perceive training as a crucial step and focus their training efforts on quality. TQM training procedure manuals include quality concepts and quality control tools and techniques, as well as how to do the job and how to work together as a team (Partlow, 1993; Witt, 1994). Training needs analysis focuses on customer service and the real needs expressed by staff (Bowen and Lawler, 1992; Seath, 1992). The growing role of technology also demands greater attention to training and to the application of standards to maintain the pace of change (Olsen, 1996). The timing of TQM training is on a “just-in-time” basis and can be applied in the workplace by staff as soon as possible after the training (Tesluk, Farr, Mathieu and Vance, 1995; Marler, 1998). Quality training procedures need to be objectively, systematically, and continuously performed with commitment (Oakland and Sohal, 1996).

Clutterbuck, *et. al.* (1993) have proposed a range of training procedures that they regard as effective within the service quality area for the following reasons:

- They are designed to meet the specific requirements of defined customer groups
- They have been developed with the active involvement of managers and other staff
- They have purposefully incorporated with measurement and feedback systems
- They are carried out in teams (p.157-158)

According to the literature, training effectiveness in hotels is measured most accurately using guest-and-employee satisfaction surveys and guest-comment cards (Partlow, 1996).

2.5 NON-TQM STAFF SELECTION AND TRAINING

Although the literature reviewed below does not refer explicitly to non-TQM selection and training, the processes and methods described are remarkably different from TQM selection and training processes and methods as outlined in Section 2.4. Moreover, Juran (1988) and Oakland (1990) stress that if an organization is to be considered as a TQM organization, all of its

individual activities should be consistent with TQM principles. The selection and training activities in the hotels as described below are not consistent with procedures and processes based on TQM principles. For the purposes of the present research which aim to provide meaningful comparisons, they may be regarded as non-TQM selection and training activities.

The process of empowering staff may encounter resistance from certain managers in hotels that have not applied TQM principles since such initiatives provide staff with greater authority and may be threatening. Such managers may perceive that staff have insufficient competence to use their authority to put things right for customers (Nankervis, 1990; Quality Australia, 1993; Rees, 1995; Evans, Clark and Knutson, 1996). As a consequence of the prevalence of such attitudes, Staff selection and training may be impracticable as a way of enhancing staff empowerment in such hotels.

Such hotel managers may have been reluctant to make a long-term investment in staff because of the prevailing hotel industry characteristics of reliance on service staff, seasonal and cyclical demand for products and high labour turnover (Nankervis, 1990; Go *et. al.*, 1996; Watson, 1996; Soriano, 1999). In their survey of hotels in Australia and Singapore, Nankervis and Debra (1995) noted that there is little evidence in either country that the roles of personnel/human resource specialists in such hotels have moved beyond traditional administrative functions towards more modern strategic practices. This view is supported by a number of other commentators (Tanke, 1990; Teare and Boer, 1991; Storey, 1992; Lucas, 1995; and McGunnigle and Jameson (2000).

Some have argued that the human resource management function in hotels is underdeveloped and lacking in sophistication (Kelliher and Johnson, 1987; Croney, 1988; Price, 1994; Kelliher and Johnson, 1997). Basing his conclusions on quantitative research in the UK hotel industry, Hoque (1999) argues that there is increasing interest in human resources management within the hotel industry and that this may be the case within the hospitality industry as a whole in all countries. McGunnigle and Jameson's (2000) UK study takes the opposite view as does Sisson (1993) who has found that human resources management in hotels is still fragmented and underdeveloped. Hoque (1999) may have investigated the hotels that are applying TQM principles in their human resources operations and McGunnigle and Jameson (2000) focused on

hotels that have not. The present study will explore the present status of human resource management and the progress of TQM applications in hotels in both western countries (the USA and Australia) and Asian countries (Singapore and Thailand).

2.5.1 *NON-TQM STAFF SELECTION*

The research was unable to locate any empirical research about the relationship between staff selection and customer satisfaction. Only a few studies have focussed on hotel staff selection. The literature review that follows, relates to the hotel industry in general, though many of the staff selection processes and methods noted below may be regarded as being typical of non-TQM staff selection.

According to Breiter and Bloomquist's study (1998), one of the obstacles to implementing TQM is an inability to hire good or competent employees. Haupt interviewed general managers in first-class hotels (1993) and concluded that in their views, it is very difficult to find staff with a service attitude. Soriano (1999) confirmed this finding. It is evident that in the hospitality industry, poor selection methods are a major factor in high staff turnover (Tanke, 1990). Many hotels rely on newspaper advertisements and walk-in applicants to fill positions. The most frequently used method for hiring is a combination of reference checks and face-to-face interviews (King, 1996). In particular, there are three types of front office personnel selection techniques frequently used: application forms, standard interviews, and reference checks (Waryszak and Bauer, 1993). This classic trio has been considered ineffective and unreliable (Herriot, 1990; Cook, 1993). There is little evidence of the use of more sophisticated predictive recruitment and selection methods (McGunnigle and Jameson, 2000).

The traditional selection procedure ignores the question of expectations and how these may be communicated. Job applicants have little opportunity to learn about the expectations that hotels have of them or to reveal their own expectations of work. Many authors have been critical of hotels as being more interested in filling positions as quickly as possible, than in developing long-term skills (Teare and Boer, 1991; Conrade *et. al.*, 1994; McGunnigle and Jameson, 2000). The researcher worked in human resources departments within five hotels more than ten years and over those period experienced that when there was a vacancy in a hotel, the hotel sought to

fill the gap as quickly as possible due to the urgent circumstances. Hotels often appear willing to hire the best of the available applicants, even if he/she is not ideal. The hotel hopes that he/she will not do anything seriously wrong. This is not in line with TQM principles but is common business practice. The prevailing attitude appears to be that if the new appointee survives, the hotel can provide training at a later date. In interviewing a sample of 10-15 hotel general managers in UK, McGunnigle and Jameson (2000) found that though these general managers acknowledge the importance of selecting the right staff, they do not view it as a serious problem if this does not happen. Deliberate selection of committed staff whose personal goals match those of the hotel was also found to be uncommon.

Roberts (1995) has shown that many hotels have encountered difficulties when job/position descriptions and person specifications, vital parts of the selection procedure manuals, are rushed or ignored. His survey of supervisors and managers revealed that 60% of respondents do not have accurate or up-to-date position descriptions. Cook (1993) also mentioned two pitfalls in the preparation of position descriptions. Some are too detailed but fail to identify the importance and relative priority of duties. Others are vague and full of management jargon. Job specifications may also suffer from vagueness and management jargon. In addition, Soriano (1999) found that relative to other industries, the hotel sector is deficient in its approach to personnel policies.

2.5.2 *NON-TQM TRAINING*

According to McColl-Kennedy and White's (1997) study of five-star hotels, hotel management does not always support training programs and employees are regularly prevented from taking time off to join training programs. Training programs generally and customer service training in particular often fail to focus on customer service areas likely to lead to an increase in productivity or efficiency. Customer service training in hotels is generally limited (Soriano, 1999).

The following statements, drawn from the relevant literature, exemplify management perceptions of training in the hotel industry:

- The costs of training are upfront and obvious, while the benefits appear to be remote and unmeasurable (Hotel and Catering Training Company, 1994; Clements and Josiam, 1995; Buick and Muthu, 1997). It is commonplace to make training provision fit budgets, rather than developing budgets to meet long-term training needs (Tanke, 1990; McGunnigle and Jameson, 2000).
- Training takes employees away from direct customer service (Roberts, 1995).
- Training makes employees more employable and as a result, well-trained employees will take their skills to another employer (Roberts, 1995; Weinstein, 1995). Staff turnover is such that it is difficult to bring about staff commitment to a particular hotel through training (McGunnigle and Jameson, 2000).
- For new employee training, supervisors or operatives are expected to provide coaching over and above their operational roles, irrespective of whether they are well trained and willing (Drummond, 1990; Miller, Porter and Drummond, 1992; Clements and Josiam, 1995; Roberts, 1995). This creates a vicious circle. Less well-trained staff are coopted, in some instances reluctantly, to train other less experienced staff who in their turn are required to train the next group of incumbents. This system becomes self-perpetuating.
- The training function is typically regarded as being as the lowest rung with other operational functions considered as being more important (Drummond, 1990; Herman and Eller, 1991; Go *et. al.*, 1996; Buick and Muthu, 1997). It appears that training is provided to staff with a view to teaching them how to perform their existing technical functions better, when something goes wrong, when there is a need to fill new positions, or when there is a need to promote staff (Denton, 1989; Go *et. al.*, 1996; Olsen, 1996; Buick and Muthu, 1997; McGunnigle and Jameson, 2000).
- Training is treated as a one-off event and not as a continuous process (Buick and Muthu, 1997).
- The tangible components of hotels are easier to manage than intangible aspects such as training (Saleh and Ryan, 1992).

In case of the hotel managers who have not applied TQM principles, training appears to be viewed as:

- an expense, not a long-term investment (Conrade *et. al.*, 1994; Gilbert and Joshi, 1994; Roberts, 1995; McGunnigle and Jameson, 2000)
- a waste of time, so no time is committed to it (Drummond, 1990; Roberts, 1995)

As a result, non-TQM training is often:

- a neglected function (Drummond, 1990; Go *et. al.*, 1996)
- inappropriate, informal, unplanned and without quality procedures (Herriot, 1990; Herman and Eller, 1991; Saleh and Ryan, 1992; Schuler, Dowling, Smart and Huber, 1992; Conrade *et. al.*, 1994; Clements and Josiam, 1995; Roberts, 1995; Baum, 1996; McColl-Kennedy and White, 1997)

Many hotels which have not applied TQM principles to training do not offer planned, high quality training programs and spend less on employee-training activities (Conrade *et. al.*, 1994; Roberts, 1995). In the absence of evidence of central collation or co-ordination, training plans are ineffective (McGunnigle and Jameson, 2000). In many cases, line managers are left to make themselves aware of what training courses are planned and to determine staff participation. Training needs become the exclusive responsibility of the personnel/human resources department (McGunnigle and Jameson, 2000). From the researcher's working experience as a training manager in three hotels over a period of five years, the training needs are based upon training managers' creativity and management's situational requests. Most training activities are internal and due to the limited annual training budget involve training undertaken by training managers or managers. The number of participants in each training program depends on the experiences in joining previous training programs, willingness of the participants and their supervisors' permission. Therefore, the main theme of each training program is "enjoyment". Whether the participants will gain the knowledge, skills and attitudes as the set objectives or not depends on training managers' capabilities in communicating the right things in the right way and in the right time during the training programs. It is possible that the participants gain little apart from relaxation and taking time out from normal duties. An essential element is the existence of a good relationship between the training department and other departments, in particular all supervisors since they are the ones who give permission and encourage their own staff to join the training programs. One of the success factors for training in hotels is the correct attitude and

perceptions to training by staff, supervisors and managers. Much training undertaken in hotels focused exclusively on simple on-the-job techniques (Teare and Boer, 1991) with less emphasis on off-the-job training programs or “soft” competencies, such as decision-making and problem solving (McGunnigle and Jameson, 2000). As a result, most staff within such hotels have been found to have low skill levels (Schuler *et. al.*, 1992; Lucas, 1995; Baum, 1996; Go *et. al.*, 1996). They often avoid participation in decision-making and problem solving (Glover *et. al.*, 1984; Records and Glennie, 1991; Enz and Siguaw, 2000). Bitner *et. al.*, (1990) reported on the 180 instances of staff/customer interaction recorded by the hotels in their study, 38% fell into the category of unprompted and unsolicited employee actions which are unrelated to technical failures or responses to specific guest needs. This implies a lack of staff training in customer relations skills in these hotels.

Frontline staff in such hotels appear to have received little training. Service training offered to housekeeping staff in particular is minimal even compared with what provided for front office and food and beverage staff. As Kandampully and Suhartanto (2000) have noted, housekeeping is not acknowledged as a frontline service department by many hotel managers as is regarded as back-of-house. The training that frontline staff have received tends to be of a mechanical or technical nature and not geared specifically to providing customer satisfaction. A disproportionate amount of management time appears to be spent trying to automate, eliminate, and simplify technical skills rather than developing customer service skills (Denton, 1989; Barsky and Dittman, 1990; Herriot, 1990; Hart *et. al.*, 1991; McColl-Kennedy and White, 1997). Even the activities of well-trained staff are confined to the strict parameters of their duties and job descriptions. Such activities may be viewed as ways of maintaining the status quo (Go *et. al.*, 1996; McColl-Kennedy and White, 1997). Generally speaking, training procedure manuals place little emphasis on customer service. As a result, customer service training programs in such hotels allow for little flexibility of service delivery (McColl-Kennedy and White, 1997).

It appears that most hotels that have not applied TQM training, use on-the-job training that lacks an emphasis on quality and pay inadequate attention to structure (Conrade *et. al.*, 1994; Clements and Josiam, 1995). Buick and Muthu (1997) note that the training methods used in the non-TQM hotels are largely confined to on-the-job training, demonstration and role-playing. In the case of

training needs analysis, many non-TQM hotels either always, or often, use requests from line supervisors and managers as well as performance appraisal and informal feedback from the trainee and/or line manager/supervisor is common. Most non-TQM hotels lack proper training evaluation. In the case of such informal feedback, pressure of time and limited opportunity for discussion can limit its value. Moreover, Conrade *et. al.* (1994) note that many training personnel have no knowledge of quality training materials, indicative of a lack of recognition of the central principles of TQM.

As indicated previously, the literature is quite critical of the selection and training practices prevalent in hotels, which have not applied TQM staff selection and training. The quality of customer service practices in these hotels is likely to be questionable when staff are not properly selected or trained to serve customers.

2.6 SUMMARY

The preceding literature review suggests that staff selection and training in TQM settings may have better procedures and methods than is the case in non-TQM settings. This may lead to the assumption that hotels which apply TQM principles to staff selection and training will have higher levels of customer satisfaction than those which do not apply TQM principles. The purpose of this study is to find out the nature of the relationship between staff selection and training, critical elements of human resource management, and customer satisfaction. The methodology to be used is a comparison of customer satisfaction in hotels based upon the degree of the application in TQM staff selection and training.

CHAPTER 3

CONCEPTUAL FRAMEWORK

3.1 CONCEPTUALISATION OF CUSTOMER SATISFACTION WITH SERVICE QUALITY AND STAFF SELECTION AND TRAINING

This chapter will present a model of the relationship between TQM staff selection and training and guest satisfaction in the context of hotel service quality. Based on the model shown in **Figure 3.1** (p.35), the conceptualization and operationalisation of the model are outlined and discussed.

3.1.1 *THE CONCEPTUALIZATION AND OPERATIONALISATION OF CUSTOMER SATISFACTION AND SERVICE QUALITY*

The concept of customer satisfaction and service quality is at the core of Total Quality Management (TQM) and will be explained first. The concept of customer satisfaction has a long history in the marketing literature. Since Cardozo's (1965) initial study of customer effort, expectations and satisfaction, the relevant literature has expanded enormously. Over the period 1982-1990, more than 900 articles have focused on customer satisfaction and dissatisfaction and complaining behavior (Perkins, 1991). Studies of consumer behavior identify customer satisfaction as the core element of the postpurchase period (Westbrook and Oliver, 1991). Since customer satisfaction has been shown to enhance repeat purchase and favorable word-of mouth communication, the concept is essential for marketers (Cardozo, 1956; Fornell, 1992; Halstead and Page, 1992).

Customer satisfaction is widely acknowledged as a key factor in ensuring survival in the hotel business (Olsen, 1996 and 1999; Foley, 1997; Jenkins, 1999; Kandampully and Suhartanto, 2000). A key factor in bringing about customer satisfaction is service quality. The concept of service quality has emerged the main competitive advantage for the hotel industry in the 21st century and has received substantial academic attention as a critical point in the hospitality field (Lewis and Chambers, 1989; Saleh and Ryan, 1991).

Researchers have defined customer satisfaction as “the customer’s fulfillment response” (Oliver, 1993; Rust and Oliver, 1994) and as “meeting or exceeding customer’s expectations (Oliver, 1977, 1980, 1981; Oliver and DeSarbo, 1988; Tse, Nicosia and Wilton, 1990; Yi, 1990; Kotler and Armstrong, 1991; Erevelles and Leavitt, 1992). McColl-Kennedy and White (1997) quoted Gronroos’s (1991) definition of customer satisfaction as “an emotional attitude generated towards a product, resulting from the comparison of what was expected (pre-purchase expectations) and what was received (perceived performance)”. Customer satisfaction is a transitory judgment made on the basis of a specific service encounter (Parasuraman, Zeithaml and Berry, 1988; Bitner, 1990; Bolton and Drew, 1991a; Cronin and Taylor, 1992, 1994; Oliver, 1993; Patterson and Johnson, 1993). Service quality has been described as a long-term attitude, related but not equivalent to satisfaction, that results from the comparison of expectations with performance (Parasuraman, *et. al.*, 1988; Bolton and Drew, 1991a).

Customer satisfaction generally concerns a specific transaction whereas service quality involves a long-run overall customer evaluation of service. As an attitude, it is related to but not equivalent to satisfaction and comes about as a result of the comparison of expectations with performance (Parasuraman, *et. al.*, 1988; Bitner, 1990; Bolton and Drew, 1991b; Cronin and Taylor, 1992; Pizam and Ellis, 1999). Quality is a dimension of service and customers take it into account when making judgments about satisfaction (Cronin and Taylor, 1992; Rust and Oliver, 1994). Service quality is highly dependent on the interpersonal element of service performance (Bitner *et. al.*, 1990). This interpersonal component is essential in the determination of customer satisfaction (Bitner *et. al.*, 1990). The quality of human interaction between customer and service provider in the delivery of a service is an important element in the assessment of overall satisfaction with service quality (Crosby and Stephens, 1987; Parasuraman *et. al.*, 1985, 1988). Therefore, the quality of social contact between a hotel guest and a frontline staff member in the delivery of a service is a vital determinant of guest satisfaction.

Customers assess service quality by comparing what they want or expect with what they perceive they are getting (Parasuraman and Berry, 1991). The process is similar to the way in which customer satisfaction is assessed. To earn a reputation for providing quality service, hotel staff must perform consistently at levels which customers perceive as meeting or surpassing expectations (McColl-Kennedy and White, 1997). The importance of customer expectations in

their evaluation of service has been highlighted by a number of researchers (Parasuraman, *et. al.*, 1985; Brown and Swartz, 1989; Bolton and Drew, 1991a, 1991b; Cronin and Taylor, 1992; Boulding, Kalra, Staelin and Zeithaml, 1993; Zeithaml, Berry and Parasuraman, 1993). Considerable attention has been given to the development and testing of measures of service quality (Fishbein, 1967; Martilla and James, 1977; Oliver, 1980; Churchill and Surprenant, 1982; Parasuraman, *et. al.*, 1985; Parasuraman, *et. al.*, 1990; Cronin and Taylor, 1992; Brown, Churchill and Peter, 1993).

There are three main research instruments, which have been developed to analyse the concepts of quality and customer satisfaction. These are:

- Importance-performance;
- SERVQUAL; and
- SERVPERF

Importance-performance analysis stems from work by Fishbein (1967) and Matilla and James (1977). The approach assumes that attitudes are related to beliefs and evaluation. The method uses the confirmation/disconfirmation concept developed by Oliver (1980) and Churchill and Surprenant (1982) where customer perceptions of a service either match (confirm) or deviate from (disconfirm) expectations. The approach has been used in the field of tourism (Scott, Schewe and Frederick, 1978; Tourism Canada, 1988) but the researcher was unable to identify any use of the instrument in the hospitality field. It is difficult to see what service industries have in common due to the diversity among service industries (Gundersen, *et. al.*, 1996), no exception between the tourism field and the hospitality field. For the purposes of the present research, the single-minded concentration on a service quality matching customer satisfaction (confirmation aspect) in hotels has been ruled out. The disconfirmation aspect is considered to be beyond the scope of the study.

A service quality theory and model conceptualized by marketing researchers, including Parasuraman *et. al.* (1985, 1986, 1988, 1990) and Berry, Zeithaml and Parasuraman (1990) examined the service transaction and the subjective nature of service quality. This conceptualization led to the development of the SERVQUAL model of service quality. The

SERVQUAL model has produced two major contributions to the theory of service quality. It incorporated aspects of customer behaviour into the concept of service quality and it also proposed a number of dimensions or factors used by both customers and service staff to assess and evaluate service performance and quality standards. Parasuraman *et. al.*'s (1985) model of service quality focused on the gaps that can arise in service quality between the diverging perceptions and expectations of managers, customers and service staff. The following five service quality gaps were identified.

- GAP 1:** The differences between customer expectations and manager perceptions of customer expectations
- GAP 2:** The differences between manager perceptions of customer expectations and service quality specifications
- GAP 3:** The differences between service quality specifications and the service as delivered
- GAP 4:** The differences between service delivery and what is communicated to customers about the service
- GAP 5:** The differences between customer perceptions and expectations of service

According to Parasuraman *et. al.* (1985), such gaps impact upon customer evaluations of service quality. The third gap is relevant to the present research with its focus on the relationship between TQM staff selection and training and customer satisfaction.

In their SERVQUAL model, Parasuraman *et. al.* (1985) distinguished the ten most important criteria in assessing service quality by customers, namely; reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and knowing the customers, and tangibles. Since many of these service quality dimensions were dependent, they were reduced to only five:

- TANGIBLES:** the appearance of physical facilities, equipment, personnel and communication materials
- RELIABILITY:** the ability to perform the promised service dependably and accurately
- RESPONSIVENESS:** a willingness to help customers and provide prompt service

- ASSURANCE: the knowledge and courtesy of staff and their ability to inspire trust and confidence
- EMPATHY: the extent of caring and individualized attention that the organization provides to its customers

In Parasuraman *et. al.*'s (1985) study, customer respondents identified reliability as the most important of the five dimensions in evaluating service quality. The relative importance attached to the various service quality dimensions may however differ prior to and after service delivery because evaluation of service quality is based on the process of service delivery as well as the outcome of a service (Parasuraman *et. al.*, 1985, 1988). The process by which a service is delivered is as important as the outcome of the service. The present research will assess the method by which service is delivered and the extent to which guests are satisfied with the hotel service quality.

SERVQUAL, presented by Parasuraman, *et. al.*(1988), is the most widely accepted instrument measuring service quality . It has been extensively used and cited in the literature including a range of applications to the hospitality industry (Saleh and Ryan, 1992; Bojanic and Rosen, 1994; Ingram and Daskalakis, 1999). SERVQUAL however has a number of shortcomings, including the measurement time (Babakus and Boller, 1992; Webster and Hung, 1994), measuring scale (Lewis and Mitchell, 1990) and service quality dimensions (Carman, 1990; Finn and Lamb, 1991; Cronin and Taylor, 1992; Brown, Churchill and Peter, 1993; Buttle, 1996). Nevertheless, SERVQUAL has been supported with an impressive range of empirical research and provides valuable information on an organization's service quality (Heung, Wong and Qu, 2000). A number of research findings support the SERVQUAL instrument as a valid measure of service quality (Nel and Pitt, 1993; Pitt, Watson and Kavan, 1995; Pitt, Morris and Osthuizen, 1996). Augustyn and Ho (1998) concluded that the SERVQUAL model was the most useful of those that they examined for defining customer satisfaction.

Given the shortcomings of SERVQUAL, there is a strong argument both in the satisfaction and attitude theory and the application that the determinants of overall satisfaction/perceived quality can be measured by having customers simply assess the performance of the organization's business processes (Cronin and Taylor, 1992). An experiment by Churchill and Surprenant

(1982) found that performance alone determines whether subjects were satisfied. Cronin and Taylor's (1994) empirical work supports these findings. They also developed the performance-based scale (SERVPERF). This approach is relatively more efficient than the SERVQUAL scale (Cronin and Taylor, 1992). However, SERVPERF cannot be found in the hospitality literature nor the measurement of hotel service performance. According to Gundersen, *et. al.* (1996), the measurement scales of hotel guest satisfaction may be different from the other service industries and the focus of this study is measuring hotel guest satisfaction; therefore SERVPERF was not selected to use in this research. However, the concept that guest satisfaction can be determined based on frontline staff performance only is the focus of this research.

Hartline and Jones's (1996) study identified that the performance of guest-contact staff has a significant influence over guest perceptions of service quality, value and word-of-mouth intentions. Cheung and Law (1998) proposed the Improved Service Quality Model (ISQM) as a means of aligning staff contribution and customer experience as elements of service quality. The conceptual idea behind an ISQM is to identify service quality components which are critical to customer experience and staff performance. The proposed formula is $ISQM = \text{customer experience (CE)} + \text{employee performance (EP)}$. The strength of the model is its capability to capture information from a demand perspective (customers) and a supply perspective (staff). For the purposes of the present study, the researcher has chosen to measure guest satisfaction by assessing guest evaluations of frontline staff service performance.

3.1.2 THE CONCEPTUALIZATION AND OPERATIONALISATION OF CUSTOMER SATISFACTION AND SERVICE QUALITY IN THE HOSPITALITY INDUSTRY

Pizam and Ellis (1999, p.341) indicated that guest satisfaction with a hospitality experience is a sum total of satisfactions with the individual elements or attributes of all the products and services that make up the experience. However, research evidence conducted across the tourism and hospitality industries (Lewis and Chambers, 1989; Mazursky, 1989; Cadotte and Turgeon, 1988) revealed that rather than establishing a minimum level across all important attributes, customers apply such levels to only one or a few attributes. According to Reuland, Coudrey and Fagel (1985), a hospitality experience consists of three elements: the material product, the environment and the behavior and attitude of the staff. Following this observation, it may be

concluded that the service performance of frontline staff is a key factor in achieving guest satisfaction with a hospitality experience.

Owing to Pizam and Ellis (1999), the measurement of guest satisfaction by surveying guests in hospitality industry is to demonstrate that hotels have their interests in communicating with their guests. By such means, they are able to identify guest needs, pleasures, displeasures and overall satisfaction. While it is not possible to measure the satisfaction of each customer, those whose opinions are solicited and others who observe the process, gain a sense of importance and recognition.

Given the limitations of SERVQUAL, many hospitality studies developed their instruments to measure guest satisfaction loosely based upon SERVQUAL. A 26-item LODGSERV scale was developed by refining the SERVQUAL model to measure guest expectations for service quality depending on the three different price segments (economy, mid-priced and luxury) of hotels (Knutson, Stevens, Wullaert, Patton and Yokoyama, 1991; Knutson, Stevens, Patton and Thompson, 1992). Another study has reused the wording by providing a more specific application for the hotel industry (Webster and Hung, 1994). Hartline and Ferrell (1996) restricted the measure to 10 items that specifically assess staff-related aspects of service quality from 22 items in SERVQUAL. McColl-Kennedy and White (1997) deleted the “tangibles” items in SERVQUAL with the exception of the statement dealing with the personal appearance of the frontline staff. The present study will assess guest evaluations of hotel frontline staff service performance. This evaluation is intended to provide a link with staff assessments of their own guest service skills. The various studies based on SERVQUAL, are not able to provide the relevant link with the staff skills in guest contact as this study required.

A number of studies have used their guest satisfaction models and instruments that are not based upon SERVQUAL. Barsky and Labagh (1992), for example, proposed a customer satisfaction matrix as a tool for evaluating guest information and attitudes, and for identifying related strengths and weaknesses. Hartline and Jones (1996) used a single-item scale for each variable in their model of employee performance cues to perceived service quality, value and word-of-mouth intentions. In their study, guest respondents are asked to rate staff performances in front desk, room service, housekeeping, parking and bell. They are also asked about their perceptions

of service quality, value and word-of-mouth recommendation in order to find the cues as in their model. The results indicate that the performance of front desk, housekeeping, and parking staff has a significant effect on overall quality. Their single-item scale for each variable may however not be enough to explain the relationship of TQM staff selection and training and customer satisfaction as required in this study.

Gundersen, *et. al.* (1996) proposed two models to measure guest satisfaction with hotel operations. In the first, the various service encounters (or departments) in the hotel operation including reception, housekeeping and food & beverage are expected to explain the majority of variation in overall satisfaction. Due to both the tangible and intangible offerings of each department in their second model, each department is broken down into these two dimensions. The authors also tested the models and their results indicate that the tangible aspects of the housekeeping department and the intangible aspects of reception have the strongest effect on overall guest satisfaction. Because of the intangible nature of the hotel businesses, guests use intangible services within hotels, and take no tangible product away with them (Mullins, 1995; Dwyer, Murray and Mott, 1998). The limitations in physical structure of the tangible factors also have caused the slow response of hotels to changes in customer satisfaction (Lockwood, 1994). Many hotels offer similar facilities and are much similar in appearance (Lilley, 1996). Many researchers and hoteliers, therefore, attach greater importance to the intangible aspect that is easier to change, such as hotel services as mentioned in **Section 2.1** (Nightingale, 1985; Lyons, 1993; Lockwood, 1994; Luchars and Hinkin, 1996). The present study will concentrate on the intangible components in measuring guest satisfaction in hotels. The exception is tangible component of the housekeeping, such as neatness and tidiness.

As mentioned in **Section 2.2**, many researchers have identified that the three main operational areas with the strongest effect on overall customer satisfaction are front office, housekeeping and food and beverage (Hartline and Jones, 1996; Gundersen, *et. al.*, 1996; Dube *et. al.*, 2000; Kandampully and Suhartanto, 2000). In the present study, the service performances of these departments will be the three key areas for measuring guest satisfaction.

Developed by Tribe and Snaith (1998), HOLSAT is another instrument measuring holiday satisfaction. This instrument consists of variables in measuring tourist satisfaction with a

holiday, such as price-based strategy, frontline staff performance in the tourism and hospitality industry of a holiday destination as a whole, industrial pollution and shopping facilities. For the purposes of the present study, it was considered to be too broad and there were some variables irrelevant.

Barsky and Huxley (1992) noted that many guest surveys used in the hospitality industry often are of dubious value. Nonresponse biases are of particular concern, as they frequently threaten the representativeness of the surveys. Many hotels have however improved their guest surveys and introduced various ways and systems to effectively gather guest data (Spechler, 1993; Business Korea, 1994; Mattila, 1999; Eccles and Durand, 1997). The examples include Hyatt's guest feedback scoring system, Marriott's customer service tracking system, Forte's customer service monitor by a customer service consultancy company and ACCOR's GEESHA (Guest Evaluation for Excellence in Service and Hospitality Assessment). In order to ensure that the instrument which measures guest satisfaction is consistent with the hotel industry's requirements and theoretical concepts, the present study developed and designed the instrument based upon several hotel guest surveys and the instruments of the studies concerned.

Based on a review of recent studies including one by Gundersen, *et. al.* (1996), there appear to be two main obstacles confronted by managers in the hotel industry in their quality improvement efforts. Although there is an ample literature on total quality and quality processes, few empirical studies provide recommendations that can help managers to identify the key areas of importance to customers. Second, although several measuring instruments for customer satisfaction have been proposed, these are frequently too general or too ad hoc to ensure relevant, reliable, and valid measurements for tracking the guests' quality perceptions. By the lights from the literature noted above, the instrument for measuring guest satisfaction in the present study will be developed and designed to be relevant, reliable, valid and applicable to the hotel industry. The measurement of guest satisfaction will be made by assessing guest evaluations of frontline staff service performances in the three key operational departments of the hotels: front office, housekeeping and food & beverage. This measurement can be linked with staff assessments of their own guest service skills and meet the requirements of the hotel industry and the theoretical concepts.

3.1.3 THE RELATIONSHIP BETWEEN STAFF SELECTION AND TRAINING AND CUSTOMER SATISFACTION WITH SERVICE QUALITY

The evaluation of quality should be based on customers and their personal constructs. Marketing researchers frequently assume that customers use the customer-service staff relationship as the basis for evaluating a service (Czepiel, Solomon, Surprenant and Gutman, 1985; Solomon, Surprenant, Czepiel and Gutman, 1985; Bateson, 1991). Brown and Swartz (1989) found that customer and staff expectations and perceptions of the service encounter play an important role in determining customer evaluations of the service encounter. Singh's study confirmed this notion (1991). In his study on the structure of satisfaction evaluations of healthcare services, he found that customers use both objects and dimensions when reaching a judgment about satisfaction. Objects are referred to as elements within the service system with which the customer can be satisfied; in Singh's study, these were the physician, hospital, and service staff. Dimensions are bundles of attributes in the service offering. In Singh's study, these were found to be the expressive, instrumental, and access/cost dimensions. The results of this study showed that both objects and dimensions may be important sources of variation in overall satisfaction.

Schneider (1980) and Schneider and Bowen (1985) found that there was a significant correlation between customer attitudes and staff attitudes towards service quality. In contrast, Langeard, Bateson, Lovelock and Eiglier (1981), Brown and Swartz (1989) and McColl-Kennedy and White (1997), found considerable differences between the perceptions of customers and those of service staff. It may well be that customers do not always want what service staff think that they want (Coulter, Coulter and Taylor, 1989; Zemke, 1989; Mant, 1990; Albrecht, 1993).

Service perception is often referred to as the perception of the interaction between a customer and a member of the service staff. The hospitality field relies heavily on the development of positive perceptions of service staff in ensuring guest service quality. In the model proposed in **Figure 3.1** (p.35), these positive perceptions in customer service are included in the part of Self-Commitment to Service Quality in the dimension of Guest-Orientation Quality. To be consistent with TQM concepts in staff management, with flattened hierarchies and heightened expectations from customers, frontline staff in the hotel industry require the perceptions and the set of skills once belonging to managers (Bowen *et. al.*, 1990; Henkoff, 1994). Therefore, staff perceptions

in customer service for the current study is in the equivalence to the manager ones. Parasuraman, *et. al.* (1990) developed a four-item scale to measure management commitment to service quality. Hartline and Ferrell (1996) commented that the scale exhibited low reliability and that the items measure initiatives rather than affective commitment to an organization. They adapted Mowday, Steers and Porter's (1979) nine-item organizational commitment scale (originally designed to measure affective commitment to an organization) to use in their study to test the model of customer-contact service staff management in hotels. The items in their study reflect the affective commitment to service quality as required in the present study. Therefore, their Management Commitment to Service quality (MCSQ) is reworded to be Self-Commitment to Service Quality in the Guest-Oriented Quality component (see **Figure 3.1**, p.35).

Worsfold (1999) remarks that staff may demonstrate a commitment to providing quality service without being committed to their organization. In the TQM organization, commitment to the organization is a critical factor in satisfying both external and internal customers (Oakland, 1989; Kanji, 1990; Patel, 1993). "Organizational Quality Initiatives/Culture" in the model of Worsfold (1999) in **Figure 3.2** (p.39) is equivalent to "Hotel Competency" in the model of this study.

In the quality management literature, a number of dimensions have been identified for quality management practices (Saraph, Benson and Schroeder, 1989; Flynn, Schroeder and Sakakibara, 1994; Ahire, Golhar and Waller, 1996; Rao, Solis and Pan, 1996; Rao, Raghunathan and Solis, 1997). Rao, *et. al.* (1997) identify nine critical quality management factors: quality leadership, strategic quality planning, information and analysis, human resources management, quality assurance, supplier quality, customer orientation, quality citizenship and quality results. They also developed and tested their instruments in the manufacturing industry. Solis, Rao, Raghunathan, Chen and Pan (1998) modified this instrument for use in their comparative study of quality management practices and quality results between the manufacturing and the service industries. For the purposes of the present study, the factors of "customer orientation" and "benchmarking" in the modified instrument were selected to assess the competency of hotels in service quality management as "Hotel Competency" in the component of Guest-Oriented Quality (see **Figure 3.1**, p.35).

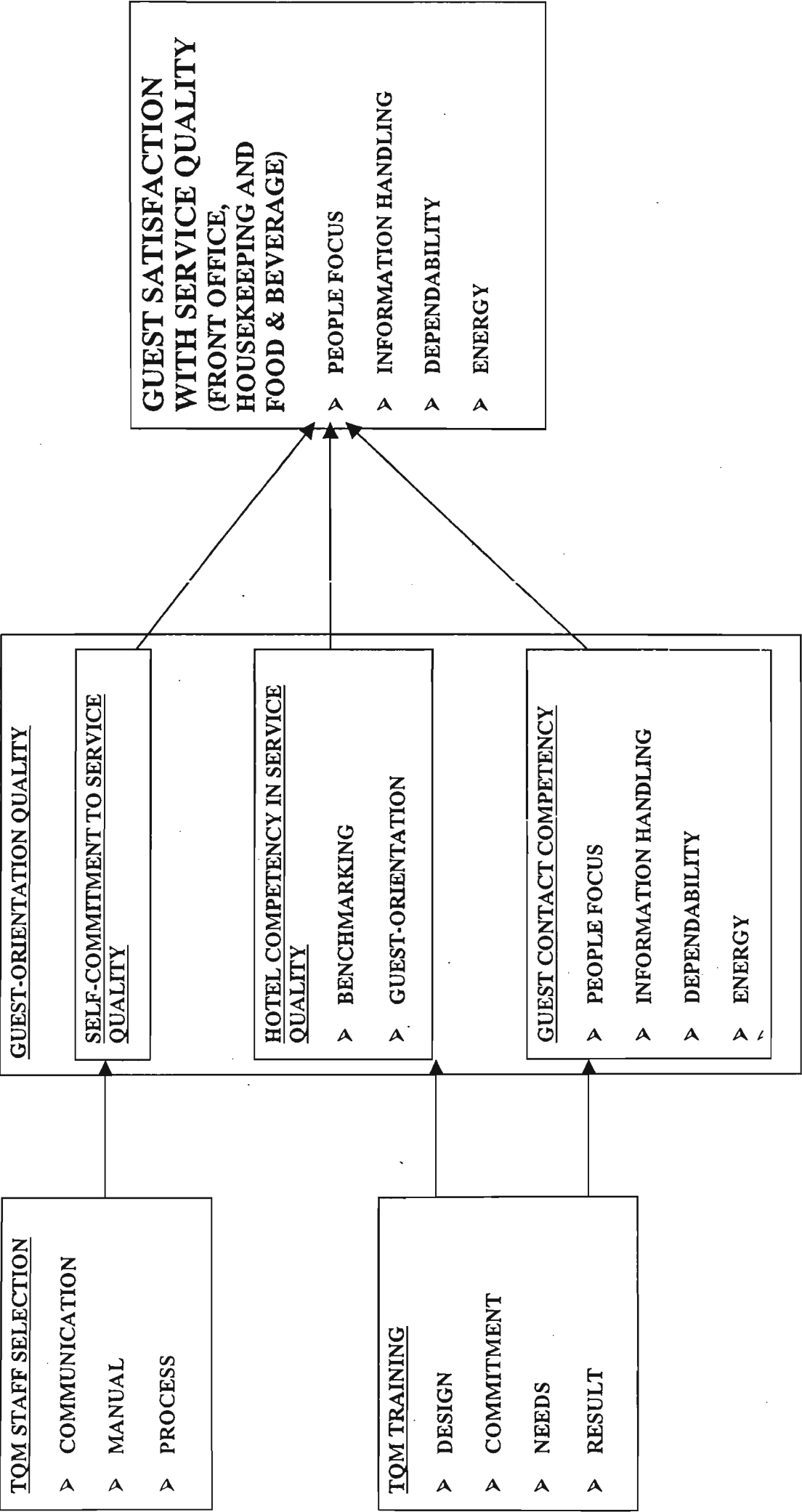


FIGURE 3.1 PROPOSED MODEL OF THE RELATIONSHIP BETWEEN TQM STAFF SELECTION AND TQM TRAINING AND GUEST SATISFACTION WITH SERVICE QUALITY IN THE HOTEL SETTING

In addition to the competency of hotels in managing service quality, the competency of service staff in customer contact plays a vital role in determining customer satisfaction (National Training Council, 1986; Garavan, 1997; Peccei and Rosenthal, 1998). The fact that current performance adequately captures customer perceptions of the service quality offered by a specific service staff member puts the emphasis on the importance of the customer-service staff relationship and the guest contact skills of the service staff. Guest Contact Competency is a component in the Guest-Orientation Quality dimension noted in **Figure 3.1** (p.35).

Quarry and Ash (1988) identified five frontline service staff selection criteria: good presentation, a liking for people, quick mindedness, valuing of service and a high tolerance for customer service. Berry (1995) presented a table of critical service competencies quoted from Learning International (1991) and Varca (1992). In the table, Learning International's (1991) universal competencies for frontline service providers at 14 top-service companies were building customer loyalty and confidence, empathizing, communicating effectively, handling stress, listening actively and demonstrating mental alertness. Varca's (1992) critical skills differentiating excellent service agents at a large communications company consisted of speech clarity, oral fact finding, resilience, persistence, stress tolerance and empathy. The National Training Council of Australia (1986) studied interpersonal skills in customer service in the three business sectors: finance, tourism and government. The study identified ten core customer service skills: product/service knowledge, presentation, courtesy/politeness, perceiving customer requirements (listening), clear expression, efficiency/promptness, willingness/helpfulness, friendliness/warmth, non-verbal congruence (skills) and satisfying customer while maintaining loyalty to organization. Garavan's (1997) study concentrated on the receptionist-guest service quality interaction which was rated by hotel guests on six dimensions: greeting guests, eye contact, speed of service, degree of help offered, personal recognition of guests and appreciation for the guests' business.

The instrument assessing guest contact competency for this study will be consistent with the TQM frontline staff key qualifications in **Section 2.2**. Saville & Holdsworth Ltd. (2001) developed the inventory for the Customer Contact Styles Questionnaire (CCSQ) in 1993 based on their Occupational Personality Questionnaire (OPQ) model of personality. This inventory is called "Customer Contact Competency Inventory". The

inventory consists of the four main dimensions of customer service skills: people focus, information handling, dependability and energy. The majority of the items in the inventory suit the requirement of the present study. Some items, such as quality orientation, customer focus and using initiative are the key skills of frontline staff should possess in the TQM concept.

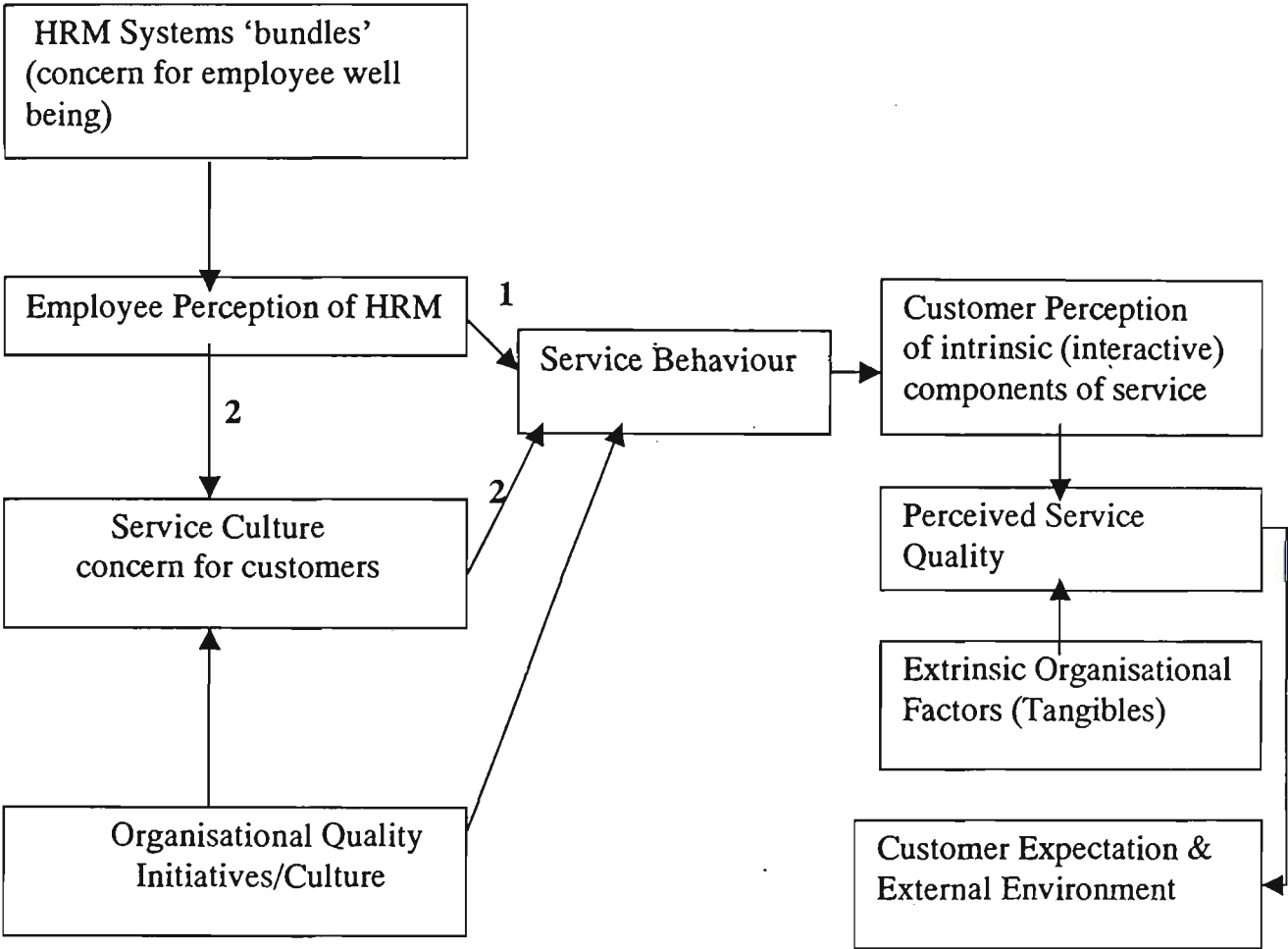
In addition to the requirement of positive perceptions in guest service quality, service staff perceptions of human resource management practices are found to have a positive correlation with customer attitudes to service (Schneider and Bowen, 1985; Tornow and Wiley, 1991; Conrade *et. al.*, 1994; Zerbe *et. al.*, 1998). The TQM Staff Selection and TQM Training components in Figure 3.1 (p.35), therefore, are linked to the Guest-Orientation Quality component. As indicated in Section 2.3, a number of studies have pointed out that there is a relationship between staff selection and training (Conrade, *et. al.*, 1994; Go, *et. al.*, 1996). However, this relationship is beyond the scope of the present study, which concentrates on the relationship between TQM staff selection and customer satisfaction and between TQM training and customer satisfaction.

The perceptions of TQM staff selection and TQM training in this study will be operationalized based upon the concepts noted in Section 2.4.1 and Section 2.4.2 since no specific instruments assessing these perceptions in the concept of TQM seem to exist in the literature.

A number of studies have examined the relationship between service staff management, commitment and performance in service settings. Ulrich *et. al.* (1991) suggested that there is a relationship between staff attachment (equivalent to organizational commitment), customer attachment and human resource management practices. Schneider, White and Paul (1998) have empirically produced and tested a model to describe the relationship between human resource management and service climate. They demonstrated a causal relationship between a number of activities identified as Work Facilitation and Global Service Climate. In turn Global Service Climate is related to overall customer perception of service quality. Work Facilitation includes such activities as efforts toward removing obstacles to work, supportive supervision, participation and training.

Another model presenting this relationship is from a study by Peccei and Rosenthal (1998). Their proposed model considers Commitment to Customer Service (CCS) to be a function of Employee Willingness and Employee Capacity to engage in continuous improvement and expend effort on behalf of customers. Employee Willingness is conceptualized as the service provider's affective, normative, calculative (Etzioni, 1988) and altruistic orientation (equivalent to organizational commitment) to customer service. Employee Capacity is measured along seven variables relating to employee knowledge and competence, empowerment, and resource availability. Their results demonstrate a clear link between the Commitment to Customer Service and the Employee Capacity variables relating to employee knowledge and competence.

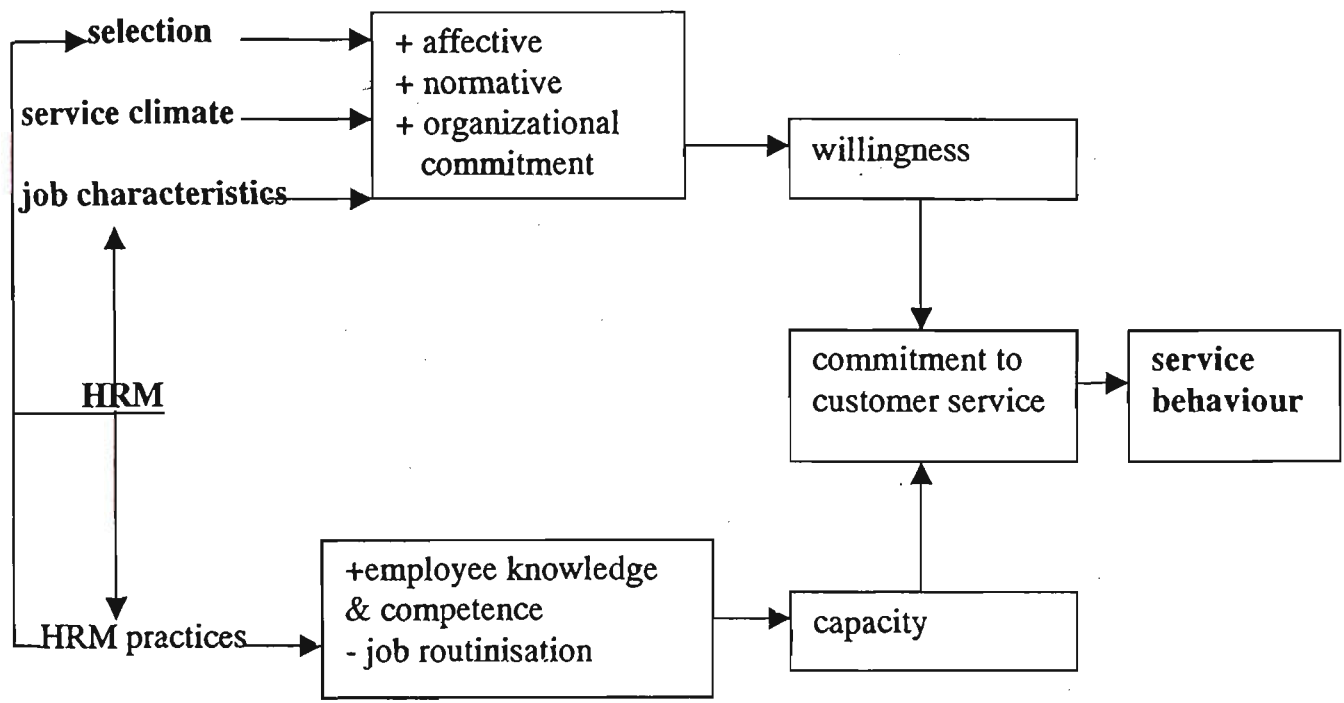
Worsfold (1999) presented two models adapted from the studies of Schneider and Bowen (1985), Zerbe *et. al.* (1998) and Peccei and Rosenthal (1998) as shown in **Figure 3.2** (p.39) and **Figure 3.3** (p.40). In Worsfold's (1999) model, as shown in **Figure 3.2** (p.39), Employee Perception of Human Resource Management (in this study only TQM Staff Selection and TQM Training) is linked to Service Behaviour and Service Culture Concern for Customers (equivalent to Guest-Oriented Quality in this study). Service Behaviour is related to Customer Perception of Service Quality (equivalent to Guest Satisfaction of Service Quality in the current study). The second model in **Figure 3.3** (p.40) attempts to show how Staff Selection is linked to Willingness (equivalent to Self-Commitment to Service quality in Guest-Oriented Quality in the context of the present study). In the model, it is assumed that training is one of the components of HRM practices. Training is related in turn to Capacity, which comprises employee knowledge and awareness of the activities of their employer organizations (equivalent to Hotel Competency in Guest-Oriented Quality in the study) and employee competence (equivalent to Guest Contact Competency in Guest-Oriented Quality in this study). There is a further link between Commitment and Customer Service (equivalent to Guest-Oriented Quality in the present study). This in turn leads to employee Service Behavior or service performance. From Service Behavior as outlined in **Figure 3.3** (p.40), there is a link to Customer Perception of Service Quality. In the present study, the researcher combines employees' Service Behavior and Customer Perception of Service Quality with Guest Satisfaction in service quality. This approach is adjusted on the basis that the guest respondents are the one who assess the service performance of the service staff.



Key

- 1 = Schneider and Bowen (1985)
- 2 = Zerbe *et. al.* (1998)

FIGURE 3.2: INFLUENCE OF PERCEPTIONS OF HUMAN RESOURCE MANAGEMENT (HRM) ON PERCEIVED SERVICE QUALITY



Source: Adapted from Peccei and Rosenthal (1998) by Worsfold (1999)

FIGURE 3.3: RELATING HRM AND COMMITMENT TO CUSTOMER SERVICE

The model shown in **Figure 3.1** (p.35) is an adaption of Worsfold's (1999) two model. It aims to clarify the relationship between TQM staff selection and TQM training in guest contact competency and guest satisfaction with service quality in hotel settings. According to Peccei and Rosenthal (1998), the qualities of Willingness and Capacity lead to Commitment to Customer Service as shown in **Figure 3.3** (p.40). In the present study model, TQM Staff Selection and Training are linked to Guest-Orientation Quality, which comprises Self-Commitment to Service quality (equivalent to Willingness) and Guest Contact Competency (equivalent to Capacity) and Hotel Competency (equivalent to Organizational Quality Initiatives/Culture). From there, there is a link to Guest Satisfaction with Service Quality in the three hotel operational departments: Front Office, Housekeeping and Food & Beverage.

3.2 JUSTIFICATION OF THE MODEL

The concepts and model of the present study confront the challenge currently facing the fields of quality management, service management and human resource management in a hospitality context. The model aims to undertake the following:

- 1) Examine the links between:
 - a) TQM staff selection and self-commitment to service quality
 - b) TQM training and hotel competency in service quality management
 - c) TQM training and guest contact competency and
 - d) Guest-orientation quality and guest satisfaction with service quality
 - e) TQM human resource management with particular reference to staff selection and training and guest satisfaction with service quality
- 2) Analyze the variables relating to the links as a system, by describing their mutual influence and interrelationships
- 3) Investigate the prospects for further research into the areas of quality management, hospitality management, service management and human resource management

- 4) Provide practical implications and recommendations for hotel management in assessing their service quality management and human resource management with reference to the major determinants used in the present study

3.3 HYPOTHESES

As indicated in **Figure 3.1** (p.35), it is assumed that the theoretical concepts are interconnected. The present section proposes a series of hypotheses which will test these linkages as follows:

H.1: TQM staff selection is correlated with self-commitment to service quality which in turn leads to guest satisfaction with service quality.

The better TQM-based staff selection procedures and processes the hotel staff perceive, the better the perception of the self-commitment to service quality the hotel staff possess and the higher level of guest satisfaction the hotels achieve.

H. 2: TQM training correlates with hotel competency and guest contact competency which leads to guest satisfaction with service quality.

H.2.1) The better TQM-based training procedures and processes the hotel staff perceive, the better the perception of the hotel competency in service quality the hotel staff possess and the higher level of guest satisfaction the hotels achieve.

H.2.2) The better TQM-based training procedures and processes the hotel staff perceive, the more competent in guest relations skills the hotel staff are and the higher level of guest satisfaction the hotels achieve.

H. 3: There are significant differences in frontline staff perceptions of TQM staff selection, TQM training and guest-orientation quality between the hotels in Western countries such as the USA and Australia and the hotels in Asia, specifically Singapore and Thailand.

The TQM concept was applied in the hotel industry in the Western countries before it reached the Asian countries (Glover, *et. al.*, 1984; Records and Glennie, 1991). Though the Western-based transnationals with properties in Asian countries use Western models with all of their properties, the awareness and knowledge of TQM is possible to be slower and less perceived by the properties in Asian countries. This is because the Western-based headquarters generally set the broad hotel management policies and allow their properties to set their own strategies and action plans. The procedures and processes in each of their properties are likely to be different. It therefore can be assumed that the hotels in Western countries, such as the USA and Australia are likely to have better frontline staff perceptions of TQM operations and guest service quality than the hotels in Asian countries, in particular Singapore and Thailand.

H. 4: There are significant differences between Western and Asian hotels in guest satisfaction assessment of the frontline staff performance in three departments: front office, housekeeping and food & beverage.

As was indicated in the literature review in Section 2.2, hotel guests assess the performance of frontline staff in the three departments differently and the extent to which it impacts upon the guest satisfaction. There are significant differences between Western and Asian hotels, resulting from the service performances of the three departments.

H.5: Based on TQM principles, there are significant differences between Western and Asian hotels in the terms of staff selection, training, and guest satisfaction.

According to H.1 – H.4, it appears likely that the relationship between TQM staff selection and TQM training and guest satisfaction in Western hotels will be significantly stronger than is the case in Asian hotels.

3.4 SUMMARY

This chapter has focused on the extent to which customers are satisfied with service quality. It has also investigated the connections between the adequacy of staff selection and training and the extent to which customers are satisfied with service quality. It is intended to develop a model of the relationship between TQM staff selection and TQM training and guest satisfaction with service quality. A range of theories which underpin the proposed model have been reviewed and discussed. Based on these theories, the model of the relationship between TQM staff selection and TQM training and guest satisfaction in hotels has been developed. A concept based on the model has been operationalised with a view to testing the hypotheses. In the next chapter, the development of research instruments and the pilot tests of these instruments will be described.

CHAPTER 4

METHODOLOGY

The range of methodologies are proposed to address the aims outlined in **Chapter 1** as well as to test the model and the hypotheses in **Chapter 3**. This Chapter focuses on the development of the relevant instrument, based on the concepts and the model presented in **Chapter 3**. The rationale will be discussed explaining the type of research design selected, sampling technique, method of data collection and data management. It will also outline the methodological problems that occur in multi-national research.

4.1 TYPE OF RESEARCH DESIGN

This study can be described as exploratory research with a substantial causal component. The study aims to gain insights into the relationship between TQM staff selection and training and guest satisfaction and any factors affecting this relationship. An attempt is made to identify, predict and assess any cause-and-effect relationships. This approach is adapted with a view to clarifying concepts associated with the relationship, to establishing the appropriate causal order with the intervening factor (quality orientation which comprises guest-orientation quality, TQM staff selection, TQM training and guest contact competency). Subsequently an attempt will be made to measure the concomitant variation between the TQM staff selection and training as the presumed cause and the guest satisfaction as the presumed effect. The cause and effect were measured simultaneously and on a single occasion. The relevant data were collected from guest and staff samples in the hotels in the USA, Australia, Singapore and Thailand. The research is an example of multiple cross-sectional approach.

4.2 DEVELOPMENT OF THE INSTRUMENTS

The study required the development of instruments which could 1) measure perceptions of TQM staff selection and training, self-commitment to service quality, hotel competency in service quality, guest contact competency and guest satisfaction with hotel service quality; 2) allow for the identification of any differences across the variables between the hotels in the Western and the Asian countries; and 3) obtain a description of

characteristics belonging to the hotel frontline staff and the hotel guests in the Western and the Asian countries. It was important that the measuring instrument was a) reliable; b) valid; c) economical in terms of cost, time and effort; d) concise enough to avoid reluctance from respondents, in particular hotel guests; e) easily understood; and f) easily scored and interpreted.

The development of the two staff questionnaires will be described first and followed by a description of the development of the guest questionnaire. The sequence is based upon the study model in **Figure 3.1** (p.35) of **Chapter 3**.

4.2.1 DEVELOPMENT OF QUALITY ORIENTATION QUESTIONNAIRE (QOQ)

There are 3 sections in this questionnaire, namely “guest-orientation quality”, “staff selection” and “training”(see **Appendix 1**). The sequence of the questionnaire starts from general and less intrusive items in the “guest-orientation quality” section before moving to more specific and more sensitive items in the “staff selection” and “training” sections. These latter two sections include items which may be considered as critical and negative concerning the human resources department’s performances in each participating hotel.

4.2.1.1 Guest-orientation quality dimension

Self-commitment by staff to service quality and hotel competency in service quality are aggregated into a single section of the questionnaire since they relate respondent perceptions of service quality and hotel performance with respect to service quality.

Self-commitment to service quality, the first component in the questionnaire, was adapted from Hartline and Ferrell’s (1996) nine-item Management Commitment to Service Quality Measure (MCSQ). One of the original items, “I explain to all of my employees the importance of providing high quality services to our customers” was deleted since the respondents in this study (the frontline staff) have typically not be involved in staff supervision. Furthermore, there is a similar item included in the section on TQM training. This item in Hartline and Ferrell’s study was also dropped during confirmatory

factor analysis because of a nonsignificant t-value. All of the items in this component are exhibited in Item no.1 to Item no.8 in **Appendix 1**.

The respondents were asked to indicate their agreement with each item through a five-point scale ranging from “strongly disagree” to “strongly agree”, the same scale used by Hartline and Ferrell (1996). Higher scores generally indicate a stronger commitment to service quality. Though the measure was slightly skewed (-1.11) in Hartline and Ferrell’s study, they did not regard the skewedness as sufficient to cause a bias in the responses.

As shown in **Appendix 1** (Item no.9 – Item no.27), the next component in the aggregation with self-commitment to service quality is hotel competency in service quality. For the purposes of the present study, the factor of “customer orientation” in Solis, Rao, Raghu-Nathan, Chen and Pan’s (1998) study was modified to assess the competency of hotels in service quality management. In this study, “customer orientation” was viewed in terms of:

- An organization’s commitment to satisfying customers
- The integration of customer satisfaction into the vision and goals of the company
- Knowledge of customer needs and expectations
- Use of customer feedback in new product design
- Monitoring of customer satisfaction
- Responsiveness to customer complaints
- The level of interaction with customers

Another study by Rao, Solis and Raghu-Nathan (1999), this factor became 2 constructs: a “customer orientation” construct and a “benchmarking” construct. For the present study, their “customer orientation” construct became “guest-orientation” construct in Item no. 9 to Item no.22 and their “benchmarking” construct was in Item no. 23 to Item no. 27 by the same name.

The first modification involved a rewording of the items to make them more suited for use in a hotel setting. For examples, “my company” was changed to be “my hotel” and “the customers” was reworded to be “the guests”. The second was the scale used in this study. Solis, *et. al.* (1998) used a five-point scale: 1 = very low, 2 = low, 3 = medium,

4 = high and 5 = very high to assess the extent to which the participating companies applied each quality management factor. The present study used the same five-point scale but ranging from “strongly disagree” to “strongly agree” to assess the perceptions of hotel frontline staff and managers in the acceptance of TQM concepts. It also asked them to assess if hotels applied some or all of the TQM principles in their operations. The instrument was also used in the hotels that did not consider themselves to be TQM properties but may have adhered to some or all of the TQM principles. The study did not measure the extent to which TQM principles were applied. It assessed the extent of the agreement and the existence of TQM principles in hotels as stated by Wood and Peccei (1995):

The greater the perceived emphasis on quality within the organization, the greater the likelihood of the development of a high level of quality consciousness among employees. (p.54)

The final modification involved the addition of three items: Item no.14) “Guests are often asked to sit in on product design or service planning meetings to give their insights, reactions, and advice”, Item no.17) “My hotel constantly track guest satisfaction in hotel’s products and services” and Item no.22) “It is the hotel policy to follow up with each guest after check out, to check on satisfaction and determine whether there are any problems”. A range of literature about TQM hotels (Kenneth, 1992; Spechler, 1993; Partlow, 1996) has indicated that the standard methods and procedures used to check guest needs, and to identify whether and when guests need change to take place. These are regarded as vitally important for TQM hotels. Though there were already some items of Solis, *et. al.* (1998) that measured these overall concepts, the three items identified specifically if the participating hotels include these guest satisfaction tracking and guest involvement activities in their guest-orientation quality management.

The next two sections focus on TQM staff selection and training. The contents of these two sections were developed primarily from the literature review in Sections 2.4 and 2.5. The examples for TQM staff selection are the concept of TQM staff selection focus on customer service rather than on skill levels belonging to Redman and Mathews’s (1995) and the concept of involving the frontline staff in the staff selection process according to Clutterbuck *et. al.* (1993) and Enz and Siguaw (2000). As the examples of TQM

training, Clutterbuck *et. al.*'s(1993) concept of TQM training procedures and the concept of "just-in-time" basis training belonging to Tesluk *et. al.* (1995) and Marler (1998) were used. Due to the lack of relevant empirical work, particularly in the case of TQM staff selection, these two sections were developed independently by the researcher. A decision was made to use the terms "Staff selection" and "training" instead of "TQM staff selection" and "TQM training" since the participating hotels were not TQM hotels. The use of the label "TQM" could be leading cues and cause respondent bias, by prompting move to positive answers.

4.2.1.2 Staff selection dimension

In the "staff selection" section, the five-point scale measures 15 items. As in the first section of the questionnaire, the scale ranges from "strongly disagree" to "strongly agree". With a view to ascertain the real perceptions and awareness of staff selection procedures and processes in the hotels and to avoid skewedness of the measure causing a bias in the responses, most of the items (11 items) are negative.

The design of the 15 items was based upon the literature noted in **Sections 2.4.1** and **2.5.1**. They were grouped into three factors:

Staff selection manual: Item no. 28 - 30

Staff selection process: Items no. 31-36 and Items no. 40-42

Communication between the hotels and applicants: Items no. 37-39

According to Tanke (1990), poor selection methods are a major factor in high staff turnover in the hospitality industry. To address this issue and to assess the quality of staff selection process in the hotels, Item no. 31, "Voluntary separations of staff from the hotel (staff turnover) has increased" was included in the staff selection process factor.

4.2.1.3 Training dimension

There are two similarities between the "training" and "staff selection" sections. These are the measuring scale and the use of negative items. Of the 28 items which comprise the "training" section, there are 17 negative items and 11 positive items. The reasons for

using negative items were similar to the item design in the “staff selection” section. All the items were designed based on the literature review in the **Sections 2.4.2 and 2.5.2**. The grouping of these items was:

Commitment to training: Items no.43-46, Item no.48, Items no.50-53,
Item no.68

TQM training needs assessment: Items no.54-56, Item no.59

TQM training design: Item no.47, Item no.49, Items no.57-58, Items no.60-65, Items no.69-70

Training result in guest contact competency: Items no.66-67

This grouping was based upon the various elements in the quality training cycle as noted by Oakland (1989). They consisted of:

- Ensure training is a part of the quality policy = Commitment in training
- Allocate responsibilities for training = TQM training design
- Define training objectives = TQM training design
- Establish training organization = Commitment in training
- Specify quality training needs = TQM training needs assessment
- Prepare training programmes and materials = TQM training design
- Implement and monitor training = TQM training design
- Assess the results = Training result in guest contact competency
- Review the overall effectiveness = Training result in guest contact competency

4.2.2 DEVELOPMENT OF GUEST CONTACT COMPETENCY QUESTIONNAIRE (GCC)

According to Saville & Holdsworth’s website (1999), competencies are clusters of skills and behaviours which form the basis of successful performance. Their Customer Contact Competency Inventory (**Table 4.1**, p.51) was based on extensive research to establish the essential areas of performance in sales and customer service roles. According to **Section 2.2**, one of the key qualifications of frontline staff in a TQM environment is customer service including sales skills, quality orientation and customer focus. These were included in this inventory indicating suitability for the purpose of this study.

TABLE 4.1 CUSTOMER CONTACT COMPETENCY INVENTORY

AREA	COMPETENCY
People Focus	Relating to customer Convincing Communicating orally Communicating in writing Team working
Information Handling	Fact finding Problem solving Business awareness Specialist knowledge
Dependability	Quality orientation Organisation Reliability
Energy	Customer focus Resilient Results driven Using initiative

Source: Saville & Holdsworth (1999)

Remarks: Customer Contact Competency Inventory is copyrighted by Saville & Holdsworth Ltd. in 1997. Used with permission of Saville & Holdsworth Ltd. All rights reserved.

The “Customer Contact Competency Inventory” provides a direct rating of an individual’s performance broken down by the 16 customer contact competencies. The competency scale descriptions are shown in **Appendix 4**. Respondents use a 5-point likert scale to rate the frequency with which the person being rated exhibits those behaviours (from “hardly ever” to “always”). In addition, each respondent ranks which is most and least typical of the person being rated, providing a further 3 points: most, not marked and least.

The length of Saville & Holdsworth’s (1999) questionnaire was viewed as an impediment. It consists of 32 sets of 4 items, totaling 128 items and “most” and “least” ratings. It was considered too long for potential respondents in the present study. A lengthy questionnaire was considered undesirable because it might cause frustration among respondents and result in lower response rates (Carman, 1990; Gundersen, *et. al.*, 1996). When reckoning in completing the previous questionnaire which comprises “self-commitment to service quality” (8 items), “hotel competency in service quality” (19 items), “TQM staff selection” (15 items) and “training” (28 items), the Customer Contact Competency Inventory was instead modified and reworded to become the questionnaire by using the same scale with “most” and “least” ratings.

The researcher reworded the title from “Customer Contact Competency Inventory” to “Guest Contact Competency Questionnaire” (GCC). The questionnaire was reworded in order to be appropriate for use in a hotel setting and also for use with the targeted population (hotel frontline staff). The questionnaire is shown in **Appendix 1** and the Thai version in **Appendix 2**.

The questionnaire used in the present study has 14 items with 4 pairs of “most” and “least” ratings. One item (communicating in writing) in the Customer Contact Competency model was eliminated since this study concentrates on face-to-face interactions between guests and frontline staff. The other item (business awareness) was also deleted because it was considered unrelated to the hotel frontline staff qualification requirements in guest contact.

In addition, the staff questionnaire included staff profile items including length of employment with the hotel, experience in the hotel industry, position, department and

staff identification (I.D.) number. These were the subjects of the data analysis and data follow up.

4.2.3 DEVELOPMENT OF HOTEL GUEST SATISFACTION SURVEY (GSS)

In the case of cross-sectional studies, Cronin and Taylor (1992) suggest that performance-based measures better reflect long-term service quality attitudes. Cheung and Law (1998) commented that the major problem of the service quality model was its exclusive focus on customer and management measurement and failure to acknowledge the contribution of staff performance to service quality. In recognition of this, the present study measured hotel guest satisfaction by assessing guest evaluations of frontline staff service skills. Frontline staff were also asked to assess their own service skills by completing the GCC. In order to link the guest evaluations and staff assessments in service skills, the present study design guest satisfaction measurement instrument was based upon the guest contact competency inventory noted in **Table 4.1** (p.51).

In order to find a relevant, reliable and valid instrument applicable to the hotel industry, the researcher undertook an exhaustive search of the literature in the area of service quality with a view to identifying all possible items that might be included in the instrument. A systematic and thorough examination of relevant textbooks and keywords was undertaken, a total of 40 service quality instruments used to measure guest satisfaction were identified, including one by Parasuraman, *et. al.* (1986) which indicated 30 items that could represent the criteria of service quality.

To achieve content validity, each item was ascribed the leading subject, "The hotel staff". These items were grouped into four of the main dimensions noted in Saville & Holdsworth's (1999) "Customer Contact Competency Inventory". The grouping was based on the definitions of the four dimensions described in the model in **Table 4.2** (p.54) and the competency scale descriptions shown in **Appendix 4**. Having determined the most likely dimensions/attributes for measurement purposes, it was likely that the total number of items in the questionnaire would be excessive. As recommended in the work of Vavra (1997) and Pizam and Ellis (1999), the list of items would need to be reduced after the conduct of two pilot studies.

TABLE 4.2 A COMPARISON OF THE HOTEL GUEST SATISFACTION SURVEY WITH CUSTOMER CONTACT COMPETENCY INVENTORY

GUEST SATISFACTION SURVEY	CUSTOMER CONTACT COMPETENCY INVENTORY
<ul style="list-style-type: none"> - Greet guests - Have eye contact with guests - Are courteous and friendly - Make a personal recognition - Give individual attention - Treat as a valued guest - Are able to make you feel important 	<p><u>People Focus</u></p> <p>Relating to customers</p>
<ul style="list-style-type: none"> - Have good standard of English in communication 	Communicating orally
<ul style="list-style-type: none"> - Are always available 	Team working
<ul style="list-style-type: none"> - Provide information about services and activities 	<p><u>Information Handling</u></p> <p>Fact finding</p>
<ul style="list-style-type: none"> - Are able to handle guests' problems and complaints alone 	Problem solving
<ul style="list-style-type: none"> - Have knowledge in hotel products and services - Are competent and professional - Show neatness and tidiness in work 	Specialist knowledge
<ul style="list-style-type: none"> - Serve you right at the first time - Are consistent in giving good service standard 	<p><u>Dependability</u></p> <p>Quality orientation</p>
<ul style="list-style-type: none"> - Are always available - Show neatness and tidiness in work 	Organisation
<ul style="list-style-type: none"> - Are dependable - Respond to guests' needs - Give service when promised - Are trustworthy - Provide extras on request 	Reliability
<ul style="list-style-type: none"> - Are helpful - Are sympathetic/ reassuring - Have your best interests at heart - Feel appreciated for the guests' businesses - Understand your needs - Are willing to provide service 	<p><u>Energy</u></p> <p>Customer focus</p>
<ul style="list-style-type: none"> - Deliver prompt service 	Results driven

A number of components in each main dimension cannot be assessed directly and easily by hotel guests. These include communicating in writing (in particular when assessing housekeeping and food & beverage staff), convincing, business awareness, resilience and using initiative. On this basis, these items were excluded from the Hotel Guest Satisfaction Survey and the customer contact competency instrument. A number of researchers have indicated that customers judge quality on the basis of specific quality-related attributes (Oliver, 1993; Taylor and Baker, 1994; Hartline and Ferrell, 1996). Therefore, the intent of the present study was to measure a single attribute: the quality of service skills delivered by frontline staff that are capable of being assessed by hotel guests.

The hotel guests in this study assessed the overall service performance of the frontline staff in the three departments: front Office, housekeeping and food & beverage, rather than any one specific frontline staff member. The components in the measurement concentrated on intangibles which constitute the key service skills of frontline staff. The tangible components included in the study were confined to those relating to the service performance of the hotel frontline staff member. These tangible items were “greet guests”, “have eye contact with guests”, “are courteous and friendly”, “show neatness and tidiness in work” (this item was designed to measure the way the frontline staff perform their service for guests, in particular for measurement of housekeeping staff performance), “provide information about services and activities”, “have good standard of English in speaking” and “provide extras on request”.

To enable systematic measurement, hotel guests were asked to rate each item, using a five-point scale ranging from “1 = poor” to “5 = outstanding” in assessing service skills of frontline staff with the Faces Scale (from smiling face to unhappy face) to ensure guest satisfaction in each item. Generally higher scores were reflective of higher perceived service quality. The five-point scale was easier for respondents to use and has been widely used in previous comparable studies (Lewis, 1987; Saleh and Ryan, 1992; Webster and Hung, 1994; Hartline and Jones, 1996; Min and Min, 1997; Tribe and Snaith, 1998; Kandampully and Suhartanto, 2000; Spinelli and Canavos, 2000). To reduce the potential bias of prompting forced responses, an option marked “9 = no idea” was included for each item. It was acknowledged that hotel guests may stay in hotels without making use of the food and beverage services.

Two items were included for the purpose of assessing the construct validity by correlating each indicator with the overall measure. These were “make contribution to enjoyment of stay” and “share overall quality of service”. “Make contribution to enjoyment of stay” was included to measure the overall emotional judgment of guests (How happy are the guests with the service performance of each department?). This item could subsequently identify which department had the strongest effect on making guests happy with their service performance. “Share overall quality of service” measured the intellectual judgment of guests on the overall quality of service performance for each department. The department that delivered the “best” service might not be the one that made guests feel “happiest” in their stay.

In addition to measuring guest satisfaction with service skills of the frontline staff, some blank spaces were included to allow guests to write additional comments on quality of service. These additional comments were targeted at two groups of respondents: extremely satisfied guests and extremely dissatisfied guests; therefore, they were not used for analysis in this study, but for the use of the hotels only. As recommended by Pizam and Ellis (1999), the questionnaire also included items related to guest profiles. These consisted of basic demographics (i.e. gender, age and nationality), length of stay and main purpose of visit.

4.3 PILOT STUDY

Two pilot studies were conducted to test the validity and reliability of the survey instruments. The first pilot study was conducted in a four-star hotel in Melbourne, Australia between May - June 30, 1999 and the second pilot study was conducted in a four-star hotel in Bangkok, Thailand between July - September, 1999. For the first pilot test in the Australian hotel, 50 staff (10 from front office, 20 from housekeeping and 20 from food & beverage) and 41 guests participated in the study. In the Thai hotel as the second pilot test, 50 staff (10 from front office, 20 from housekeeping and 20 from food & beverage) and 39 guests participated. Guest respondents in both hotels assessed the frontline staff in 3 departments (front office, housekeeping and food & beverage). Since the questionnaire allowed guests to record “9” as “no idea”, the number of respondents in each item was different. The pilot survey responses were analyzed using SPSS/PC+ software.

4.4 RELIABILITY ANALYSIS OF THE INSTRUMENTS

4.4.1 INTER-ITEM CORRELATION OF THE THREE QUESTIONNAIRES

The measures of reliability are based on the level of consistency or correlation coefficients (r). This is an index of the relationship between two attempts to measure the same construct and the assessment of the proportion of the true variance in the total observed variance (r^2) (Kidder and Judd, 1986). The reliability coefficient (r) ranges from 0 to 1. A desirable reliability coefficient is between 0.80 and 0.90, though for exploratory research, 0.50 and 0.60 is an acceptable range.

The reliability coefficient (r) and the relationship of the individual item to the total scale in each instrument are exhibited in **Table 4.3** (p. 58 -59). The table summarizes the inter-item correlation and reveals a moderate level of aggregate correlation between items in both hotels. Most of the variables in each scale of the two hotels were found to correlate with other variables, indicating homogeneity in the scale. In the two hotels, the correlation values of each scale were substantially similar. This suggests that the three questionnaires were reliable measurement tools.

It can be noticeable that the majority of the correlation values in the guest satisfaction scale were quite high (above 0.6). In order to cope with multi-collinearity, Malhotra, Hall, Shaw and Crisp (1996) recommended a simple procedure using only one of the variables in a highly correlated set of variables. The selection of that variable in each set was based on the result of coefficient alpha values as described in **Section 4.4.3**.

When examining the relationships of the individual items with the total scale of guest satisfaction, only one item did not correlate well with the scale: "Have good standard of English in communication". The deletion of this item was based on the result of the coefficient alpha values as in **Section 4.4.3**.

TABLE 4.3 THE INTER-ITEM CORRELATION SUMMARY OF THE THREE QUESTIONNAIRES

DIMENSION	INTER-ITEM CORRELATION					
	AUSTRALIAN HOTEL			THAI HOTEL		
	CORRELATIONS	PAIRS	%	CORRELATIONS	PAIRS	%
<u>QUALITY ORIENTATION QUESTIONNAIRE</u>						
- SELF-COMMITMENT TO SERVICE QUALITY SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	2 25 9 36	5.6 69.4 25 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	13 11 12 36	36.1 30.6 33.3 100
- HOTEL COMPETENCY IN SERVICE QUALITY						
1) GUEST ORIENTATION SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	19 64 22 105	18.1 60.9 21 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	20 56 29 190	19.1 53.3 27.6 100
2) BENCHMARKING SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 3 12 15	- 20 80 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 7 8 15	- 46.7 53.3 100
- TQM STAFF SELECTION						
1) STAFF SELECTION MANUAL SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- - 6 6	- - 100 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 2 4 6	- 33.3 66.7 100
2) STAFF SELECTION PROCESS SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	27 9 9 45	60 20 20 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	21 15 9 45	46.7 33.3 20 100
3) SCALE OF COMMUNICATION BETWEEN THE HOTEL AND ITS APPLICANTS	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 1 5 6	- 16.7 83.3 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 2 4 6	- 33.3 66.7 100
- TQM TRAINING						
1) SCALE OF COMMITMENT TO TRAINING	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	24 17 14 55	43.6 30.9 25.5 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	21 23 11 55	38.2 41.8 20 100
2) SCALE OF TQM TRAINING NEEDS ASSESSMENT	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	2 4 4 10	20 40 40 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	3 3 4 10	30 30 40 100
3) SCALE OF TQM TRAINING DESIGN	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	36 29 13 78	46.1 37.2 16.7 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	36 26 16 78	46.2 33.3 20.5 100
4) SCALE OF TRAINING RESULT IN GUEST CONTACT COMPETENCY	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 1 2 3	- 33.3 66.7 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 1 2 3	- 33.3 66.7 100

CONTINUE P.59

TABLE 4.3 THE INTER-ITEM CORRELATION SUMMARY OF THE THREE QUESTIONNAIRES (CONTINUED)

DIMENSION	INTER-ITEM CORRELATION					
	AUSTRALIAN HOTEL			THAI HOTEL		
	CORRELATIONS	PAIRS	%	CORRELATIONS	PAIRS	%
<u>GUEST CONTACT COMPETENCY QUESTIONNAIRE</u>						
1) PEOPLE FOCUS SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	2 4 4 10	20 40 40 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	2 3 5 10	20 30 50 100
2) INFORMATION HANDLING SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 3 3 6	- 50 50 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	1 2 3 6	16.7 33.3 50 100
3) DEPENDABILITY SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	1 2 3 6	16.7 33.3 50 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 3 3 6	- 50 50 100
4) ENERGY SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	2 3 5 10	20 30 50 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	1 4 5 10	10 40 50 100
<u>GUEST SATISFACTION SURVEY</u>						
1) PEOPLE FOCUS SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 13 32 45	- 28.9 71.1 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 8 37 45	- 17.8 82.2 100
2) INFORMATION HANDLING SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 4 11 15	- 26.7 73.3 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- - 15 15	- - 100 100
3) DEPENDABILITY SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 14 31 45	- 31.1 68.9 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- - 45 45	- - 100 100
4) ENERGY SCALE	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- - 28 28	- - 100 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- - 28 28	- - 100 100
5) OVERALL MEASURE SCALE						
- make contribution to enjoyment of stay	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 4 55 59	- 6.8 93.2 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 2 57 59	- 3.4 96.6 100
- share overall quality of service	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 8 51 59	- 13.6 86.4 100	BELOW 0.3 RANGE 0.3 – 0.6 ABOVE 0.6 TOTAL	- 1 58 59	- 1.7 98.3 100

4.4.2 COEFFICIENT ALPHA VALUES OF THE THREE QUESTIONNAIRES

In order to measure the reliability of all the instruments used in the present study, the Coefficient Alpha (also known as Cronbach Alpha) was chosen. Coefficient Alpha estimates reliability based on internal consistency of the instruments (inter-item reliability), that is, the extent to which the different items in the test measure the same trait. Thus, this formula assesses homogeneity among the test items. Coefficient Alpha measures the correlation between the scale and all other item scales measuring the same concept and is “the preferred measure of internal consistency reliability” (Judd, Smith and Kidder, 1991, p.52). Garson (2001) recommended that an Alpha value of at least 0.70 should be considered acceptable as the minimum estimate of reliability for basic research and when alpha is 0.70, the standard error of measurement will be over half (0.55) a standard deviation. In the present exploratory study, only Coefficient Alphas greater or equal to 0.70 were accepted.

The results of Coefficient Alpha values in the three questionnaires are presented in Table 4.4. Most of the coefficient alpha values in the three questionnaires between the two hotels were quite high (between 0.70 – 0.90) and in the acceptable range according to Garson (2001).

TABLE 4.4 COEFFICIENT ALPHA VALUES OF THE THREE QUESTIONNAIRES IN THE OVERALL SCALE

DIMENSIONS	COEFFICIENT ALPHA			
	NO.	AUSTRALIAN HOTEL	NO.	THAI HOTEL
<u>QUALITY ORIENTATION QUESTIONNAIRE</u> STAFF SELECTION SCALE (15 items)	44 CASES	ALPHA = 0.82 SD = 9.17	48 CASES	ALPHA = 0.85 SD = 9.65
TRAINING SCALE (28 items)	44 CASES	ALPHA = 0.83 SD = 12.81	46 CASES	ALPHA = 0.85 SD = 12.97
SELF-COMMITMENT TO SERVICE QUALITY SCALE (8 items)	47 CASES	ALPHA = 0.85 SD = 5.01	48 CASES	ALPHA = 0.70 SD = 3.59
HOTEL COMPETENCY IN SERVICE QUALITY SCALE (19 items)	47 CASES	ALPHA = 0.93 SD = 11.78	49 CASES	ALPHA = 0.91 SD = 9.77
<u>GUEST CONTACT COMPETENCY QUESTIONNAIRE</u> (14 items)	50 CASES	ALPHA = 0.78 SD = 6.81	48 CASES	ALPHA = 0.80 SD = 7.36
<u>HOTEL GUEST SATISFACTION SURVEY</u> (30 items)	83 CASES	ALPHA = 0.98 STD = 18.16	96 CASES	ALPHA = 0.99 SD = 13.70

As a result of the high Coefficient Alpha values and moderate inter-item correlations of the two questionnaires (Quality Orientation Questionnaire and Guest Contact Competency Questionnaire), no changes were made to the two questionnaires following the two pilot tests.

For the Hotel Guest Satisfaction Survey, the inter-item correlations and the Coefficient Alpha values in overall scale were quite high. The high Coefficient Alpha values of each scale in the questionnaire (between 0.86 and 0.98) indicated multi-collinearity. In order to cope with multi-collinearity, Alphas if items deleted were used to select the variables in each set that are too highly correlated for deletion.

4.4.3 ALPHAS IF ITEM DELETED OF THE HOTEL GUEST SATISFACTION SURVEY (GSS)

Table 4.5 (p. 62) exhibits the Alpha if the item was deleted for each of the 30 items in the Hotel Guest Satisfaction Survey (the overall scale) in the Australian hotel and in the Thai hotel. Based upon the Alpha-if-item-deleted finding, seven items were deleted: “serve you right at the first time” (0.9800 in the Australian hotel), “greet guests” (0.9801 in the Australian hotel), “are trustworthy” (0.9801 in the Australian hotel), “are able to make you feel important” (0.9801 in the Australian hotel), “have knowledge in hotel products and services” (0.9801 in the Australian hotel), “have good standard of English in communication” (0.9804 in the Australian hotel and 0.9905 in the Thai hotel) and “Make a personal recognition” (0.9805 in the Australian hotel).

Although the Alpha of the deleted item “provide information about services and activities” was 0.9803 in the Australian hotel and was supposed to be deleted, the item was retained in the present study since one of the main duties of hotel frontline staff is providing information about services and activities to guests. This item was also included in many of the previous instruments used to measure service quality, such as SERVQUAL (Parasuraman, *et. al.*, 1986) and SERVPERF (Cronin and Taylor, 1992).

According to **Section 2.2**, one of the key qualifications of frontline staff based on TQM principles is the ability to make decisions and to solve problems without a time-wasting management approval processes. Although the item “are able to handle guests’

TABLE 4.5 THE ALPHAS IF ITEM DELETED OF THE 30 ITEMS IN THE HOTEL GUEST SATISFACTION SURVEY IN THE OVERALL SCALE

VARIABLES	ALPHA IF ITEM DELETED	
	AUSTRALIAN HOTEL	THAI HOTEL
- Greet guests*	0.9801	0.9875
- Are courteous and friendly	0.9798	0.9873
- Have eye contact with guests	0.9796	0.9876
- Show neatness and tidiness in work	0.9799	0.9874
- Are competent and professional	0.9795	0.9869
- Deliver prompt service	0.9797	0.9875
- Serve you right at the first time*	0.9800	0.9871
- Are consistent in giving good service standard	0.9797	0.9871
- Are willing to provide service*	0.9796	0.9872
- Are helpful	0.9794	0.9873
- Feel appreciated for the guests' businesses	0.9793	0.9873
- Are sympathetic/ reassuring	0.9794	0.9873
- Make a personal recognition*	0.9805	0.9875
- Treat as a valued guest	0.9795	0.9873
- Are able to make you feel important*	0.9801	0.9873
- Have your best interests at heart*	0.9795	0.9873
- Understand your needs*	0.9797	0.9873
- Give individual attention	0.9794	0.9873
- Are always available	0.9794	0.9871
- Provide extras on request*	0.9799	0.9869
- Give service when promised	0.9797	0.9871
- Respond to guests' needs	0.9798	0.9871
- Are trustworthy*	0.9801	0.9871
- Are dependable	0.9795	0.9871
- Have good standard of English in communication*	0.9804	0.9905
- Provide information about services and activities	0.9803	0.9871
- Have knowledge in hotel products and services*	0.9801	0.9875
- Are able to handle guests' problems and complaints alone	0.9802	0.9875
- Make contribution to enjoyment of stay	0.9792	0.9872
- Share overall quality of service	0.9792	0.9870

Remarks: The items with * were deleted based on the alphas if items deleted.

problems and complaints alone” was required to delete owing to the Alpha measure, this item was still needed in order to fully cover the measurement of guest satisfaction with frontline staff service skills on the basis of TQM concepts. It was found that this item was the one most frequently ignored by the guests, in both the Australian hotel (29.4% missing) and the Thai hotel (7.6% missing). This might be because most of the guests did not have any complaints during their hotel stay. This was as the comments in the blank space completed by 5 guests in both hotels. To respond with these comments and to maintain this item, the researcher divided this item into two separate items: “are able to solve guests’ problems alone” and “are able to handle guests’ complaints”.

The researcher examined the Alpha only if the item deleted in the set of variables for each construct consisted of more than 2 variables as shown in **Table 4.6** (p.64 - 65). This was because some constructs had only one variable. For example, the Results Driven construct only had “deliver prompt service”. Deleting variables in the set of more than 2 variables in the constructs was more reasonable than deletion of only one variable in the constructs.

4 items were deleted as shown by **Table 4.6** (p.64 - 65): “Provide extras on request”, “understand your needs”, “are willing to provide service” and “have your best interests at heart”. Hence, after item deletion, the Hotel Guest Satisfaction Survey (GSS) consisted of 20 items as in **Appendix 3**.

4.5 VALIDITY OF THE INSTRUMENTS

4.5.1 CONTENT VALIDITY OF THE THREE QUESTIONNAIRES

Zikmund (1997) defined content validity as the subjective agreement among professionals that a scale logically appears to reflect accurately what it purports to measure. To achieve content validity of the three questionnaires, a group of hotel experts was approached to review and validate them. This group consisted of two hotel consultants (one in USA and one in Thailand) and three corporate hotel executives from three hotel chains (one in USA, one in Australia and one in Thailand). The meeting was organized through teleconferencing in a function room of a hotel in Bangkok. Each member of the group received a copy of the three questionnaires 1 week before the meeting. As a result of the meeting, several changes

TABLE 4.6 THE ALPHAS IF ITEM DELETED OF THE SET OF THE VARIABLES IN EACH SCALE OF THE HOTEL GUEST SATISFACTION SURVEY FOR THE AUSTRALIAN HOTEL AND THE THAI HOTEL
(only the set that has more than 2 variables)

SCALE AND VARIABLE	ALPHA IF ITEM DELETED					
	AUSTRALIAN HOTEL			THAI HOTEL		
	FRONT OFFICE	HOUSEKEEPING	FOOD&BEVERAGE	FRONT OFFICE	HOUSEKEEPING	FOOD&BEVERAGE
PEOPLE FOCUS						
1) RELATING TO GUESTS						
- Greet guests	0.8859	0.9204	0.9192	0.9500	0.9275	0.9490
- Have eye contact with guests	0.8869	0.9131	0.9240	0.9514	0.9429	0.9484
- Are courteous and friendly	0.8853	0.9090	0.9181	0.9429	0.9194	0.9501
- Make a personal recognition	0.9214	0.9189	0.9313	0.9476	0.9209	0.9537
- Give individual attention	0.8993	0.9314	0.9415	0.9578	0.9243	0.9459
- Treat as a valued guest	0.8814	0.9072	0.9120	0.9463	0.9194	0.9498
- Are able to make you feel important	0.8823	0.9183	0.9239	0.9501	0.9257	0.9439
COEFFICIENT ALPHA	0.9058	0.9279	0.9344	0.9565	0.9365	0.9557
INFORMATION HANDLING						
3) SPECIALIST KNOWLEDGE						
- Have knowledge in hotel products and services	0.8107	0.8755	0.7796	0.9315	0.8160	0.9176
- Are competent and professional	0.6386	0.6197	0.7293	0.8384	0.5000	0.8973
- Show neatness and tidiness in work	0.7016	0.7962	0.7735	0.9203	0.6221	0.9781
COEFFICIENT ALPHA	0.7890	0.8402	0.8265	0.9301	0.7164	0.9520

Continue p.65

TABLE 4.6 THE ALPHAS IF ITEM DELETED OF THE SET OF THE VARIABLES IN EACH SCALE OF THE HOTEL GUEST SATISFACTION SURVEY FOR THE AUSTRALIAN HOTEL AND THE THAI HOTEL (CONTINUED)
(only the set that has more than 2 variables)

SCALE AND VARIABLE	ALPHA IF ITEM DELETED					
	AUSTRALIAN HOTEL			THAI HOTEL		
	FRONT OFFICE	HOUSEKEEPING	FOOD&BEVERAGE	FRONT OFFICE	HOUSEKEEPING	FOOD&BEVERAGE
DEPENDABILITY						
3) RELIABILITY						
- Are dependable	0.9608	0.9759	0.9800	0.9576	0.9643	0.9722
- Respond to guests' needs	0.9490	0.9765	0.9608	0.9671	0.9361	0.9716
- Give service when promised	0.9531	0.9765	0.9670	0.9550	0.9389	0.9787
- Are trustworthy	0.9737	0.9880	0.9715	0.9531	0.9456	0.9716
- Provide extras on request	0.9531	0.9765	0.9718	0.9745	0.9389	0.9856
COEFFICIENT ALPHA	0.9664	0.9830	0.9761	0.9689	0.9559	0.9806
ENERGY						
1) GUEST FOCUS						
- Are helpful	0.9030	0.9458	0.9500	0.9467	0.9425	0.9500
- Are sympathetic/ reassuring	0.8901	0.9499	0.9566	0.9411	0.9425	0.9555
- Have your best interests at heart	0.9166	0.9520	0.9581	0.9486	0.9131	0.9531
- Feel appreciated for the guests' businesses	0.8876	0.9473	0.9540	0.9486	0.9155	0.9567
- Understand your needs	0.9066	0.9593	0.9641	0.9504	0.9290	0.9563
- Are willing to provide service	0.9187	0.9550	0.9638	0.9446	0.9131	0.9534
COEFFICIENT ALPHA	0.9190	0.9593	0.9647	0.9552	0.9382	0.9615

were made in wording, phrasing and overall presentation of the questionnaires. To confirm the result of the meeting, the general managers and the human resources managers of the participating hotels also validated the three questionnaires. There were only minor changes undertaken during this validation, such as appropriate wording for use in the hotels in each country. Since the two pilot tests should see whether test respondents had any problems with completing the questionnaires, the results of the pilot tests in the two hotels confirmed that the three questionnaires were valid for use with frontline staff and guests in the target Western and Thai hotels. Hence, the instruments used in the present study received professional agreement that the measures provided adequate coverage of the concept and had clear and understandable questions. Additionally, the instruments for this study were developed and designed considering the literature review in **Chapter 2**; therefore, they were considered theoretical valid.

The study instruments were originally designed in English. As a result, they could be used with hotel guests and frontline staff in Western countries as well as the hotel guests in Asian countries. In general, guests in four to five-star hotels like the present study are international travellers who have a good command of English. For the hotel frontline staff in Asian countries, such as Thailand, English should be translated into Thai to acquire the true perceptions and to provide convenience for the respondents. The two questionnaires used with the hotel frontline staff (quality orientation questionnaire and guest contact competency questionnaire) had a Thai version which is exhibited in Appendix 2. Equivalence in meanings between the English version and the Thai version were obtained through a translation/backtranslation method. A committee of 5 translators, each of whom is fluent in these two languages, translated and back translated these questionnaires. The three translators, whose native language is Thai, translated English into Thai independently and the results were subsequently compared and discussed. Modifications were made until consensus was reached. After that the two translators, whose native language is English, translated back from the Thai version into English in order to avoid translation mistakes and linguistic errors. The final consensus ascertained the adequacy of the questionnaires in the Thai version. It was expected that the hotel frontline staff in Singapore have a good command in English; therefore no translation was made.

4.5.2 CONVERGENT VALIDITY OF THE THREE QUESTIONNAIRES

Convergent validity is a type of construct validity. According to Garson (2001), it refers to the principle that the indicators for a given construct should be at least moderately correlated among themselves. As shown in **Table 4.3** (p.58 -59), the inter-item correlation values of the indicators in each scale were in the moderate level for the three questionnaires. Hence, it can be concluded that the instruments of the present study have convergent validity.

In particular, the inter-item correlation values were in the high level for each scale in the Hotel Guest Satisfaction Survey (GSS), indicating high convergent validity. This was confirmed by the two items (“make contribution to enjoyment of stay” and “share overall quality of service”) assessing the convergent validity by correlating each indicator with the overall measure of guest satisfaction in service quality. As shown in **Table 4.3** (p.58 - 59), the majority of the indicators (above 80%) correlated quite well with these two items.

In conclusion, the results of the two pilot tests in the Australian hotel and the Thai hotel, showed the validity and the reliability of the three questionnaires, for measuring values used in further investigation.

4.6 SAMPLE POPULATION AND DATA COLLECTION

4.6.1 SAMPLE

In order to achieve the aims of the present study, the total population investigated in this study consisted of four to five--star rating hotels in Western and Asian countries, with the sampling element being the individual hotel. The TQM concept was first applied to the hotel industry in the USA (Glover *et. al.*, 1984; Records and Glennie, 1991). According to the literature and information included on the websites of the target hotel sample (Haupt, 1993, Ritz-Carlton, 1999, Marriott.com, 1999), for Australia, it can be assumed that TQM principles were adopted in the hotel industry since the opening of the Ritz-Carlton Hotel in Sydney in 1990. The Ritz-Carlton Hotel Company was the first and only hotel company that achieved the Malcolm Baldrige

National Quality Award in 1992 and in 1999 (an American award for companies that have successes in applying TQM). Six years later in January 1996, The Ritz-Carlton, Millenia Singapore was opened. It is likely that this was the start of TQM adoption in the Singaporean hotel industry. This was followed by Thailand in 1997. TQM concepts are reported to have begun in the Thai hotel industry with the opening of the J.W. Marriott Hotel in Bangkok. According to Spechler (1993), the Marriott Corporation has adopted TQM principles in their hotels and resorts in 1990. It may be assumed that hotels in Western countries adopted TQM principles before their counterparts in Asian countries. The comparisons of the causal variables, the effect variable and the variables affecting the relationship between TQM staff selection and TQM training and guest satisfaction between the hotels in these two zones were required for the purpose of predicting the relationship and assessing their causality.

The best-suited sampling technique for the purposes of the study is nonprobability sampling, where units of the sample are selected on the basis of personal judgment or convenience. Therefore, convenience sampling and judgment or purposive sampling, are used in this study. Since it was impossible to survey the entire population, sampling was confined to the hotels in San Francisco, Washington DC, Virginia and Maryland in the USA, Melbourne and Sydney in Australia, Singapore City in Singapore, and Bangkok in Thailand. The choice of the country and city samples was made on the bases of a comparison of Western and Eastern hotels and also the researcher's familiarity with the countries and cities selected, as well as accessibility of hotel contact names and addresses in the websites through the internet (Topaz Hotel Services, 1999, Waiviata International Limited, 1998, Cable News Network, Inc., 1998, RealMetros.com, Inc., 1996, Tourism Authority of Thailand, 1997).

The rationale for selecting four to five-star rating city-centre hotels was the inclination to apply TQM concepts in their operations, in particular human resource management, more than is the case with smaller hotels (Kelliher and Johnson, 1987; Price, 1994; Lucas, 1995; Hoque, 1999). Moreover, from the hotel guests' point of view, a four or five-star rating cannot guarantee the level of service (Lipcer and Shaw, 1990). Ingram and Daskalakis (1999) found from their study that the expectations of the four-star hotel guests were higher than the expectations of the five-star hotel guests and four-star hotel guests expressed greater satisfaction with the service quality

provided to them than the five-star hotel guests. Therefore, the four and five-star rating level in this case was considered equivalent.

However, the final sample was selected and determined on the basis of accessibility to the hotels and the targeted respondents. From the websites noted above, the researcher approached the targeted hotels outlined below in **Table 4.7** via fax. An appointment was made with the hotel general managers or human resources directors/managers in order to discuss in detail the intended surveys and to find out if they have adopted TQM principles in their hotel operations:

TABLE 4.7 LOCATION AND NUMBER OF THE HOTELS CONTACTED FOR DATA COLLECTION

LOCATION OF HOTELS	NUMBER OF HOTELS
MARYLAND, USA	10
SAN FRANCISCO, USA	20
VIRGINIA, USA	10
WASHINGTON DC, USA	10
MELBOURNE, AUSTRALIA	30
SYDNEY, AUSTRALIA	12
BANGKOK, THAILAND	50
SINGAPORE CITY, SINGAPORE	12
TOTAL	154

From the 154 hotels contacted, 47 hotels agreed to meet the researcher while 12 hotels refused through the fax and e-mail messages and the other 95 hotels gave no response. The reasons for refusal of the 12 hotels were as the follows:

- The hotel had other postgraduate students from another university studying the hotel on a long-term basis (1 hotel).
- The hotel already had tools for measuring both guest and staff satisfaction (1 hotel).
- The hotel kept the information concerning guests and staff confidential according to the headquarter company’s policy (1 hotel).
- The timing was inappropriate (1 hotel).

- General Managers/ Managing Directors would take leave and be absent from the hotel (1 hotel).
- The hotel did not have a need to do a survey on this topic (1 hotel).
- The hotel limited their assistance to current employees who are studying and doing research in hotel management (1 hotel).
- The hotel had management changes (1 hotel).
- The hotel had other projects and work commitments (1 hotel).
- The hotel was not ready for the survey (1 hotel).
- The hotels gave no reason (2 hotels).

The accepted 47 hotels were grouped according to the adoption of TQM concepts, cities and countries as in **Table 4.8**.

TABLE 4.8 LOCATION, TQM ORIENTATION AND NUMBER OF THE HOTELS ACCEPTED TO MEET THE RESEARCHER AND DISCUSS ABOUT THE SURVEYS

CITY/COUNTRY	NUMBER OF TQM HOTELS	NUMBER OF NON-TQM HOTELS
MARYLAND, USA	1	NONE
SAN FRANCISCO, USA	1	3
VIRGINIA, USA	2	1
WASHINGTON DC, USA	2	3
MELBOURNE, AUSTRALIA	NONE	3
SYDNEY, AUSTRALIA	5	6
BANGKOK, THAILAND	2	15
SINGAPORE CITY, SINGAPORE	1	2
TOTAL	14	33

After the meetings with the managers of these 47 hotels were completed, 12 hotels agreed to participate in the study and were ready to do the surveys (one in Washington DC, USA, one in Melbourne, Australia, two in Sydney, Australia, one in Singapore and seven in Bangkok, Thailand). These 12 hotels were non-TQM hotels only. The reasons for refusal of the other 36 hotels were:

- The hotels had contracts with outside consulting companies to survey guest satisfaction and staff satisfaction in jobs. The contracts did not allow any other surveys within the hotels (14 TQM hotels).
- The management would not give permission to do the surveys with their guests (22 non-TQM hotels).

It is noteworthy that most of the agreements from the 12 hotels that accepted came from meetings with the general managers of those hotels (six hotels). This implies that an approach to do surveys in hotels will be more effective if direct contact with general managers of the hotels can be made. In addition, it was found later from the surveys that these general managers were influential in helping to collect guest data.

Originally there was only one participating hotel in Singapore. This property subsequently refused to collect the data from the staff and the guests after postponing several times from one month to three months and lastly to six months. After follow-up contact via e-mails, long-distance phone calls and personal visits, the hotel human resources coordinator confessed that they were stuck with other projects and could not process the data collection for this study. Therefore, the number of participating hotels dropped to 11 hotels, without the Singaporean hotel. The number of the samples in these 11 hotels, however, was statistically sufficient for the present study to make a comparison between Western and Thai hotels in the view of TQM.

4.6.2 *SURVEY PROCEDURES*

The study was conducted in four cities in three countries from October 15, 1999 until October 15, 2000. The required data for the study consisted of two major groups: staff data and guest data. The survey procedures for these two groups of data were:

1) Collection of staff data

The data was collected in the 11 participating hotels by the researcher. Since these hotels were in three countries, the researcher could not collect the data at the same time in each country. The

duration for collection of staff data from these hotels, took three months (one month per country). The target number of frontline staff was 50 staff per hotel (550 in total). In approximate terms, the number of 50 staff requested was regarded as one-third of the population of frontline guest-contact staff in the three departments of a hotel. These 50 frontline staff consisted of 10 front office staff, 20 housekeeping staff and 20 food & beverage staff. Only guest-contact staff were required for this study and these staff worked in three shifts; therefore the researcher requested involvement from only one shift of the frontline staff from the three departments whose duties concerned guest contact. However, the number of staff in each hotel participating in this study depended on the availability and willingness of the staff. Some hotels gave incentives for their staff to join in this study, such as background music and a free buffet lunch in the hotel function rooms.

Those staff taking part in the study from each hotel, were assembled in the hotel function rooms or training rooms and the researcher distributed the two questionnaires: the Quality Orientation Questionnaire (QOQ) and the Guest Contact Competency Questionnaire (GCC). The researcher explained the format and the method of answering each item and answered all the queries raised by the respondents regarding the instrument. At the same time, the researcher assured the respondents of their anonymity and that answering such questions would have no effect on the security of their jobs. The respondents were given the option of either completing the questionnaires at the time of introduction or were given the option of having the researcher return the following day to collect the completed questionnaire. The latter option was offered to the respondents to minimize their effort and to avoid interference with the normal performance of their jobs. Most of the respondents completed the questionnaires immediately, while the remaining (10 staff from 3 hotels) requested the second option. Since the researcher was the only one who collected all these questionnaires, confidentiality was assured as was the completeness of the filled questionnaires.

The total number of frontline staff who completed the questionnaires in the three departments in 11 hotels in three countries was 492. The details of the number in each country and each department are shown in Table 4.9 (p.73).

**TABLE 4.9: NUMBER OF FRONTLINE STAFF PARTICIPATING IN THE STUDY
ACCORDING TO DEPARTMENT**

HOTEL	NO.OF FRONT OFFICE STAFF	NO. OF HOUSEKEEPING STAFF	NO. OF FOOD & BEVERAGE STAFF	TOTAL NO. OF STAFF
BANGKOK, THAILAND				
HOTEL 1	19	9	17	45
HOTEL 2	10	20	21	51
HOTEL 3	10	20	20	50
HOTEL 4	10	20	20	50
HOTEL 5	10	20	20	50
HOTEL 6	10	20	20	50
HOTEL 7	4	16	26	46
MELBOURNE, AUSTRALIA				
HOTEL 1	14	24	16	54
SYDNEY, AUSTRALIA				
HOTEL 1	8	17	17	42
HOTEL 2	0	16	10	26
WASHINGTON, DC, USA				
HOTEL 1	7	12	9	28
TOTAL	102	194	196	492

All the staff questionnaires were useable since the researcher was there to collect the data. The response rate was quite satisfactory at 89.4 % (492 from 550 staff).

2) Collection of guest data

In order to collect guest data, the researcher was not allowed to contact guests directly in the same way as for the collection of staff data. The researcher, therefore, had to rely on the hotels to distribute the guest questionnaires. It took one year to collect sufficient data for the data analysis. There were approximately 200 – 400 guestrooms in these 11 hotels. The expected target sample was 100 guests per hotel and this should be around one third of the total population in each hotel. Therefore, 11 hotels should provide a total of 1,100 guest questionnaires.

The definition of the sampling frame was “all guests staying in one of the hotels for at least two nights would be included in the study during the data collection period”. The guests were expected to assess the frontline staff in the three departments: front office, housekeeping and food & beverage. In order for it to be possible for the guests to assess the staff in the three departments, in particular in housekeeping and food & beverage, only the guests who stayed in the hotels at least two nights were considered sufficiently exposed to services to answer the questions.

According to Mattila (1999), different services are provided over the length of the hotel stay which make it difficult for the guests to form an overall judgment until the end of the visit. Based upon this fact, the researcher requested the participating hotels to distribute the questionnaires via the front desk staff when their guests checked out. All guests staying in the hotels were requested to complete the one-page questionnaire with a cover letter (see Appendix 1) and an incentive. Eight hotels used the researcher’s incentive, which is a Thai style key ring and one hotel offered their own incentive by giving the guests a voucher for a free soft drink during checking out while the other two hotels offered nothing.

4.6.3 THE RESPONSE RATE

As mentioned above, the response rate of the staff questionnaires was high at 89.4 % (492 from 550 staff). The response rate of the guest questionnaire was quite low and took a lot of time and follow-ups through e-mails, long-distance phone calls and personal visits. Of 11 hotels, only four hotels achieved the expected response rate: one in Washington, DC, USA (143 guest questionnaires), one in Melbourne, Australia (160 guest questionnaires) and two in Bangkok, Thailand (hotel 1 = 130 guest questionnaires and hotel 2 = 125 guest questionnaires). The American hotel and the two Thai hotels are in the same hotel chain. The other seven hotels had the following difficulties in collecting the guest questionnaires:

Five hotels in Bangkok, Thailand:

- General managers of two hotels changed their minds and directors of human resources could not process the collection of the guest questionnaires.
- The hotel employed a new general manager after collecting 31 guest questionnaires and discontinued the data collection (one hotel).
- Two hotels did not seriously distribute the guest questionnaires to their guests and the response rates were low (hotel 1 = 8 and hotel 2 = 14).

Two hotels in Sydney, Australia:

- The hotel was too busy to collect the guest questionnaires since they had other guest questionnaires to distribute at the same time (one hotel). However, this hotel collected 47 guest questionnaires for this study.
- The hotel did not seriously distribute the guest questionnaires to their guests and the response rate was low (5 guest questionnaires).

Due to the difficulty in achieving the target number of the completed guest questionnaires in these seven hotels, the collected staff questionnaires of these hotels became unusable in the study. The

relationship between TQM staff selection and TQM training and guest satisfaction in these hotels could not be assessed without having the data from the guests related to guest satisfaction.

4.6.4 USEABLE SAMPLE

According to Hartline and Ferrell (1996), a cross-sectional study incorporating multiple sample groups is quite difficult to execute. This became more difficult when the multiple sample groups were in multiple countries and it was out of the researcher’s control to direct collection of guest data.

The useable samples, after employing missing value analysis are shown in Table 4.10. In the three countries, the total staff sample group was 183 and the total guest sample group was 1,339 (guests assessing front office = 524, housekeeping = 421 and food & beverages = 394). The staff sample in the Western hotels was 82 and the staff sample in the Thai hotels was 101. For the guest samples, the sample in the Western hotels was 667 and the sample in the Thai hotels was 672.

TABLE 4.10 SAMPLE DISTRIBUTION OF FRONTLINE STAFF AND GUESTS IN THE FOUR HOTELS IN THE STUDY

SAMPLE	AUSTRALIAN HOTEL NO.	AMERICAN HOTEL NO.	THAI HOTEL1 NO.	THAI HOTEL2 NO.
STAFF				
FRONT OFFICE	14	7	10	10
HOUSEKEEPING	24	12	20	20
FOOD&BEVERAGE	16	9	20	21
TOTAL	54	28	50	51
GUESTS				
FRONT OFFICE	151	133	118	122
HOUSEKEEPING	79	122	113	107
FOOD&BEVERAGE	98	84	112	100
TOTAL	328	339	343	329

There were no unused questionnaires for the staff data whereas there were a number of unused questionnaires for the guest data: 5.6 % for the Australian hotel, 7% for the American hotel, 5.6%

for the Thai hotel 1 and 6.1% for the Thai hotel 2. These percentages for the unused guest questionnaires were considered to be acceptable.

The sample sizes in all three countries are not large enough to permit overall generalizations for all hotels. However, the data of the useable samples were sufficient to justify statistical analysis of key zone differences (Western and Thai hotels) and to achieve the aims of the study.

In addition, the question of an adequate sample size relates to the degree of sampling error. According to Tilley (1990), the larger the sample size, the smaller the error. The absolute error cannot be directly reduced with an increase in sample size as the relationship is not linear. Any sample size, small or large, provides estimates of population parameters subject to error. It is impossible to eliminate error entirely because the sample by itself never represents the population's parameters if the variance is greater than zero. Also, there is a scope for non-sampling error to occur during such a research process. While sampling errors are caused by improper sampling procedures, non-sampling errors are caused by faulty methodological procedures which can effect the total error. Thus, the question about the right sample size relates to the accuracy with which the sample reflects the population from which it is drawn to achieve a minimum degree of absolute error (right methodology and right sampling technique) as much as to the physical measurement of the sample size. Consequently, in order to evaluate the adequacy of the sample size in the present study, the study methodology and sampling technique were assessed as shown in **Table 4.11** (p.78).

Data were checked for missing values, omissions, ambiguity, inconsistencies and any other errors in the responses. The data have been examined to ensure that all the desirable variables to be used in the analysis were included. Two data sets were created (one list for a survey of guest sample and one for a survey of staff sample) for all the questionnaires. Since the questionnaires were structured and the coding of variables was planned in advance, the questionnaires had categories that had already been built into the answers. A coding book was constructed which contained general instructions on how each variable was coded. The coded data was rechecked visually for the detection of any possible clerical errors.

4.7 DATA ANALYSIS

With respect to the physical size of the sample, statistical theory does provide some tools and a structure with which to address the question of sample size. The minimum sample size needed for various statistical techniques used in data analysis is presented in the Table 4.11 below.

TABLE 4.11 THE STATISTICAL ANALYSIS TECHNIQUES USED IN THE STUDY AND THEIR MINIMUM SAMPLE SIZE REQUIRED

STATISTICAL ANALYSIS	MINIMUM SAMPLE SIZE
Mann-Whitney Test	Same size of the two samples allowing small deviations (Siegel, 1956)
T-test	< 30 recommended; however, possible for use with larger samples (Garson, 2001)
ANOVA (Analysis of Variance)	Larger sample size, more reliable. (Garson, 2001).
Correlations	Larger sample size, significance testing should be employed according to the central limit theorem
Factor Analysis	5 observations for each parameter (Hair, Anderson, Tatham and Black, 1987; Tabachnik and Fidell, 1989)
Structural Equation Model (SEM)	100 - 200 (Hair, Anderson, Tatham and Black, 1995)
When dividing sample into groups	100 or more in each group (Sudman, 1976)
When comparing between major groups	20 – 50 in each group (Aaker and Day, 1990)

The Mann-Whitney Test and T-test were used to assess whether there were differences in each dimensions of the study model (see Figure 3.1, p. 35) between the two Thai hotels and between the American and the Australian hotel for the purpose of grouping these hotels into a Western hotel sample group and a Thai hotel sample group. These two techniques were again used to find the differences between the Western hotel sample group and the Thai hotel sample group in each variable of each questionnaire.

ANOVA was used to identify the differences of the guest assessments across the three departments in all of the hotels, in the Western hotel sample and in the Thai hotel sample. In order to reduce the number of variables in each section of the questionnaires and to group these variables into key factors, Principle Components Analysis, a method of factor analysis was used. The Structural Equation Model (SEM) and measures of correlation were applied to test the causal links in the study model. Since the variables in the Quality Orientation Questionnaire involved different concepts from the variables in the guest satisfaction survey, T-test and ANOVA were reused to find out if guest satisfaction was higher or lower when compared with the staff factors in the Quality Orientation Questionnaire.

The Western hotel sample (82 for the staff sample group and 667 in total for the guest sample group) and the Thai hotel sample (101 for the staff sample group and 672 in total for the guest sample group) are sufficiently large. The size of the sample used in this study is as Aaker and Day's (1990) requirement that a minimum size of 20 – 50 in each group be reached for comparative purposes. For Sudman's (1976) requirement, only the staff sample group in the Western hotel sample is insufficient though it is close to the required number. The sample size used in this study also reaches the Mann-Whitney Test requirement. For the guest sample group, the standard deviation between Western hotels and Thai hotels is 0.5002 and 0.4987 is the standard deviation of the staff sample group between Western hotels and Thai hotels. The use of the T-test for a sample larger than 30 was applied in this study. For the requirements of ANOVA, the sample sizes of the number of the guests assessing the three departments were large enough as shown in Table 4.12 (p.80). As to the requirements of factor analysis, there were 1,339 cases with 20 variables in the guest sample and this translates into approximately 66.95 cases per variable or dividing the guest sample group into three department assessment groups, for 20 variables, the approximate cases per variable per department are shown in Table 4.12 (p.80).

When examining the staff sample, there are 183 cases in total with 8 variables of self-commitment in service quality, 19 variables of hotel competency in service quality, 15 variables of staff selection, 28 variables of training and 14 variables of guest contact competency. The number of approximate cases per variable per hotel zone is shown in Table 4.13 (p.80).

TABLE 4.12 THE NUMBER OF CASES PER VARIABLE PER DEPARTMENT FOR THE HOTEL GUEST SATISFACTION SURVEY (GSS)

HOTEL ZONE	TOTAL	FRONT OFFICE		HOUSEKEEPING		FOOD & BEVERAGE	
		N	CASES	N	CASES	N	CASES
WESTERN HOTELS	667	284	14.2	201	10.05	182	9.1
THAI HOTELS	672	240	12	220	11	212	10.6

TABLE 4.13 THE NUMBER OF CASES PER VARIABLE PER HOTEL ZONE FOR THE QUALITY ORIENTATION QUESTIONNAIRE (QOQ)

DIMENSION	HOTELS	TOTAL	
		N	CASES
SELF-COMMITMENT IN SERVICE QUALITY (8 ITEMS)	WESTERN HOTELS	82	10.2
	THAI HOTELS	101	12.6
HOTEL COMPETENCY IN SERVICE QUALITY (19 ITEMS)	WESTERN HOTELS	82	4.3
	THAI HOTELS	101	5.3
STAFF SELECTION (15 ITEMS)	WESTERN HOTELS	82	5.5
	THAI HOTELS	101	6.7
TRAINING (28 ITEMS)	WESTERN HOTELS	82	2.9
	THAI HOTELS	101	3.6
GUEST CONTACT COMPETENCY (14 ITEMS)	WESTERN HOTELS	82	5.8
	THAI HOTELS	101	7.2
TOTAL		183	

The number of cases per variable in the training section in both the Western hotel sample and in the Thai hotel sample was insufficient according to the guidelines of Tabachnik and Fidell (1989). In the section of hotel competency in service quality, there was also an insufficient number of cases per variable in the Western hotel sample. However, these numbers were regarded as acceptable in light of the difficulties experienced during the data collection and because of the exploratory nature of the study.

In terms of the Structural Equation Model, the guest sample size satisfied Hair *et. al.*'s (1995) requirement for a range of 100 and 200. For the total staff sample size, 183 staff was in this range. Upon division into the Western hotel sample group and the Thai hotel sample group, the number of Thai hotel sample reached the requirement (101 staff) while the number in the Western hotel sample was insufficient but close to the minimum requirement of 100. A final evaluation of the sample size will depend on the final variable and group size choices. The correlation matrices of the variables will be analyzed and the results presented in subsequent chapters.

Two statistical packages were used for data input and analysis, namely the Statistical Package for Social Sciences (SPSS) for windows Release 2000 and the Analysis of Moment Structures (Amos) attached to the SPSS package for visualizing Structural Equation Modeling (SEM). Data spreadsheets were created in SPSS. There were two files: one guest file for the guest satisfaction survey and one staff file aggregating the data from the two questionnaires (the Quality orientation questionnaire and the guest contact competency questionnaire). The guest file recorded 1,339 cases with a dummy variable called "hotel zone" to divide the data into Western hotels and Thai hotels (Coding 1 for Western hotels and 2 for Thai hotels). The staff files recorded 138 cases with a dummy variable called "hotel zone" to divide the data from the Western hotels and the Thai hotels (Coding 1 for Western hotels and 2 for Thai hotels). The stored data were subjected to final screening for completeness, consistency and accuracy.

Univariate descriptive statistics were inspected for accuracy of input:

- a) The range of each variable was checked for out-of-range values.
- b) Frequency counts were performed

- c) The distribution of each variable was analyzed to detect irregular answers, outliers, and cases with extreme values
- d) The means and standard deviations were computed.

To assess normality of the distribution, the skewness of each factor in each questionnaire was computed. The results of the above analysis are presented in the next chapter.

4.8 SUMMARY

This chapter has presented the methods used in the research, including the development, reliability and validity of the instruments, the pilot tests, data collection and the data analysis process. The research instruments were pre-tested twice, once in an Australian hotel and the other in a Thai hotel. The instruments consisted of two staff questionnaires and one guest questionnaire. The instruments for the hotel frontline staff measured their perception of staff selection, training and guest-orientation quality as well as their self-assessment in guest contact competency. For the hotel guests, the instrument assessed their satisfaction with guest contact competency of the frontline staff. These instruments were shown to be reliable and valid after the two pilot tests.

The data collection section included a discussion of the sample used, the survey procedure, the response rate, the useable sample and problems encountered in collecting data. In the data analysis section, the statistical techniques used in data analysis were examined for the minimum sample size requirements and its purpose of uses for this study. This section also included how to organize the data and to check the errors. The results of the data analysis via these statistical techniques will be discussed in the chapters five and six.

CHAPTER 5

PRELIMINARY ANALYSIS

5.1 INTRODUCTION

The following are the objectives of this chapter:

- 1) To describe the variables measured in the study. Since the guest and staff data files contain two separate components of measurement for the purpose of testing all the hypotheses in **Chapter three**, the preliminary descriptive analysis of the variables associated with each of these two components are presented. The individual descriptors of the two components are: hotel frontline staff and guest sociodemographic characteristics.
- 2) To present the results of the descriptive analysis of the guest contact competency questionnaire with respect to the “most” and “least” ratings, whereby each staff member ranks which skill is most and least typical. This comparison of guest relations skills of hotel staff in Western and Thai hotels is consistent with **aim five** in **Chapter one**.
- 3) To assess the normality of the distribution for each variable in the study model for the methodological validity.
- 4) To test if there are significant differences between the two Thai hotels and between the American hotel and the Australian hotel, as well as between the sample in the Western hotels and the sample in the Thai hotels. The findings of the tests will confirm the validity of grouping the Western hotels and the Thai hotels, with a view to testing the significant differences of the frontline staff perceptions in **hypothesis three** in **Chapter three**.

- 5) To find if there are significant differences in guest assessments of the staff in the three departments: front office, housekeeping and food & beverage. The findings will test **hypothesis four** in **Chapter three**.
- 6) To identify groupings of TQM staff selection, TQM training, self-commitment in service quality, hotel competency in service quality, guest contact competency and guest satisfaction. These groupings will be used for the Structural Equation Model (SEM) in testing the existence of relationships between TQM staff selection, TQM training and guest satisfaction (**hypotheses one, two and five** and **aim seven**), as well as finding out the factors that affect the relationship (**aim eight**).

The descriptive analysis of the hotel frontline staff sociodemographic characteristics will precede the comparable descriptive analysis of the guests' sociodemographic characteristics. The sequence is based upon the study model in **Chapter three**.

5.2 DESCRIPTIVE ANALYSIS OF THE INDIVIDUAL VARIABLES: STAFF

For the staff descriptors, the analysis focussed on length of employment in the hotel and experience in the hotel industry as shown in **Table 5.1** (p.85). These two descriptors of the staff were the main factors in explaining the guest contact competency and perceptions of the staff in hotel operations, and in particular staff selection, training and guest-orientation quality in the findings and discussion in the final chapter.

According to **Table 5.1** (p.85), it is noticeable that the staff in the Thai hotels remained with the hotels longer than their colleagues in Australian and American hotels. For the Thai hotels, most of the staff (42.6%) have worked for the hotels around one to three years while in the Australian hotel, the staff (38.9%) have worked for the hotel for only four months to one year. When comparing each department in turn, the Thai staff also exhibited the greatest longevity, except in the case of the housekeeping department where the American housekeeping staff stayed longest. Similarly, Thai staff were the most experienced in the hotel industry (for five to ten years = 31.7 %). Most of the Australian staff and the American staff had experience in the hotel industry for only 1 to 3 years (35.2% for Australian staff and 29.6% for the American staff). When examining each department, most of the Thai staff were also more experienced in working for the hotel industry than most of their colleagues in the Australian and American hotels.

TABLE 5.1 SOCIODEMOGRAPHIC CHARACTERISTICS OF THE FRONTLINE STAFF IN THE THREE DEPARTMENTS OF THE SAMPLE HOTELS IN THE THREE COUNTRIES

CHARACTERISTICS OF HOTEL FRONTLINE STAFF	AUSTRALIAN HOTEL		AMERICAN HOTEL		THAI HOTELS	
	N	%	N	%	N	%
LENGTH OF WORK IN THE HOTEL:						
• FRONT OFFICE STAFF						
1) < 4 MONTHS	4	28.6	3	42.9	1	5.0
2) 4 MONTHS – 1 YEAR	7	50.0	2	28.6	2	10.0
3) > 1 YEAR – 3 YEARS	2	14.3	2	28.6	11	55.0
4) > 3 YEARS – 5 YEARS	-	-	-	-	6	30.0
5) > 5 YEARS – 10 YEARS UP	1	7.1	-	-	-	-
TOTAL	14	100	7	100	20	100
• HOUSEKEEPING STAFF						
1) < 4 MONTHS	10	41.7	1	9.1	1	2.5
2) 4 MONTHS – 1 YEAR	7	29.2	2	18.2	4	10.0
3) > 1 YEAR – 3 YEARS	7	29.2	1	9.1	18	45.0
4) > 3 YEARS – 5 YEARS	-	-	3	27.3	8	20.0
5) > 5 YEARS – 10 YEARS UP	-	-	4	36.4	9	22.5
TOTAL	24	100	11	100	40	100
• FOOD & BEVERAGE STAFF						
1) < 4 MONTHS	3	18.8	5	55.6	2	4.9
2) 4 MONTHS – 1 YEAR	7	43.8	-	-	5	12.2
3) > 1 YEAR – 3 YEARS	6	37.5	3	33.3	14	34.1
4) > 3 YEARS – 5 YEARS	-	-	-	-	14	34.1
5) > 5 YEARS – 10 YEARS UP	-	-	1	11.1	6	14.6
TOTAL	16	100	9	100	41	100
EXPERIENCE IN THE HOTEL INDUSTRY:						
• FRONT OFFICE STAFF						
1) < 4 MONTHS	1	7.1	1	14.3	-	-
2) 4 MONTHS – 1 YEAR	3	21.4	-	-	1	5.0
3) > 1 YEAR – 3 YEARS	4	28.6	4	57.1	11	55.0
4) > 3 YEARS – 5 YEARS	3	21.4	1	14.3	3	15.0
5) > 5 YEARS – 10 YEARS UP	3	21.4	1	14.3	5	25.0
TOTAL	14	100	7	100	20	100
• HOUSEKEEPING STAFF						
1) < 4 MONTHS	5	20.8	1	9.1	1	2.5
2) 4 MONTHS – 1 YEAR	7	29.2	-	-	2	5.0
3) > 1 YEAR – 3 YEARS	9	37.5	1	9.1	7	17.5
4) > 3 YEARS – 5 YEARS	1	4.2	4	36.4	11	27.5
5) > 5 YEARS – 10 YEARS UP	2	8.4	5	45.5	19	47.5
TOTAL	24	100	11	100	40	100
• FOOD & BEVERAGE STAFF						
1) < 4 MONTHS	2	12.5	3	33.3	1	2.4
2) 4 MONTHS – 1 YEAR	2	12.5	-	-	1	2.4
3) > 1 YEAR – 3 YEARS	6	37.5	3	33.3	12	29.3
4) > 3 YEARS – 5 YEARS	5	31.3	1	11.1	14	34.1
5) > 5 YEARS – 10 YEARS UP	1	6.3	2	22.2	13	31.7
TOTAL	16	100	9	100	41	100

5.3 DESCRIPTIVE ANALYSIS OF THE INDIVIDUAL VARIABLES: GUESTS

An examination of the characteristics of the guests in each country was made on the basis of gender, age, country of origin, length of stay and main purpose of visit as exhibited in Table 5.2 (p.87). To prove **hypothesis three** in **Chapter three**, these descriptors were main factors in explaining the comparative differences of guest satisfaction in service quality between the Western hotels and the Thai hotels.

As is evident in Table 5.2 (p.87), the majority of the guests in the Thai and Australian hotels are male (THAI =73.9%, AUSTRALIA = 52.7%). To the contrary, the percentage of female guests in the case of the American hotel (50.8%) is slightly higher than the percentage of male guests (49.2%). For age, the majority of guests in the Australian and American hotels was in the range 36-45 (AUSTRALIAN HOTEL= 31.5%, AMERICAN HOTEL = 37.3%) while the guests in the Thai hotels were younger in the range of 26-35 (31.2%). When totaling the percentages of the guests in the age ranges of 26-35 and 36-45 in all the hotels in the three countries, they are distinctively higher than the other age ranges ($29\% + 31.5\% = 60.5\%$). This indicates that the age range of the people who are likely to stay in the 4-5 star hotels in Australia, Thailand and the USA., falls between 26-45.

For the descriptor "length of stay", the majority of the guests in the three hotels (AUSTRALIAN HOTEL = 83.6 %, THAI HOTELS = 67.1 %, AMERICAN HOTEL = 86.1 %) stayed in the hotels for two to four days. The percentage of guests who stayed longer than one week or more in the Thai hotels ($21.9 + 10.1 + 0.8 = 32.8\%$) is much higher than in the hotels in the other two countries (AUSTRALIAN HOTEL = $7.5 + 6.8 + 2.1 = 16.4\%$, AMERICAN HOTEL = $13.1 + 0.8 = 13.9\%$). It is apparent that guests are more likely to stay longer in the hotels in Thailand more than in Australia and the USA.

The majority of guests in the Australian hotel were Australians and New Zealanders (72.2%). This is quite similar to the American hotel. The majority of the guests in the American hotel (40.6%) were from the North America Continent (Canada, USA. and Bahamas). On the other hand, the highest percentage of guests in the Thai hotels (32.5%) was European. If grouped into main market segments, it can be seen that the Thai hotels had a more multinational market than the other two hotels. Since all of the hotels in the study were city-centre hotels, the highest percentage of guests (45.7 %) visited the hotels for business purposes.

TABLE 5.2 SOCIODEMOGRAPHIC CHARACTERISTICS OF THE GUESTS IN THE SAMPLE HOTELS IN THE THREE COUNTRIES

CHARACTERISTICS OF HOTEL GUESTS	AUSTRALIAN HOTEL		AMERICAN HOTEL		THAI HOTELS	
	N	%	N	%	N	%
GENDER:						
6) MALE	78	52.7	62	49.2	173	73.9
7) FEMALE	70	47.3	64	50.8	61	26.1
AGE:						
1) < 18	4	2.7	-	-	2	0.9
2) 18 – 25	9	6.2	6	5.9	19	8.1
3) 26 – 35	41	28.1	26	25.5	73	31.2
4) 36 – 45	46	31.5	38	37.3	68	29.1
5) 46 – 55	33	22.6	14	13.7	49	20.9
6) 56 – 65	9	6.2	13	12.7	17	7.3
7) > 66	4	2.7	5	4.9	6	2.6
COUNTRY OF ORIGIN:						
1) AUSTRALIA & NEW ZEALAND	109	72.2	-	-	13	5.4
2) EUROPE	18	11.9	15	11.3	78	32.5
3) NORTH AMERICA	18	11.9	54	40.6	36	15.0
4) SOUTH AMERICA	-	-	5	3.8	1	0.4
5) JAPAN	2	1.3	-	-	44	18.3
6) SOUTHEAST ASIA	1	0.7	-	-	37	15.4
7) OTHER ASIAS	-	-	-	-	19	7.9
8) OTHERS	1	0.7	4	3.0	4	1.7
9) MISSING	2	1.3	55	41.4	8	3.3
LENGTH OF HOTEL STAY:						
1) 2 – 4 DAYS	122	83.6	105	86.1	159	67.1
2) 5 – 7 DAYS	11	7.5	16	13.1	52	21.9
3) > 1 – 4 WEEKS	10	6.8	1	0.8	24	10.1
4) > 1 MONTH	3	2.1	-	-	2	0.8
MAIN PURPOSE OF VISIT:						
1) BUSINESS	34	24.1	63	56.8	120	53.8
2) PLEASURE	79	56.0	27	24.3	78	35.0
3) GROUP	1	0.7	7	6.3	9	4.0
4) CONFERENCE/MEETING	8	5.7	10	9.0	8	3.6
5) 2 PURPOSES	19	13.4	4	3.6	8	3.6

All of the guest characteristics were similar in both the Western hotels and the Thai hotels. These similar characteristics were gender (male), age (around 26 – 45), ethnic background (Westerners), length of stay in the hotels (two to four days) and main purpose of visit (business travel). These key similar characteristics made the study, in the section of guest satisfaction in service quality, more reliable since the samples in both groups had similar characteristics.

5.4 DESCRIPTIVE ANALYSIS OF GUEST CONTACT COMPETENCY QUESTIONNAIRE: MOST AND LEAST RATING

In one part of the guest contact competency questionnaire (**Appendix A**), there are “most competent” and “least competent” ratings after each of the four areas containing 3 – 4 items of skills. The descriptive analysis results for these ratings are used to test **hypothesis two** in finding the differences in guest contact competency of the staff between the Western hotels and the Thai hotels. The results are summarized in **Table 5.3** (p.89-90) for the overall staff and in **Table 5.4**. (p. 91 - 92) for the staff in the three departments.

The first area of guest contact competency is a people focus based upon four skills: relating to guests, convincing, communicating orally and team working. The most competent skill in the people focus factor for all the hotel frontline staff in the three countries was team working (Australian hotel = 55.6 %, Thai hotels = 71.3 % and American hotel = 64.3 %) and the least competent skill in this case was convincing (Australian hotel = 64.8 %, Thai hotels = 51.5 % and American hotel = 53.6 %). When examining the staff in the three departments, it can be clearly seen that the Thai staff were considered to be less competent in communicating orally than their colleagues in the Western hotels. This may relate to language barriers.

The second area of guest contact competency, information handling, consists of three skills: fact finding, problem solving and specialist knowledge. In this area, most of the staff in the Western hotels (AUSTRALIAN HOTEL = 38.9 %, AMERICAN HOTEL = 35.7%) were weak in specialist knowledge whereas the majority of the staff in the Thai hotels (62.4%) were strong in specialist knowledge. On the other hand, the staff in the Western hotels were more competent in problem solving and fact finding skills than the Thai staff when each department was compared.

TABLE 5.3 MOST AND LEAST RATING OF GUEST CONTACT COMPETENCY BY THE FRONTLINE STAFF IN THE SAMPLE HOTELS IN THE THREE COUNTRIES

AREA	AUSTRALIAN HOTEL		AMERICAN HOTEL		THAI HOTELS	
	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
PEOPLE FOCUS						
1) Relating to guests						
- Most competent	13	24.1	4	14.3	9	8.9
- Least competent	10	18.5	3	10.7	10	9.9
2) Convincing						
- Most competent	2	3.7	-	-	2	2
- Least competent	35	64.8	15	53.6	52	51.5
3) Communicating orally						
- Most competent	8	14.8	4	14.3	6	5.9
- Least competent	6	11.1	2	7.1	19	18.8
4) Team working						
- Most competent	30	55.6	18	64.3	72	71.3
- Least competent	3	5.6	5	17.9	1	1
5) ≥ 2 most competent skills	-	-	-	-	12	11.9
6) ≥ 2 least competent skills	-	-	-	-	19	18.8
7) Not Marked for most competent skills	1	1.9	2	7.1	-	-
8) Not marked for least competent skills	-	-	3	10.7	-	-
INFORMATION HANDLING						
1) Fact finding						
- Most competent	18	33.3	5	17.9	7	6.9
- Least competent	17	31.5	7	25	41	40.6
2) Problem solving						
- Most competent	17	31.5	12	42.9	16	15.8
- Least competent	15	27.8	6	21.4	28	27.7
3) Specialist knowledge						
- Most competent	18	33.3	8	28.6	63	62.4
- Least competent	21	38.9	10	35.7	10	9.9
4) ≥ 2 most competent skills	-	-	1	3.6	9	9
5) ≥ 2 least competent skills	-	-	-	-	16	15.9
6) Not Marked for most competent skills	1	1.9	2	7.1	6	5.9
7) Not marked for least competent skills	1	1.9	5	17.9	6	5.9

CONTINUE P.90

TABLE 5.3 MOST AND LEAST RATING OF GUEST CONTACT COMPETENCY BY THE FRONTLINE STAFF IN THE SAMPLE HOTELS IN THE THREE COUNTRIES (CONTINUED)

AREA	AUSTRALIAN HOTEL		AMERICAN HOTEL		THAI HOTELS	
	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
<u>DEPENDABILITY</u> 1) Quality orientation - Most competent - Least competent 2) Organisation - Most competent - Least competent 3) Reliability - Most competent - Least competent 4) ≥ 2 most competent skills 5) ≥ 2 least competent skills 6) Not Marked for most competent skills 7) Not marked for least competent skills	13	24.1	8	28.6	12	11.9
	32	59.3	5	17.9	40	39.6
	38	70.4	3	10.7	18	17.8
	11	20.4	10	35.7	25	24.8
	-	-	14	50	47	46.5
	-	-	3	10.7	9	8.9
	2	3.8	1	3.6	17	16.9
<u>ENERGY</u> 1) Guest focus - Most competent - Least competent 2) Resilient - Most competent - Least competent 3) Results driven - Most competent - Least competent 4) Using initiative - Most competent - Least competent 5) ≥ 2 most competent skills 6) ≥ 2 least competent skills 7) Not Marked for most competent skills 8) Not marked for least competent skills	-	-	-	-	11	10.9
	1	1.9	2	7.1	7	6.9
	11	20.4	10	35.7	16	15.8
	27	50	-	-	-	-
	5	9.3	-	-	-	-
	14	25.9	12	42.9	53	52.5
	9	16.7	1	3.6	3	3
	3	5.6	3	10.7	10	9.9
	20	37	5	17.9	17	16.8
	8	14.8	7	25	19	18.8
	17	31.5	13	46.4	61	60.4
	1	1.9	2	7.1	17	16.9
	2	3.7	-	-	17	16.9
	1	1.9	4	14.3	2	2
	1	1.9	9	32.1	3	3

TABLE 5.4 MOST AND LEAST RATING OF GUEST CONTACT COMPETENCY BY THE FRONTLINE STAFF IN THE THREE DEPARTMENTS OF THE SAMPLE HOTELS IN THE THREE COUNTRIES

AREA	AUSTRALIAN HOTEL						AMERICAN HOTEL						THAI HOTELS					
	F/O		H/K		F & B		F/O		H/K		F & B		F/O		H/K		F & B	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
PEOPLE FOCUS																		
9) Relating to guests																		
- Most competent	7	50	3	12.5	3	18.8	-	-	2	16.7	2	22.2	5	25	-	-	4	9.8
- Least competent	-	-	5	20.8	5	31.3	2	28.6	-	-	1	11.1	-	-	7	17.5	3	7.3
10) Convincing																		
- Most competent	-	-	-	-	2	12.5	-	-	-	-	-	-	-	-	2	5	-	-
- Least competent	11	78.6	15	62.5	9	56.3	4	57.1	5	41.7	6	66.7	15	75	17	42.5	20	48.8
11) Communicating orally																		
- Most competent	3	21.4	3	12.5	2	12.5	2	28.6	1	8.3	1	11.1	1	5	2	5	3	7.3
- Least competent	1	7.1	3	12.5	2	12.5	1	14.3	1	8.3	-	-	4	20	7	17.5	8	19.5
12) Team working																		
- Most competent	4	28.6	17	70.8	9	56.3	5	71.4	7	58.3	6	66.7	12	60	32	80	28	68.3
- Least competent	2	14.3	1	4.2	-	-	-	-	4	33.3	1	11.1	1	5	-	-	-	-
13) ≥ 2 most competent skills	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	10	6	14.6
14) ≥ 2 least competent skills	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	22.5	10	24.3
15) Not Marked for most competent skills	-	-	1	4.2	-	-	-	-	2	16.7	-	-	-	-	-	-	-	-
16) Not marked for least competent skills	-	-	-	-	-	-	-	-	2	16.7	1	11.1	-	-	-	-	-	-
INFORMATION HANDLING																		
8) Fact finding																		
- Most competent	5	35.7	8	33.3	5	31.3	1	14.3	2	16.7	2	22.2	3	15	2	5	2	4.9
- Least competent	2	14.3	9	37.5	6	37.5	1	14.3	3	25	3	33.3	10	50	12	30	19	46.3
9) Problem solving																		
- Most competent	6	42.9	8	33.3	3	18.8	3	42.9	5	41.7	4	44.4	2	10	8	20	6	14.6
- Least competent	3	21.4	8	33.3	4	25	3	42.9	2	16.7	1	11.1	5	25	12	30	11	26.8
10) Specialist knowledge																		
- Most competent	3	21.4	8	33.3	7	43.8	3	42.9	2	16.7	3	33.3	14	70	25	62.5	24	58.5
- Least competent	9	64.3	7	29.2	5	31.3	3	42.9	4	33.3	3	33.3	3	15	4	10	3	7.3
11) ≥ 2 most competent skills	-	-	-	-	-	-	-	-	1	8.3	-	-	1	5	3	7.5	5	12.2
12) ≥ 2 least competent skills	-	-	-	-	-	-	-	-	-	-	-	-	2	10	10	25	4	9.8
13) Not Marked for most competent skills	-	-	-	-	1	6.3	-	-	2	16.7	-	-	-	-	2	5	4	9.8
14) Not marked for least competent skills	-	-	-	-	1	6.3	-	-	3	25	2	22.2	-	-	2	5	4	9.8

CONTINUE P.92

TABLE 5.4 MOST AND LEAST RATING OF GUEST CONTACT COMPETENCY BY THE FRONTLINE STAFF IN THE THREE DEPARTMENTS OF THE SAMPLE HOTELS IN THE THREE COUNTRIES (CONTINUED)

AREA	AUSTRALIAN HOTEL						AMERICAN HOTEL						THAI HOTELS					
	F/O		H/K		F & B		F/O		H/K		F & B		F/O		H/K		F & B	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
DEPENDABILITY																		
8) Quality orientation																		
- Most competent	4	28.6	2	8.3	7	43.8	1	14.3	4	33.3	3	33.3	6	30	1	2.5	5	12.2
- Least competent	9	64.3	16	66.7	7	43.8	4	57.1	-	-	1	11.1	9	45	15	37.5	16	39
9) Organisation																		
- Most competent	9	64.3	22	91.7	7	43.8	1	14.3	-	-	2	22.2	6	30	4	10	8	19.5
- Least competent	4	28.6	2	8.3	5	31.3	2	28.6	3	25	5	55.6	5	25	11	27.5	9	22
10) Reliability																		
- Most competent	-	-	-	-	-	-	5	71.4	5	41.7	4	44.4	6	30	23	57.5	18	43.9
- Least competent	-	-	-	-	-	-	1	14.3	1	8.3	1	11.1	2	10	3	7.5	4	9.8
11) ≥ 2 most competent skills	1	7.1	-	-	1	6.3	-	-	1	8.3	-	-	2	10	9	22.5	6	14.6
12) ≥ 2 least competent skills	-	-	-	-	-	-	-	-	-	-	-	-	1	5	5	12.5	5	12.2
13) Not Marked for most competent skills	-	-	-	-	1	6.3	-	-	2	16.7	-	-	-	-	3	7.5	4	9.8
14) Not marked for least competent skills	1	7.1	6	25	4	25	-	-	8	66.7	2	22.2	3	15	6	15	7	17.1
ENERGY																		
9) Guest focus																		
- Most competent	8	57.1	14	58.3	5	31.3	-	-	-	-	-	-	-	-	-	-	-	-
- Least competent	-	-	1	4.2	4	25	-	-	-	-	-	-	-	-	-	-	-	-
10) Resilient																		
- Most competent	3	21.4	4	16.7	7	43.8	3	42.9	6	50	3	33.3	13	65	19	47.5	21	51.2
- Least competent	4	28.6	3	12.5	2	12.5	1	14.3	-	-	-	-	-	-	2	5	1	2.4
11) Results driven																		
- Most competent	-	-	1	4.2	2	12.5	2	28.6	-	-	1	11.1	2	10	4	10	4	9.8
- Least competent	6	42.9	8	33.3	6	37.5	1	14.3	1	8.3	3	33.3	3	15	4	10	10	24.4
12) Using initiative																		
- Most competent	3	21.4	4	16.7	1	6.3	2	28.6	1	8.3	4	44.4	3	15	8	20	8	19.5
- Least competent	3	21.4	11	45.8	3	18.8	5	71.4	6	50	2	22.2	15	75	22	55	24	58.5
13) ≥ 2 most competent skills	-	-	1	4.2	-	-	-	-	1	8.3	1	11.1	2	10	7	17.5	8	19.5
14) ≥ 2 least competent skills	1	7.1	1	4.2	-	-	-	-	-	-	-	-	1	5	10	25	6	14.5
15) Not Marked for most competent skills	-	-	-	-	1	6.3	-	-	4	33.3	-	-	-	-	2	5	-	-
16) Not marked for least competent skills	-	-	-	-	1	6.3	-	-	5	41.7	4	44.4	1	5	2	5	-	-

The third area of guest contact competency is dependability. There are three skills in this area: quality orientation, organization and reliability. When comparing the most competent skills in this area, the percentages of the staff in the Western hotels (AUSTRALIAN HOTEL = 24.1 %, AMERICAN HOTEL = 28.6 %) were higher in the quality orientation skill than the percentage in the Thai hotels (11.9 %). In addition, the quality orientation skill was the least competent skill for most of the Thai staff.

For the last area of guest contact competency, energy consists of four skills: guest focus, resilient, results driven and using initiative. Resilient was the most competent skill for most of the Thai staff (52.5 %) whereas the staff in the Western hotels felt weaker in this skill (AUSTRALIAN HOTEL = 25.9 %, AMERICAN HOTEL = 42.9 %). When comparing the least competent skills in this area, the majority of the Thai staff (60.4 %) were less competent in using initiative than their colleagues in the Western hotels (AUSTRALIAN HOTEL = 31.5 %, AMERICAN HOTEL = 46.4 %).

5.5 ASSESSMENT OF DISTRIBUTION NORMALITY

The assessment of distribution normality was made to meet the requirement of using structural equation modeling (Kline, 1998) that assumes multivariate normality. A test of normality for each dimension in the study model was produced through the assessment of the data skewedness and kurtosis. Malhotra, Hall, Shaw and Crisp (1996) defined skewedness as the tendency of the deviations from the mean to be larger in one direction than in the other. It may be thought of as the tendency for one tail of the distribution to be heavier than the other (p. 409). Kurtosis is defined as a measure of the relative peakedness or flatness of the curve defined by the frequency distribution (p.409). According to Garson (2001), skew and kurtosis should be within the +2 to -2 range when the data are normally distributed. Negative skew is left-leaning while positive skew is right-leaning.

Table 5.5 (p.94) demonstrates the assessment results of the distribution normality for the means of each dimension in the study model. Since there are so many variables in each dimension, using the mean of each dimension was considered a convenient and appropriate method for this assessment. Most of the skewedness and kurtosis results were in the acceptable range of -2 to +2 as required by Garson (2001), except for the kurtosis results of guest satisfaction in all the hotels and in the Western hotels.

TABLE 5.5 THE DISTRIBUTION NORMALITY TEST OF THE MEANS IN EACH DIMENSION OF THE THREE QUESTIONNAIRES

DEPT./HOTEL	MEANS OF TQM STAFF SELECTION OF QOQ	MEANS OF TQM TRAINING OF QOQ	MEANS OF SELF- COMMITMENT TO SERVICE QUALITY OF QOQ	MEANS OF HOTEL COMPETENCY IN SERVICE QUALITY OF QOQ	MEANS OF GUEST CONTACT COMPETENCY OF GCC	MEANS OF GUEST SATISFACTION IN SERVICE QUALITY OF GSS
ALL HOTELS						
- NUMBER	183	183	183	183	183	1339
- MEAN	3.255	3.391	4.317	4.183	3.603	4.377
- SKEWNESS	-0.080	0.222	-0.754	-0.623	-0.152	-1.341
- KURTOSIS	-0.384	0.954	0.497	-0.172	-0.401	2.107
WESTERN HOTELS						
- NUMBER	82	82	82	82	82	667
- MEAN	3.277	3.384	4.390	4.146	3.734	4.476
- SKEWNESS	-0.251	0.094	-1.022	-0.666	-0.169	-1.773
- KURTOSIS	-0.445	1.212	0.963	-0.599	-0.410	4.101
THAI HOTELS						
- NUMBER	101	101	101	101	101	672
- MEAN	3.238	3.396	4.257	4.213	3.497	4.279
- SKEWNESS	0.108	0.108	-0.674	-0.626	0.000	-1.017
- KURTOSIS	-0.372	0.321	0.296	0.328	-0.451	1.077

Since some data were not normally distributed, the question was posed as to the need for data transformation. As a rule, when outliers have been sampled from a target population, the variables should be transformed into z scores to reduce the outliers influence and to change the shape of the data distribution to be more nearly normal. Transformation is undertaken when the distribution is skewed and the mean is not a good indicator for the central tendency of the scores in the distribution. According to Tabachnik and Fidell (1989, p. 84), when some data are skewed and others are not, or data are skewed very differently, transformation can substantially improve the results of analysis. They recommend using a log transformation if the distribution differs substantially from normal.

Although data transformation was suggested as a remedy for outliers and for failures of normality, it is not universally recommended. This is because an analysis is interpreted from the data, and transformed data are harder to interpret. For instance, the logarithm of scores may not be as easily interpreted as the raw scores. The degree of difficulty in interpreting the results depends also on the scale in which the data are measured. If the scale is meaningful, transformation often hinders interpretation of the data. Furthermore, if all the data are skewed to about the same moderate extent, improvement of analysis is only marginal. Moreover, if the population from which the sample has been drawn produces some skewed data, transforming them in the sample will interfere with their inter-correlations in multivariate analysis, and hence change the final interpretation of results. Therefore, although transformation has to be considered in all situations, because it may have improved the analysis and reduced the influence of outliers, it should not be performed automatically as it may influence the outcome of the analysis.

The fact that it is almost impossible to find data that are exactly normally distributed (Norusis, 1993) and it is sufficient that the majority of the data are approximately normally distributed, the interpretation of the final results based on the interpretation of the real data made the outcomes of the study more reliable and valid. Hence the parametric T-test of grand means method was selected. Nevertheless, to solve the normal distribution problem, a non-parametric Mann-Whitney U Test was also used in this study. The results of the Mann-Whitney U test will be discussed first and followed by the results of the T-test in the next section.

5.6 THE MANN-WHITNEY U TEST RESULTS

According to **Hypotheses three and four**, the significant differences in all the dimensions of the study models between the Western hotels and the Thai hotels had to be tested. In this study, the Mann-Whitney U Tests were used to find out if the Australian hotel and the American hotel were from the same population (the Western hotels) and the two Thai hotels were from the same population (the Thai hotels). It was also appropriate to use the Mann-Whitney U Tests to compare the criterion variables for two independent samples. When grouping the hotels in the study to the Western hotels and the Thai hotels, the Mann-Whitney U Tests also produced the comparison results of all the criterion variables of each dimension in the study model between the Western hotels and the Thai hotels. The summary of the results of the Mann-Whitney U Test is shown in **Table 5.6**. (p.97) and the details of the comparison results are shown in **Table 5.7 – 5.11 in Appendix 5**.

The Mann-Whitney U Test is one of the most powerful non-parametric tests and a most useful alternative to the parametric T-test. This test avoids the T-test assumptions by not requiring normality of the distribution, and does not call for variables to be measured on an interval scale; an ordinal scale is sufficient. Since some of the data in this study were skewed and the majority was not, the Mann-Whitney U test was selected to test the significant differences in more detail with each variable in the dimension while the T-test in the next section was used to test the significant differences in the general in the form of the grand means to confirm the results of the Mann-Whitney U test.

According to Table 5.6 (p.97), when comparing the total number of the significant differences by the Mann-Whitney U Test, the number of the significant differences between the Western hotels and the Thai hotels was 51 of 104 (49%), more than the number of the significant differences between the Australian hotel and the American hotel (22 of 104 = 21.1%), as well as a larger number of significant differences between the two Thai hotels (40 of 104 = 38.5 %). Therefore, the grouping into the Western hotels and the Thai hotels was statistically accepted by the Mann-Whitney U Test results.

**TABLE 5.6 COMPARISON OF THE NUMBERS OF SIGNIFICANT DIFFERENCES IN EACH DIMENSION FROM
THE MANN-WHITNEY TEST RESULTS**

DIMENSION	AUSTRALIAN HOTEL & AMERICAN HOTEL		THAI HOTEL 1 & THAI HOTEL 2		WESTERN HOTELS & THAI HOTELS	
	N OF ITEMS	N OF SIG. DIF	N OF ITEMS	N OF SIG.DIF	N OF ITEMS	N OF SIG. DIF
TQM STAFF SELECTION	15	1	15	2	15	6
TQM TRAINING	28	3	28	16	28	12
SELF-COMMITMENT TO SERVICE QUALITY	8	-	8	2	8	3
HOTEL COMPETENCY IN SERVICE QUALITY	19	2	19	8	19	5
GUEST CONTACT COMPETENCY	14	7	14	7	14	5
GUEST SATISFACTION IN SERVICE QUALITY	20	9	20	5	20	20
TOTAL	104	22	104	40	104	51

5.7 THE T-TEST RESULTS

To ascertain if the results of the Mann-Whitney U Test were reliable, the T-test was used. The T-test is a parametric test assuming a normal distribution. It is one of the most useful parametric tests to test the hypothesis whether two independent groups come from the same population. The T-test results identified significant differences between the two groups. These differences are shown in Table 5.12 (p.99).

The significant differences between the Western hotels and the Thai hotels were noted in the dimensions of guest satisfaction, guest contact competency and self-commitment to service quality. For the other three dimensions, there were no differences found between the Western hotels and the Thai hotels (see Table 5.12, p.99). Between the Australian hotel and the American hotel, the significant differences were found in the dimension of guest satisfaction and guest contact competency. The other four dimensions had similar means. The two significant differences between the two Thai hotels were found in the dimensions of guest contact competency and hotel competency in service quality. There were no significant differences in the other four dimensions.

For the comparison of the number of the significant differences in Table 5.12 (p.99), it can be seen clearly that there were more significant differences between the Western hotels and the Thai hotels than between the Australian hotel and the American hotel and between the two Thai hotels. Hence the results of the T-test were similar to the results of the Mann-Whitney U Test and the grouping into the “Western” hotels and the “Thai” hotels” was taken to the next analysis stage. The findings of the Mann-Whitney U Test and the T-test results testing **hypotheses three and four** are that there are significant differences between the Western hotels and the Thai hotels both in the frontline staff sample and the guest sample.

After finding significant differences between the Western hotels and the Thai hotels, the next step is to assess the significance of differences in the three departments (front office, housekeeping and food & beverage) by the one-way ANOVA.

TABLE 5.12 COMPARISON OF THE T-TEST RESULTS BETWEEN HOTELS IN THE THREE QUESTIONNAIRES
(AUSTRALIAN HOTEL = 54 STAFF AND 328 GUEST CASES, AMERICAN HOTEL = 28 STAFF AND
339 GUEST CASES, THAI HOTEL 1 = 50 STAFF AND 343 GUEST CASES AND THAI HOTEL 2 = 51 STAFF AND 329 GUEST
CASES)

DIMENSION	AUSTRALIAN HOTEL & AMERICAN HOTEL	THAI HOTEL 1 & THAI HOTEL 2	WESTERN HOTELS & THAI HOTELS
	T-VALUE	T-VALUE	T-VALUE
TQM STAFF SELECTION	1.489	-0.583	0.517
TQM TRAINING	0.539	-0.517	-0.207
SELF-COMMITMENT TO SERVICE QUALITY	0.155	-1.945	2.231*
HOTEL COMPETENCY IN SERVICE QUALITY	-0.634	-2.633*	-0.858
GUEST CONTACT COMPETENCY	4.230***	3.764***	2.696**
GUEST SATISFACTION IN SERVICE QUALITY	1.998*	-1.391	5.462***

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

5.8 THE ONE-WAY ANOVA RESULTS

In order to test **hypothesis four** in finding if there were significant differences in guest satisfaction assessment of the frontline staff performance in the three departments in the Western hotels and in the Thai hotels, a one-way ANOVA was used to examine the significant differences among means for the three groups of guests assessing the frontline staff in the three departments: front office, housekeeping and food & beverage. In addition, the assessment of the significant differences among means in each dimension of the model for the frontline staff in the three departments was made through the use of one-way ANOVA to test **hypothesis three**, to find out if there are significant differences in frontline staff perceptions of TQM staff selection, TQM training and guest-orientation quality.

According to Zikmund (1997, p.597), Analysis of Variance (ANOVA) is an analysis of the effects of one treatment variable on an interval-scaled or ratio-scaled dependent variable; a technique to determine if statistically significant differences of means occur between two or more groups. When the means of more than two groups or populations are to be compared, one-way ANOVA is the appropriate statistical tool. This bivariate statistical technique is referred to as “one-way” because there is only one independent variable for assessing the significant mean differences of more than two groups at each time. The key statistic in ANOVA is the F-test of difference of group means, testing if the means of the groups formed by values of the independent variable or combinations of values for multiple independent variables (as in this study) are different enough not to have occurred by chance. The results of the F-test in ANOVA are presented in summary in **Table 5.13** (p. 101) and the details of the results are shown in **Tables 5.14 – 5.18** in **Appendix 6**.

From the results of the one-way ANOVA, it is clearly seen that the number of the significant differences between the three groups based on the three departments in all the hotels in the study was fairly high (51 out of 104 = 49%), as well as in the Western hotels (22 out of 104 = 21.1 %) and in the Thai hotels (22 out of 104 = 21.1 %). These results test **hypotheses three and four** and show that there are significant differences between the Western hotels and the Thai hotels in guest satisfaction assessment of the frontline staff performances in the three departments and in the perceptions of frontline staff in the three departments concerning TQM staff selection, TQM training and guest-orientation quality.

TABLE 5.13 COMPARISON OF THE NUMBERS OF SIGNIFICANT DIFFERENCES IN EACH DIMENSION BETWEEN THE THREE GROUPS BASED ON THE THREE DEPARTMENTS FROM THE ANOVA TEST RESULTS

DIMENSION	ALL HOTELS		WESTERN HOTELS		THAI HOTELS	
	N OF ITEMS	N OF SIG.DIF	N OF ITEMS	N OF SIG.DIF	N OF ITEMS	N OF SIG. DIF
TQM STAFF SELECTION	15	7	15	2	15	2
TQM TRAINING	28	12	28	4	28	2
SELF-COMMITMENT TO SERVICE QUALITY	8	1	8	1	8	-
HOTEL COMPETENCY IN SERVICE QUALITY	19	4	19	3	19	2
GUEST CONTACT COMPETENCY	14	7	14	1	14	3
GUEST SATISFACTION IN SERVICE QUALITY	20	20	20	11	20	17
TOTAL	104	51	104	22	104	22

All the identified differences between the Western hotels and the Thai hotels were taken to the next process of a Principal Components Analysis.

5.9 PRINCIPAL COMPONENTS ANALYSIS

Principal Components Analysis was used to reduce the analyzed variables to a smaller number of variables for the sake of creating a set of common underlying factors in each dimension of the study model. This would be useful for modeling purposes in the SEM and to compare and describe the key factors in the differences in each dimension between the Western hotels and the Thai hotels.

There were two factor analysis techniques used in this study. The first one, the confirmatory factor analysis technique was used in order to assess the degree to which the data meet the expected structure developed prior to the analysis on a basis of theoretical support or previous research. This technique is employed in the data that comprised the guest-orientation quality and guest satisfaction dimensions. Secondly, an exploratory factor analysis technique is used to find structure among a set of analyzed variables and to achieve data reduction in the dimensions of TQM staff selection and TQM training. For the factor analysis data modes, Q-mode factor analysis was employed to analyze relationships among

the variables and to identify groups of variables forming unobserved latent dimensions (factors).

Principal Components Analysis (PCA) is a method of classification that derives dimensions among a set of variables measuring the same population (using samples of the same size). The result of the analysis is a new set of variables, which show a set of interrelated variable relationships. PCA is recommended when the primary concern is to determine the minimum number of factors that will account for maximum variance in the data for use in subsequent multivariate analysis (Malhotra *et. al.*, 1996).

In order to achieve the purposes in using the PCA, the following objectives were set:

- 1) To identify the structure of the relationships among a large number of variables
- 2) To reduce a large number of variables to a smaller number of factors for modeling purposes in the SEM, where the large number of variables precludes modeling all the measures individually
- 3) To select a subset of variables from a larger set, based on which original variables have the highest correlations with the principal component factors.
- 4) To create a set of factors to be treated as uncorrelated variables as one approach to handling multi-collinearity (a state of very high intercorrelations among independent variables).
- 5) To validate an index by demonstrating that its constituent items load on the same factor, and to drop the items which cross-load on more than one factor for the purpose of identifying each key variable in each factor.

It is possible to compute as many principal components as there are variables, but no parsimony is gained. Several procedures have been suggested for determining the number of factors that should be used in the analysis (Malhotra *et. al.*, 1996). These include a priori determination and approaches based on eigenvalues, percentage of variance accounted for, split-half reliability and significance tests.

1) A priori determination

Because of prior knowledge based on the theoretical concepts being measured, the researcher knows how many factors to expect and thus can specify the number of factors to be extracted beforehand. The extraction of factors ceases when the desired number of factors has been extracted. In this case, the data of the guest-orientation quality and guest satisfaction dimensions have already been grouped according to the previous mentioned research in **Chapter four**.

2) Determination based on eigenvalues

In this approach, only factors with eigenvalues greater than 1.0 are retained; the other factors are not included in the model. An eigenvalue represents the amount of variance associated with the factor. Hence, only factors with a variance greater than 1.0 are included. Factors with variance less than 1.0 are no better than a single variable.

3) Determination based on percentage of variance

In this approach, the number of factors extracted is determined so that the cumulative percentage of variance extracted by the factors reaches a satisfactory level. It is recommended that the factors extracted should account for at least 60 % of the variance (Hair *et. al.*, 1995).

4) Determination based on split-half reliability

The sample is split in half and factor analysis is performed on each half. Only factors with high correspondence of factor loadings across the two subsamples are retained. For this study, the sample was grouped into Western hotels and Thai hotels. Splitting the sample in half was considered a poor choice of method as it would be difficult to justify which sample elements should be split.

5) Determination based on significant tests

It is possible to determine the statistical significance of the separate eigenvalues and retain only those factors that are statistically significant. A drawback is that with large

samples (size greater than 200), many factors are likely to be statistically significant, although from a practical viewpoint, many of these factors account for only a small proportion of the total variance.

The key statistics associated with factor analysis and used in the present study are as follows:

- Bartlett's test of sphericity is a test statistic used to examine the hypothesis that the variables are uncorrelated in the population. In other words, the population correlation matrix is an identity matrix; each variable correlates perfectly with itself ($r = 1$) but has no correlation with the other variables ($r = 0$). Tabachnik and Fidell (1989) recommend to use this test when there are less than five cases per variable and these are the cases in the staff sample of the Western hotels in the dimension of hotel competency in service quality and in both of the staff sample groups in the Western hotels and in the Thai hotels for the dimension of TQM training. And it should be noted that Bartlett's test is sensitive to sample size and has a tendency to give significant results with large samples even when correlations are very low.
- Correlation matrix is a lower triangle matrix showing the simple correlations (r) between all possible pairs of variables included in the analysis. A visual inspection of all the correlation matrices revealed a substantial number of statistically significant correlations greater than 0.30 providing an adequate basis for factor analysis, as the appropriate technique to be used in the study.
- Eigenvalue as explained in the above procedures.
- Factor loadings are simple correlations between the variables and the factors. According to Duntzman (1989), common social science practice uses a minimum cut-off of 0.30 or 0.35. Another rule-of-thumb terms loadings as "weak" if less than 0.40, "strong" if more than 0.60, and otherwise as "moderate". However, for Likert scales like this study, a 0.60 value is considered "high" and "significant". This translates to $(0.6)^2 = 36$ percent of the variance accounted for by the factor. Hair *et al.* (1995) suggested that loadings in excess of 0.63 (40 % of overlapping variance) are very good and above 0.70 (50 % of overlapping variance) are excellent. High

loadings of 0.80 and above are evaluated with caution, since the factor loadings have substantially large standard errors.

- Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. KMO varies from 0 to 1.0 and KMO overall is recommended to be 0.60 or higher to proceed with factor analysis (Garson, 2001).
- Percentage of variance as explained in the above procedures.

Although the initial or unrotated factor matrix indicates the relationship between the factors and individual variables, it seldom results in factors, which can be interpreted. The reason is that the factors are correlated with so many variables. Hence, through rotation, the factor matrix is transformed into a simpler one that is easier to interpret.

Rotation was applied in an attempt to simplify the factor structures and to improve the factor interpretation. Orthogonal rotation was chosen as the study objective in this chapter, because the purpose is to reduce the number of variables to a smaller set of independent factors, regardless of how meaningful the resulting factors might be. The varimax approach was used to reach the maximum possible simplification of the factor matrices columns. This was to maximize the variance of factor loadings across variables and make high loadings higher and low ones lower for each factor. The objective is to achieve a clearer separation of the factors and to identify the variables most representative of these factors (with the highest loadings).

As a result of the orthogonal varimax rotation, the total amount of variance extracted in the varimax rotated factor solutions is the same as the unrotated solutions. However, two major differences are obvious: the variance is redistributed more evenly among factors so that the factor loading patterns are different and the percentage of variance for each of the factors differs. Significant loadings are found, and a clear number of factors are determinable. The accepted level for considering a loading to be significant can be reduced due to the large sample size and the number of variables analyzed (Hair *et. al.*, 1995). However, the large number of factors extracted in all the samples creates a need to accept larger sizes of the loadings to be considered significant on lesser loading factors.

As a result of the orthogonal varimax factor rotation, many factors have been defined very well by several variables, which loaded significantly on those factors. A rule of thumb identifies that a factor should have at least three high, interpretable loadings (Garson, 2001). In some instances, only two variables define one factor. When the two variables that loaded highly on one factor are highly correlated with each other and relatively uncorrelated with other variables, the factor is assessed as reliable. The variables that do not load very high on factors and do not reach the accepted levels of explanation by other variables are eliminated from the analysis. Thus, the final analysis focuses only on the factors that are defined by several variables and with which interpretation is clear.

The analysis commenced with the total sample group to find the best model, which comprises a reasonable number of factors with the most appropriate variables. After that the model was tested in the Western hotel sample group and in the Thai hotel sample group for reliability assessment and a model compatibility test.

5.9.1 PRINCIPAL COMPONENTS ANALYSIS OF TQM STAFF SELECTION

From 15 variables in the TQM staff selection dimension, the total frontline staff sample size of 183 provided an adequate basis for the analysis with a 12-to-1 ratio of observations, which fell within acceptable limits of having at least five times as many observations as variables to analyze. The cases-per-variable ratios were also sufficient for the Western hotel staff sample size of 82 (5.5 cases per variable) and the Thai hotel staff sample size of 101 (7 cases per variable). On the other hand, the cases-per-variable ratios were insufficient when dividing the total staff sample, the Western hotel staff sample and the Thai hotel staff sample into the three department sample groups: total front office staff = 3 cases per variable, total housekeeping staff = 5 cases per variable, total food & beverage staff = 4 cases per variable, the front office staff of the Western hotels = 1 case per variable, the housekeeping staff of the Western hotels = 2 cases per variable, the food & beverage staff of the Western hotels = 2 cases per variable, the front office staff of the Thai hotels = 1 case per variable, the housekeeping staff of the Thai hotels = 3 cases per variable and the food & beverage staff of the Thai hotels = 3 cases per variable. The sample deficiency of these sample groups could increase the chances of “overfitting” the data, which was deriving factors that were sample specific with little generalizability. For this reason, these sample groups were not used in the Principal Components Analysis.

Commencing with the total staff sample group, the unrotated factor solution extracted 5 factors from 15 variables. These 5 factors accounted for 61.6 % of the total variance, with the first factor explaining 26.8 % (see **Table 5.19**, p.108). The orthogonal varimax rotated factor matrix of 15 variables indicated that out of five factors extracted, three factors could be retained. The final pattern of loadings, factor structure and factor interpretation are shown in **Table 5.20** (p.108). The final factors were the composite of variables with significant factor loadings above 0.60. Reliability tests on the two first factors yielded Cronbach Alpha coefficients above 0.75. For the remaining factor, Cronbach Alpha was only 0.42. Although the alpha value was not high for this factor, it was still kept for further analysis since it has significant theoretical implications in TQM staff selection concepts as part of the TQM staff selection process. The results of these tests indicated that the 3-factor solution for the 15 variables could be accepted.

Close inspection of **Table 5.20** (p.108) reveals that the variables loaded significantly, and were very well defined for the above 3 factors that accounted for 64.5 % of the total variance with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.800 and Bartlett Test of Sphericity = 458.902 and significance = 0.000. These factors were kept for further analysis. The variables that loaded on these factors were correlated with each other and were relatively uncorrelated with other variables: r of factor 1 between 0.37 and 0.69, r of factor 2 between 0.40 and 0.62. Only one factor was defined by two variables and these variables were significantly correlated with each other (1-tailed sig. = 0.000 with $r = 0.27$). This factor was also accepted as reliable.

For the six variables that were deleted, the factor loadings of five variables (staff turnover, only human resources department in the staff selection process, position filling, selection focus on attitude and staff joining in new staff selection process) were under 0.60 and lowly correlated with other variables ($r = 0.00 - 0.36$). The remaining sixth variable (past experience focus) had a negative factor loading. In Q-mode factor analysis like this study, a negative loading does not have a clear meaning. One common approach is to consider all cases with negative loadings as being in a cluster of their own. In this case, there was only one negative factor loading variable and this variable did not correlate well with the other variables. Therefore, this variable is eliminated from the analysis as well as the five low factor loading variables.

TABLE 5.19 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 15 VARIABLES OF TQM STAFF SELECTION DIMENSION

Factor	Eigenvalue	% of variance	Cumulative %
1	4.014	26.759	26.759
2	1.862	12.413	39.172
3	1.305	8.702	47.874
4	1.055	7.033	54.906
5	1.001	6.673	61.579

KMO = 0.778
BARTLETT’S TEST = 683.077 WITH SIGNIFICANCE = 0.000

TABLE 5.20 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 15 VARIABLES OF TQM STAFF SELECTION DIMENSION

FACTOR 1 COMMUNICATION	FACTOR LOADING	FACTOR 2 MANUAL	FACTOR LOADING	FACTOR 3 PROCESS	FACTOR LOADING
Hotel’s expectation learning	0.814	Out of date JD and job spec	0.841	Guest-oriented staff selection	0.823
Own expectation reveal	0.791	Rushed or ignored JD and job spec	0.813	Matching goals with the hotel	0.760
Interpersonal skills	0.782	Vague JD and job spec	0.675		
Hotels and jobs ideas	0.613				
Reliability Cronbach Alpha	0.792		0.751		0.421

The three factors with nine variables in **Table 5.20** (p.108) were used for the analysis of the Western hotel staff sample and the Thai hotel staff sample. The unrotated three-factor solution for the nine variables accounted for 72.14 % of the total variance in the Western hotels staff sample, with the first factor accounting for 44.98 % (see **Table 5.21**, p.110) whereas the 3 factors accounted for 59.3 % of the total variance in the Thai hotels staff sample, with the first factor explaining 32.5 % (see **Table 5.21**, p.110).

From **Table 5.21** (p.110) for the Western hotels sample, the actual factor solution accounted for 62.3% of the total variance with only two factors and for the Thai hotels sample in **Table 5.21** (p.110), the actual factor solution accounted for 70.4% of the total variance with four factors. Due to the differences in the samples between the Western hotels and the Thai hotels as determined by the T-test and Mann-Whitney U test, the factor modification into three factors was acceptable in order to find the best model of the TQM staff selection dimension that could match with both of the samples. The perfect model that could fit both of the samples exactly was quite impossible. Additionally, the grouping of the variables in the actual rotated factors was either not too crowded or only one variable in one factor. Therefore, the three factors in the dimension of TQM staff selection were appropriate to keep for further analysis. The pattern of loadings, factor structures and factor interpretations are shown in **Table 5.22** (p.110) for the sample in the Western hotels and **Table 5.23** (p.110) for the sample in the Thai hotels.

These three factors for the sample of the Western hotels were very well defined by their variable loadings, except “vague JD and job spec” that had moderate factor loading (0.59). The variables that loaded on the 3 factors were better correlated with each other and were relatively uncorrelated with other variables: r of factor 1 between 0.40 and 0.73, r of factor 2 between 0.48 and 0.72 and r of factor 3 = 0.49. Reliability tests of each of the 3 factors showed Alpha Cronbach between 0.66 and 0.84 indicating that the 3-factor solution for the Western hotel sample was highly reliable.

From **Table 5.23** (p.110), the variables in the three factors for the sample in the Thai hotels were significantly correlated with each other: r of factor 1 between 0.27 and 0.67 (1-tailed sig. = 0.000 – 0.003), r of factor 2 between 0.21 and 0.50 (1-tailed sig. = 0.000 – 0.001) and r of factor 3 = 0.17 (1-tailed sig. = 0.040). The reliability Alpha of the first two factors was above 0.60, except for factor 3 (only 0.30). The reason for keeping this factor is the same as the total sample with this factor, the variable has strong theoretical reasons to be included.

TABLE 5.21 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN AND THE THAI HOTELS FOR THE 9 VARIABLES OF TQM STAFF SELECTION DIMENSION

STAFF SAMPLE IN THE WESTERN HOTELS				STAFF SAMPLE IN THE THAI HOTELS			
Factor	Eigenvalue	% of variance	Cumulative %	Factor	Eigenvalue	% of variance	Cumulative %
1	4.049	44.984	44.984	1	2.930	32.554	32.554
2	1.560	17.333	62.318	2	1.245	13.835	46.389
				3	1.164	12.929	59.318
				4	1.005	11.163	70.480

KMO = 0.750

BARTLETT'S TEST = 323.231

WITH SIGNIFICANCE = 0.000

KMO = 0.724

BARTLETT'S TEST = 192.384

WITH SIGNIFICANCE = 0.000

TABLE 5.22 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN HOTELS FOR THE 9 VARIABLES OF TQM STAFF SELECTION DIMENSION

FACTOR 1 COMMUNICATION	FACTOR LOADING	FACTOR 2 MANUAL	FACTOR LOADING	FACTOR 3 PROCESS	FACTOR LOADING
Own expectation reveal	0.850	Rushed or ignored JD and job spec	0.905	Guest-oriented staff selection	0.854
Hotel's expectation learning	0.831	Out of date JD and job spec	0.820	Matching goals with the hotel	0.844
Interpersonal skills	0.685	Vague JD and job spec	0.587		
Hotels and jobs ideas	0.667				
Reliability Cronbach Alpha	0.810		0.836		0.656

TABLE 5.23 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE THAI HOTELS FOR THE 9 VARIABLES OF TQM STAFF SELECTION DIMENSION

FACTOR 1 COMMUNICATION	FACTOR LOADING	FACTOR 2 MANUAL	FACTOR LOADING	FACTOR 3 PROCESS	FACTOR LOADING
Hotel's expectation learning	0.832	Out of date JD and job spec	0.818	Guest-oriented staff selection	0.786
Interpersonal skills	0.783	Rushed or ignored JD and job spec	0.756	Matching goals with the hotel	0.730
Own expectation reveal	0.780	Vague JD and job spec	0.569		
Hotels and jobs ideas	0.621				
Reliability Cronbach Alpha	0.774		0.607		0.295

In the final result, the three-factor solution with the nine variables was accepted. The three factors kept for further analysis were:

Factor 1 *communication* reflects the communication between the hotels and their applicants about the expectations of the two sides and ideas about the hotels and hotel jobs. There are 4 variables in this factor: hotel's expectation learning, own expectation reveal, interpersonal skills and hotel and jobs ideas.

Factor 2 *manual* consists of 3 variables that reflect the cues associated with the staff selection manual: out of date JD and job spec, rushed or ignored JD and job spec and vague JD and job spec.

Factor 3 *process* describes the staff selection processes of the hotels in TQM. This factor consists of 2 variables: guest-oriented staff selection and matching goals with the hotel.

Presented below is a comparison of TQM staff selection dimension in the staff samples between the Western hotels and the Thai hotels.

5.9.1.1 Comparison of TQM staff selection dimension identified in the staff samples between the Western hotels and the Thai hotels

Comparing the dimension of TQM staff selection in the frontline staff samples between the Western hotels and the Thai hotels is demonstrated in **Table 5.22** and **Table 5.23** (p.110). The two tables (p.110) identify that both the staff samples in the Western hotels and in the Thai hotels shared the same three factors in the same sequence. In particular, factor 3 had exactly the same sequence of two variables. The differences found were the rank orders of the variables in factor 1 and factor 2. For the staff in the Western hotels, "own expectation reveal" came first, followed by "hotel's expectation learning" and "interpersonal skills" whereas the staff in the Thai hotels ranked "hotel's expectation learning" as first, and "interpersonal skills" as second; and "own expectation reveal" as third. This can be explained in the light of cultural differences. Most Westerners believe in "individualism" and give importance to self-awareness. Hence, staff in the Western hotels preferred their TQM staff selection in the aspect that they can reveal themselves and their own expectations in working with the hotels, before learning the hotels' expectations of them, and testing their interpersonal skills later. Most Thai people are taught to be submissive,

particularly to the elderly and higher rank people. Therefore, the staff in the Thai hotels viewed the TQM staff selection to mean they should learn the hotels' expectations from them first, and let the hotels test their interpersonal skills before they can reveal themselves and their expectations to the hotels. Factor 2 reflected the views of the hotel staff in the staff selection manual. The staff in the Western hotels thought that "rushed or ignored JD and job spec" were most frequently occurring situation in the hotels whereas "out of date JD and job spec" was in the view of the Thai staff.

In the following section, the views of the frontline staff sample in all the hotels, the Western hotels and in the Thai hotels about TQM training are presented.

5.9.2 *PRINCIPAL COMPONENTS ANALYSIS OF TQM TRAINING*

The analysis concentrated on the 28 variables and the unrotated factor solution extracted 8 factors, which accounted for 61.5 % of the total variance, with the first factor explaining 19.3 % (see the below Table 5.24).

TABLE 5.24 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 28 VARIABLES OF TQM TRAINING DIMENSION

Factor	Eigenvalue	% of variance	Cumulative %
1	5.417	19.345	19.345
2	3.931	14.040	33.385
3	1.715	6.123	39.509
4	1.429	5.104	44.612
5	1.324	4.727	49.339
6	1.278	4.565	53.904
7	1.118	3.993	57.897
8	1.015	3.626	61.523

KMO = 0.795
 BARTLETT'S TEST = 1615.646 WITH SIGNIFICANCE = 0.000

With the orthogonal varimax rotated factor matrix of 28 variables, an inspection of the variables loading significantly on the 8 factors shows that 2 factors (factor 1 and factor 2) were well defined by several variables. Reliability tests on these 2 factors yielded Cronbach Alpha coefficients for factor 1 = 0.80 and for factor 2 = 0.72. These factors were kept for further analysis. Three factors (factor 3 – 5) were defined by two variables each. The variables that loaded on these factors were correlated with each other and were relatively uncorrelated with other variables: factor 3 ($r = 0.44$ with Cronbach Alpha coefficients =

0.61), factor 4 ($r = 0.46$ with Cronbach Alpha coefficients = 0.62) and factor 5 ($r = 0.42$ with Cronbach Alpha coefficients = 0.59). These factors were assessed as reliable, except for factor 5. Therefore, this fifth factor was eliminated. The other 3 factors (factor 6 – 8) were only defined by one variable each, and these variables did not correlate well with the other variables ($r = 0.04 - 0.39$), therefore the 3 factors were eliminated. The 4-factor solution with 12 variables was kept for further analysis. The pattern of loadings, factor structure and factor interpretation are shown in Table 5.25.

TABLE 5.25 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 28 VARIABLES OF TQM TRAINING DIMENSION

FACTOR 1 DESIGN	Factor Loading	FACTOR 2 COMMITMENT	Factor Loading	FACTOR 3 NEEDS	Factor Loading	FACTOR 4 RESULT	Factor Loading
Helping Solve problems and improve work processes	0.843	Training costs and benefits	0.807	Filling new positions	0.832	Guest relations skills	0.907
Opportunities in training	0.836	Expense, not long-term investment	0.759	Something wrong	0.807	Managers' satisfaction in staff guest relations skills	0.740
Seminars and meetings about quality	0.751	Taking off direct guest service	0.711				
Only on-the-job training	0.687	Single event, not process	0.653				
Reliability Cronbach Alpha	0.805		0.718		0.611		0.625
FACTOR 5 ACTION	Factor Loading	FACTOR 6 NEW STAFF	Factor Loading	FACTOR 7 JOB	Factor Loading	FACTOR 8 EMPLOY	Factor Loading
Frontline staff training	0.840	New staff coaching	0.781	Doing jobs better	-0.561	More employable	0.769
Management's actions in training	0.632						
Reliability Cronbach Alpha	0.594						

Consequently, the 4-factor solution with 12 variables in the dimension of TQM training was accepted for further analysis. These 4 factors were:

Factor 1 *design* reflects the cues that explain TQM training design. The variables in this factor are: helping solve problems and improve work processes, opportunities in training, seminars and meetings about quality, and only on-the-job training.

Factor 2 *commitment* describes the commitment in training. There are 4 variables in this factor: training costs and benefits, expense, not long-term investment, taking off direct guest service and single event, not process.

Factor 3 *needs* consists of the variables that reflect how the hotels find and assess their training needs. These 2 variables are: filling new position and something wrong.

Factor 4 *result* reflects the results of the training in guest relations skills. The variables in this factor are: guest relations skills and managers' satisfaction in staff guest relations skills.

The 4 factors with 12 variables were taken for further analysis in the frontline staff samples of the Western hotels and the Thai hotels. For the sample in the Western hotels, the unrotated factor solution accounted for 69.5% of the total variance, with the first factor accounting for 23.5% (see Table 5.26). Although the last factor had an eigenvalue of only 0.876, the 4-factor model for the Western hotel sample was still acceptable since it was the best model in the analysis to match the total sample and the Thai hotel sample. The unrotated factor solution for the sample in the Thai hotels accounted for 64 % of the total variance, with the first factor explaining 28.2% (see Table 5.26).

TABLE 5.26 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN AND THE THAI HOTELS FOR THE 12 VARIABLES OF TQM TRAINING DIMENSION

STAFF SAMPLE IN THE WESTERN HOTELS				STAFF SAMPLE IN THE THAI HOTELS			
Factor	Eigenvalue	% of variance	Cumulative %	Factor	Eigenvalue	% of variance	Cumulative %
1	3.193	26.609	26.609	1	3.382	28.184	28.184
2	2.831	23.590	50.199	2	1.826	15.217	43.401
3	1.436	11.965	62.164	3	1.456	12.134	55.535
4	0.876	7.299	69.463	4	1.025	8.541	64.075

KMO = 0.713
BARTLETT'S TEST = 329.719
WITH SIGNIFICANCE = 0.000

KMO = 0.696
BARTLETT'S TEST = 301.890
WITH SIGNIFICANCE = 0.000

The orthogonal varimax rotated factor matrix of 12 variables for the Western hotel sample is shown in Table 5.27 (p.116) with the pattern of loadings, factor structure and factor interpretation. The 4 factors consist of variables with significant factor loadings above 0.60,

except “guest relations skills” (factor loading = 0.58). The Alpha Cronbach reliability of the factors was above 0.56 and indicated that the 4 factors could be accepted. For the Thai hotel sample, the orthogonal varimax rotated factor matrix demonstrated, with the pattern of loadings, the factor structure and factor interpretation in **Table 5.28** (p.116).

The majority of the variables loaded on the 4 factors were significant above 0.60. There were two variables: “only on-the-job training” with factor loading = 0.47 and “taking off direct guest service” with factor loading = 0.48. Two variables, “single event, not process” and “taking off direct guest service” loaded on 2 factors. The first had the factor loadings in factor 2 = 0.50 and in factor 4 = -0.68 and the second one loaded on factor 2 = 0.60 and factor 4 = 0.48. The negative loading of the first variable in factor 4 was deleted since it was negative and had an unclear meaning on this factor and the loading in factor 2 was accepted. For the second one, the loading in factor 2 was accepted and the loading in factor 4 was deleted since it had an unclear meaning on factor 4. One variable was also deleted since it loaded on the wrong factor (“something wrong”). Reliability tests on each of the factors indicated Cronbach Alpha coefficients above 0.54. This means that the 4-factor solution could also be accepted.

5.9.2.1 Comparison of TQM training dimension identified in the staff samples between the Western hotels and the Thai hotels

The TQM training dimensions identified in the frontline staff samples of the Western hotels and the Thai hotels are compared by examining **Table 5.27** and **Table 5.28** (p.116). According to the two tables (p.116), both of the samples in the Western hotels and the Thai hotels shared two similar factors: factor 1 (design) and factor 2 (commitment). In the case of factor 1, the Western hotels ranked opportunities in training as the first aspect and helping solve problems and improve work processes as the last one. On the contrary, the Thai hotels ranked helping solve problems and improve work processes as their first aspect and opportunities in training as the second last. Their last aspect was only on-the-job training. For factor 2, when both of the samples referred to commitment in training, the first and the second aspects for the Thai samples were training costs and benefits and expense, not long-term investment. For the Western samples, the first aspect was single event, not processes. This might imply that the samples in Thai hotels indicated more concern about the budgets invested in training whereas the samples in the Western hotels indicated more

TABLE 5.27 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN HOTELS FOR THE 12 VARIABLES OF TQM TRAINING DIMENSION

FACTOR 1 DESIGN	Factor Loading	FACTOR 2 COMMITMENT	Factor Loading	FACTOR 3 NEEDS	Factor Loading	FACTOR 4 RESULT	Factor Loading
Opportunities in training	0.824	Single event, not process	0.786	Something wrong	0.921	Managers' satisfaction in staff guest relations skills	0.805
Seminars and meetings about quality	0.777	Expense, not long-term investment	0.757	Filling new positions	0.714	Guest relations skills	0.577
Only on-the-job training	0.773	Training costs and benefits	0.742				
Helping Solve problems and improve work processes	0.742	Taking off direct guest service	0.703				
Reliability Cronbach Alpha	0.822		0.779		0.711		0.557

TABLE 5.28 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE THAI HOTELS FOR THE 12 VARIABLES OF TQM TRAINING DIMENSION

FACTOR 1 DESIGN	Factor Loading	FACTOR 2 COMMITMENT	Factor Loading	FACTOR 3 RESULT	Factor Loading	FACTOR 4 NEEDS	Factor Loading
Helping Solve problems and improve work processes	0.805	Training costs and benefits	0.777	Managers' satisfaction in staff guest relations skills	0.832	Filling new positions	0.729
Seminars and meetings about quality	0.796	Expense, not long-term investment	0.768	Guest relations skills	0.807		
Opportunities in training	0.718	Taking off direct guest service	0.604				
Only on-the-job training	0.469	Single event, not process	0.502				
Reliability Cronbach Alpha	0.727		0.648		0.689		

concern about the continuity of training as a long-term process. However, the Western hotel sample's concern about the budgets invested in training was shown in the second and the third aspects. This can be concluded that both of the Western and the Thai hotel samples indicated concern about the budgets invested in training. The last rank for the Western hotel sample was taking off direct guest service and for the Thai hotel sample was single event, not process.

Factors 3 and 4 were switched between the two samples. The sample in the Western hotels indicated finding and assessing training needs before evaluating training results while the sample in the Thai hotels indicated training results went before training needs. Also the order sequence is different where factor 3 of the Western hotel sample started with "something wrong" and ended with "filling new position", while in the Thai hotel sample, this became factor 4 and had only one variable, "filling new positions". It can be interpreted that for the Western hotel sample, training will be in actions when something is wrong, followed by when new positions are filled. On the other hand, for the Thai hotel sample, training will occur only when new positions are filled. Factor 4 of the Western hotel sample began with "guest relations skills" and was followed by "managers' satisfaction in staff guest relations skills". Whereas factor 3 for the Thai hotel sample, had the first ranking variable as "managers' satisfaction in staff guest relations skills" followed by "guest relations skills". This can be explained by the different aspect of the cultures. The "individualism" of the Western hotels sample suggests staff rate their own guest relations skills before allowing managers to evaluate them. And the "submissiveness" of the Thai hotels sample suggests staff allow the managers to assess their guest relations skills before they rate themselves.

After the analysis of the samples' perception of TQM training, their self-commitment to service quality will be analysed in the next section.

5.9.3 PRINCIPAL COMPONENTS ANALYSIS OF SELF-COMMITMENT TO SERVICE QUALITY DIMENSION

This dimension consisted of only 8 variables. Principal Components Analysis was used in this dimension to determine the rank order of the variables as a requirement of this study. The unrotated factor solution for the 8 variables extracted 2 factors that account for 48.5% of the total variance, with the first factor explaining 32.8% (see Table 5.29, p.118).

TABLE 5.29 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE FOR THE 8 VARIABLES OF SELF-COMMITMENT TO SERVICE QUALITY DIMENSION

Factor	Eigenvalue	% of variance	Cumulative %
1	2.627	32.838	32.838
2	1.255	15.684	48.522

KMO = 0.770
 BARTLETT’S TEST = 210.339 WITH SIGNIFICANCE = 0.000)

TABLE 5.30 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 8 VARIABLES OF SELF-COMMITMENT TO SERVICE QUALITY DIMENSION

FACTOR 1 QUALITY FOCUS	FACTOR LOADING	FACTOR 2 QUALITY CARE	FACTOR LOADING
Same quality feeling with the hotel	0.719	Enjoy discussing quality	0.761
Quality priority	0.702	Discuss with people outside	0.630
Effort in quality delivery	0.700		
Reliability Cronbach Alpha	0.602		0.335

TABLE 5.31 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN HOTELS FOR THE 8 VARIABLES OF SELF-COMMITMENT TO SERVICE QUALITY DIMENSION

FACTOR 1 QUALITY FOCUS	FACTOR LOADING	FACTOR 2 QUALITY CARE	FACTOR LOADING
Effort in quality delivery	0.803	Discuss with people outside	0.828
Same quality feeling with the hotel	0.762	Enjoy discussing quality	0.710
Quality priority	0.626		
Reliability Cronbach Alpha	0.583		0.358

TABLE 5.32 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE THAI HOTELS FOR THE 8 VARIABLES OF SELF-COMMITMENT TO SERVICE QUALITY DIMENSION

FACTOR 1 QUALITY FOCUS	FACTOR LOADING	FACTOR 2 QUALITY CARE	FACTOR LOADING
Same quality feeling with the hotel	0.795	Discuss with people outside	0.772
Quality priority	0.761	Enjoy discussing quality	0.739
Effort in quality delivery	0.748		
Reliability Cronbach Alpha	0.637		0.289

The percentage of variance was not high at 48.5% as the requirement is 60% of the total variance (Hair *et. al.*, 1995). However, after the orthogonal varimax rotation, the 2 factors with 5 variables accounted for 60.4% of the total variance, with the first factor explaining 36.6 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.770 and Barlett Test of Sphericity = 210.339 and significance = 0.000.

The pattern of loadings, factor structure and factor interpretation of the rotated factors are given in Table 5.30 (p.118). The two factors contained variables with significant factor loadings above 0.70. The Alpha Cronbach reliability of the factors was 0.60 for factor 1 and 0.34 for factor 2. This indicates that the 2-factor model could be accepted. There were 3 variables deleted from further analysis because they loaded under 0.60 on the 2 factors.

In the final result, these 2 factors with 5 variables were:

Factor 1 *quality focus* consists of the 3 variables that reflect to what extent the hotel frontline staff focus upon service quality: quality priority, effort in quality delivery and same quality feeling with the hotel.

Factor 2 *quality care* reflects how the hotel frontline staff express their feelings of care about quality of service. The 2 variables in this factor are: enjoy discussing quality within their hotels and discuss with people outside.

The 2-factor model with 5 variables was taken to compare with the samples in the Western hotels and the Thai hotels. The unrotated factor solution for the Western hotel sample accounted for 61.6 % of the total variance, with the first factor accounting for 37.6 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.586 and Barlett Test of Sphericity = 49.222 and significance = 0.000. For the Thai hotel sample, the unrotated factor solution accounted for 60.2 % of the total variance, with the first factor explaining 36 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.637 and Barlett Test of Sphericity = 49.858 and significance = 0.000.

The orthogonal varimax rotated factor matrices for both of the samples in the Western hotels and the Thai hotels indicated that this 2-factor model with 5 variables could be accepted for further analysis. The pattern loadings, factor structures and factor interpretations are shown in Table 5.31 (p.118) for the sample in the Western hotels and

Table 5.32 (p.118) for the sample in the Thai hotels. The factors were very well defined by the variables with significant loadings above 0.63 for the Western hotel sample and above 0.74 for the Thai hotel sample. The reliability Alpha of factor 1 was 0.58 and factor 2 was 0.36 for the samples in the Western hotels. For the Thai hotel sample, the reliability Alpha of factor 1 was 0.64 and factor 2 was 0.29. It can be noticeable that the Alpha Cronbach reliability coefficients of Factor 2 as shown in Table 5.30, 5.31 and 5.32 were 0.33, 0.36 and 0.29 respectively. Although Factor 2 of each sample had quite low reliability coefficients obtained in the study, this factor was still kept since it has significant theoretical implications in self-commitment to service quality as the part of Employee willingness (Etzioni, 1988) in Figure 3.3. If this factor was deleted, there would be only one factor (Factor 1) left in this dimension and only one extracted factor could not be possible to account for at least 60% of the variance as the PCA's requirement. These were the indicators to confirm that the 2-factor model with 5 variables could be retained for further analysis.

In the dimension of Management Commitment to Service Quality (MCSQ) of Hartline and Ferrell's (1996) study, there was one-factor model with 6 significant loaded variables: feel quality, enjoy discussing quality, sense of personal accomplishment, effort in quality delivery, same quality feeling with the hotel and service quality care. When comparing between their study and the present study, there were 3 similar significant loaded variables: enjoy discussing quality, effort in quality delivery and same quality feeling with the hotel. In view of the fact that Hartline and Ferrell tested this dimension with the hotel managers in their study whereas the assessors of this dimension in this study were the hotel frontline staff. Hence, the results between the two studies could not be compared. However, the results of their study and the present study with 3 similar significant loading variables may imply that there were 3 similar ideas about commitment to service quality between the hotel managers in their study and the hotel frontline staff in the present study.

5.9.3.1 Comparison of self-commitment to service quality dimension identified in the staff samples between the Western hotels and the Thai hotels

Table 5.31 (p.118) and **Table 5.32** (p.118) compare the dimension of self-commitment to service quality in the frontline staff samples between the Western hotels and the Thai hotels. The sequence of the factors was the same in both of the samples in the Western hotels and the Thai hotels. Factor 2 for both of the hotel samples was also exactly similar. This means

the samples in both of the hotels had the same concepts in expressing their quality care. The samples enjoy discussing quality with people outside more than discussing quality within their hotels since they rated “discuss with people outside” in the first rank before “enjoy discussing quality”. In factor 1, the “individualism” of the staff sample in the Western hotels was implied in the variable ranking. Western staff put their efforts into delivering high quality service to their guests before having the same quality feeling with the hotels, and the last issue of interest was the hotels’ actions in having quality as the number one priority of the hotels. On the other hand, the “submissiveness” of the staff sample in the Thai hotels was expressed in their choice of the variable ranking. Thai staff prefer to have the same quality feeling with their hotels first, then the hotels should set the service quality to be number one priority, before staff put their own efforts into serving guests.

5.9.4 *PRINCIPAL COMPONENTS ANALYSIS OF THE DIMENSION OF HOTEL COMPETENCY IN SERVICE QUALITY*

The unrotated factor solution for the 19 variables extracted 3 factors, which accounted for 53.6% of the total variance, with the first factor accounting for 38.9% (see **Table 5.33**, p. 122). The percentage of variance was not high at 53.6% as the requirement is 60% of the total variance (Hair *et. al.*, 1995). However, after the orthogonal varimax rotation, out of 19 variables, 11 variables could be retained in the 3 factors. And the percentage of variance of the 11 variables improved to be 64 % of the total variance, with the first factor explaining 41.5 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.830 and Barlett Test of Sphericity = 765.024 and significance = 0.000.

The pattern of loadings, factor structure and factor interpretation are demonstrated in **Table 5.34** (p. 122). Most of the factors had variables with significant factor loadings above 0.70, except “guest satisfaction tracking” in factor 3 with the factor loading = 0.57. However, this variable was still kept for further analysis since it has been one of the key factors in measuring hotel competency in service quality in the aspect of monitoring guest satisfaction. There were 3 variables (meetings with guests, guests’ perception of quality and knowledge of staff in services) eliminated from further analysis since they had unclear meanings in the factors and their factor loadings were below 0.60. Five variables were also deleted because their factor loadings were below 0.55. The Alpha Cronbach reliability of the factors is above 0.61 and indicates that the 3-factor model could be accepted.

TABLE 5.33 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 19 VARIABLES OF HOTEL COMPETENCY IN SERVICE QUALITY DIMENSION

Factor	Eigenvalue	% of variance	Cumulative %
1	7.384	38.861	38.861
2	1.531	8.058	46.919
3	1.267	6.668	53.587

KMO = 0.885
BARTLETT'S TEST = 1487.933 WITH SIGNIFICANCE = 0.000

TABLE 5.34 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 19 VARIABLES OF HOTEL COMPETENCY IN SERVICE QUALITY DIMENSION

FACTOR 1 BENCHMARKING	FACTOR LOADING	FACTOR 2 COMMITMENT	FACTOR LOADING	FACTOR 3 MONITOR	FACTOR LOADING
Current quality compared with world leaders	0.818	Satisfied guest commitment	0.828	Guests' feedback	0.827
Process quality compared with world leaders	0.811	Managers' actions	0.723	Guest complaint monitor	0.720
Best practices	0.801	Hotel's goals	0.660	Guest satisfaction tracking	0.566
Process quality compared with competitors	0.717				
Current quality compared with the competitors	0.703				
Reliability Cronbach Alpha	0.870		0.698		0.610

The 3-factor solution can be summarized as follows:

Factor 1 *benchmarking* defined as the search for industry best practice that can lead to superior performance according to Rao, Solis and Raghunathan (1999, p.1052). This factor consists of 5 variables: current quality compared with world leaders, process quality compared with world leaders, current quality compared with the competitors, process quality compared with competitors and best practices.

Factor 2 *commitment* consists of the 3 variables that reflect the hotels' commitment in service quality: hotel's goals, satisfied guest commitment and managers' actions.

Factor 3 *monitor* describes how the hotels monitor guest satisfaction. There are 3 variables in this factor: guests' feedback, guest complaint monitor and guest satisfaction tracking.

In Solis, Rao, Raghunathan, Chen and Pan's (1998) study, there was a one-factor model with 10 significantly loaded variables: satisfied customer commitment, information from customers in designing products and services, customers' perception of the company's quality, contacts of top management with customers, resolved customers' complaints, best practices, current quality compared with world leaders, process quality compared with world leaders, current quality compared with the competitors and process quality compared with competitors. When comparing their study with the present study, there are 6 similar variables with significant factor loadings: satisfied customer commitment = satisfied guest commitment and the other 5 variables in *benchmarking*. According to their former study (Rao, Raghunathan and Solis, 1997), this dimension was separated to be 2 dimensions: customer orientation dimension and benchmarking dimension and these 5 variables were loaded in the benchmarking dimension. In addition, their respondents were senior executives of the manufacturing and service companies whereas the hotel frontline staff were the respondents of the present study. Therefore, with the 6 similar variables, in particular the variables in *benchmarking*, a 3-factor model is indicated with 11 variables, as reliable for further analysis.

The 3-factor model with 11 variables was used to compare the staff samples between the Western hotels and the Thai hotels. For the sample in the Western hotels, the unrotated factor solution for the 11 variables confirmed the 3 factors, which accounted for 71.4 % of the total variance, with the first factor explaining 47.5 % with Kaiser-Meyer-Olkin Measure

of Sampling Adequacy = 0.832 and Barlett Test of Sphericity = 504.851 and significance = 0.000. The unrotated factor solution for the sample in the Thai hotels also confirmed the 3 factors, which accounted for 58.9 % of the total variance, with the first factor accounting for 37.3 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.794 and Barlett Test of Sphericity = 327.544 and significance = 0.000.

The orthogonal varimax rotated factor matrices for both of the samples in the Western hotels and the Thai hotels indicate that this 3-factor model with 11 variables could be accepted for further analysis. The pattern loadings, factor structures and factor interpretations are shown in **Table 5.35** (p.125) for the sample in the Western hotels and **Table 5.36** (p.125) for the sample in the Thai hotels. The majority of factors are very well defined by the loading variables with significant loadings above 0.66 for the sample in the Western hotels, except “guest satisfaction tracking” (loading = 0.37). For the sample in the Thai hotels, the factors were defined by the variables with loadings above 0.47. The reliability Alpha was above 0.62 for the samples in the Western hotels. For the Thai hotel sample, the reliability Alpha was above 0.58. These results indicate that the 3-factor model with 11 variables can be retained for further analysis.

5.9.4.1 Comparison of hotel competency in service quality dimension identified in the staff samples between the Western hotels and the Thai hotels

The dimension of hotel competency in service quality was used in the comparison in the frontline staff samples between the Western hotels and the Thai hotels. This comparison was demonstrated in **Table 5.35** and **Table 5.36** (p.125). As shown in the two tables (p.125), factor 1 for both of the samples in the Western hotels and the Thai hotels was the same but the sequence of the variables in this factor was different. Both of the samples have benchmarking as first rank comparing their hotels’ quality with world leaders. The Western hotel sample indicates competitors are more important for the comparison of current process quality, before studying best practices of other hotels and comparing the current quality levels of their products and services with their competitors. The Thai hotel sample indicates the study of best practices of other hotels is more important than comparing quality with their competitors. For the samples of the Western hotels, a hotel’s commitment to service quality came before monitoring guest satisfaction. At the same time as monitoring guest satisfaction came before hotels’ commitment in service quality for the Thai hotel sample. In the factor of *commitment* for the Western hotel sample, commitment

TABLE 5.35 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN HOTELS FOR THE 11 VARIABLES OF HOTEL COMPETENCY IN SERVICE QUALITY DIMENSION

FACTOR 1 BENCHMARKING	FACTOR LOADING	FACTOR 2 COMMITMENT	FACTOR LOADING	FACTOR 3 MONITOR	FACTOR LOADING
Current quality compared with world leaders	0.868	Satisfied guest commitment	0.892	Guest complaint monitor	0.840
Process quality compared with world leaders	0.829	Managers' actions	0.814	Guests' feedback	0.839
Process quality compared with competitors	0.820	Hotel's goals	0.664	Guest satisfaction tracking	0.372
Best practices	0.819				
Current quality compared with the competitors	0.800				
Reliability Cronbach Alpha	0.919		0.780		0.616

TABLE 5.36 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE THAI HOTELS FOR THE 11 VARIABLES OF HOTEL COMPETENCY IN SERVICE QUALITY DIMENSION

FACTOR 1 BENCHMARKING	FACTOR LOADING	FACTOR 2 MONITOR	FACTOR LOADING	FACTOR 3 COMMITMEN T	FACTOR LOADING
Current quality compared with world leaders	0.834	Guests' feedback	0.853	Satisfied guest commitment	0.808
Process quality compared with world leaders	0.817	Guest satisfaction tracking	0.689	Hotel's goals	0.597
Best practices	0.734	Guest complaint monitor	0.465	Managers' actions	0.575
Process quality compared with competitors	0.564				
Current quality compared with the competitors	0.530				
Reliability Cronbach Alpha	0.815		0.605		0.581

of the hotels in creating satisfied guests came before managers' actions in placing importance in guest satisfaction, followed by the hotels' goals exceeding guests' expectations. The Thai hotel sample also indicated the commitment of the hotels in creating satisfied guests as first rank, but the next rank became the hotels' goals exceeding guests' expectations, followed by managers' actions in giving importance to guest satisfaction. There are different viewpoints in the factor *monitor* as well. For the samples in the Western hotels, the hotels should monitor the guests' complaints first, then acquire guest feedback before tracking guest satisfaction. For the samples in Thai hotels, the hotels should ask guests for feedback before tracking their satisfaction and later monitor their complaints. It is apparent that the Western hotels place more importance in guests' complaints whereas the Thai hotels emphasize guest feedback.

5.9.5 *PRINCIPAL COMPONENTS ANALYSIS OF GUEST CONTACT COMPETENCY DIMENSION*

The purpose of using Principal Components Analysis in this dimension was to confirm the Customer Contact Competency Inventory (p.51) as outlined in Chapter 4. The unrotated factor solution for the 14 variables confirmed the 4 factors of the customer contact competency model. These 4 factors accounted for 60.5 % of the total variance, with the first factor explaining 33.8% (see Table 5.37, p.127). The orthogonal varimax rotated factor matrix of 14 variables also confirmed the 4-factor model. The pattern loadings, factor structure and factor interpretation are shown in Table 5.38 (p.127). Table 5.38 (p.127) indicates that 4 factors were well defined by several variables, except factor 4. Factor 4 was only defined by two variables. The variables were correlated with each other with $r = 0.44$ and were relatively uncorrelated with other variables. Hence, factor 4 was assessed as reliable. The majority of the factors consisted of variables with significant factor loadings above 0.60, except "resilient" (loading = 0.59) and "quality orientation" (loading = 0.53) and "specialist knowledge" (loading = 0.40). These variables were kept for further analysis because they were key qualifications for frontline staff in TQM concepts as mentioned in Section 2.2 in Chapter 2. The Alpha Cronbach reliability for the factors was above 0.61. This means the 4-factor model for the 14 variables could be accepted.

TABLE 5.37 RESULTS OF THE UNROTATED FACTOR EXTRACTION IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 14 VARIABLES OF GUEST CONTACT COMPETENCY DIMENSION

Factor	Eigenvalue	% of variance	Cumulative %
1	4.729	33.780	33.780
2	1.469	10.492	44.272
3	1.254	8.955	53.228
4	1.015	7.248	60.476

KMO = 0.855
BARTLETT'S TEST = 741.220 WITH SIGNIFICANCE = 0.000

TABLE 5.38 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE TOTAL HOTEL FRONTLINE STAFF SAMPLE FOR THE 14 VARIABLES OF GUEST CONTACT COMPETENCY DIMENSION

FACTOR 1 Information Handling	Factor Loading	FACTOR 2 Energy	Factor Loading	FACTOR 3 People Focus	Factor Loading	FACTOR 4 Dependability	Factor Loading
Using initiative	0.783	Guest focus	0.751	Relating to guests	0.739	Reliability	0.838
Fact finding	0.672	Team working	0.649	Convincing	0.666	Organization	0.826
Problem solving	0.663	Resilient	0.588	Communicating orally	0.665		
Results driven	0.656	Quality orientation	0.526				
Specialist knowledge	0.401						
Reliability Cronbach Alpha	0.769		0.661		0.690		0.606

The 4-factor solution can be summarized as follows:

Factor 1 *information handling* reflects the abilities of the hotel frontline staff in handling, acquiring and giving information to guests. This factor consists of 5 variables: using initiative, fact finding, problem solving, results driven and specialist knowledge.

Factor 2 *energy* consists of the variables that reflect the cues associated with the use of energy in serving guests: guest focus, team working, resilient and quality orientation.

Factor 3 *people focus* reflects the interaction abilities with guests. The variables in this factor are: relating to guests, convincing and communicating orally.

Factor 4 *dependability* consists of the 2 variables that reflect the cues associated with the ability to make guests feel secure and have trust: reliability and organization.

When comparing with the customer contact competency model of Saville & Holdsworth (1999) in **Section 4.1.2**, the 4-factor model with 14 variables was similar. Also there were 10 similar variables loading on the same factors. The other 4 variables were loaded on different factors: using initiative, results driven, team working and quality orientation. With the majority 10 similar variables (71.4%), the model of this study could be accepted for further analysis.

The model was used for further comparison on the samples of the Western hotels and the Thai hotels. The unrotated factor solutions for both of the samples confirmed the 4 factors. For the Western hotel sample, the 4 factors accounted for 60.9 % of the total variance, with the first factor explaining 30.3 % with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.756 and Barlett Test of Sphericity = 324.331 and significance = 0.000. The 4 factors of the Thai hotel sample accounted for 62.7%, with the first factor accounting for 36.1% with Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.839 and Barlett Test of Sphericity = 487.528 and significance = 0.000.

Using an orthogonal varimax rotation, the pattern of loadings, factor structure and factor interpretation are given in **Table 5.39** (p.129) for the sample in the Western hotels and in **Table 5.40** (p.129) for the Thai hotels. The factors were defined by variables with loadings above 0.46 for the Western hotel sample. One variable, “communicating orally” loaded in

TABLE 5.39 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE WESTERN HOTELS FOR THE 14 VARIABLES OF GUEST CONTACT COMPETENCY DIMENSION

FACTOR 1 Information Handling	Factor Loading	FACTOR 2 Energy	Factor Loading	FACTOR 3 People Focus	Factor Loading	FACTOR 4 Dependability	Factor Loading
Using initiative	0.797	Guest focus	0.844	Specialist knowledge	0.774	Organization	0.862
Fact finding	0.788	Team working	0.707	Relating to guests	0.670	Reliability	0.856
Problem solving	0.594	Resilient	0.461	Convincing	0.588		
Results driven	0.590						
Reliability Cronbach Alpha	0.737		0.575		0.604		0.695

TABLE 5.40 RESULTS OF VARIMAX ROTATED FACTOR MATRIX IN THE FRONTLINE STAFF SAMPLE OF THE THAI HOTELS FOR THE 14 VARIABLES OF GUEST CONTACT COMPETENCY DIMENSION

FACTOR 1 Information Handling	Factor Loading	FACTOR 2 People Focus	Factor Loading	FACTOR 3 Energy	Factor Loading	FACTOR 4 Dependability	Factor Loading
Results driven	0.749	Communicating orally	0.830	Guest focus	0.709	Reliability	0.852
Using initiative	0.618	Convincing	0.782	Team working	0.605	Organization	0.717
Problem solving	0.613	Relating to guests	0.566	Resilient	0.547		
Fact finding	0.539						
Reliability Cronbach Alpha	0.790		0.721		0.564		0.483

the wrong factor as the theoretical requirement in **Table 4.1** (p.51) with a low loading (0.59); therefore it was deleted from further analysis. For the Thai hotel sample, the factors were defined by the variables with loadings above 0.54. One variable, “specialist knowledge” was eliminated from further analysis because of its loading below 0.40. Another one variable, “quality orientation” loaded in the wrong factor as the theoretical requirement in **Table 4.1** (p.51) and was only in the second rank on that factor, so it was also deleted. The reliability Alpha was above 0.58 for the sample in the Western hotels. For the Thai hotel sample, the reliability Alpha was above 0.48. These results indicate that the 4-factor model with 14 variables could be retained for further analysis.

5.9.5.1 Comparison of guest contact competency dimension identified in the staff samples between the Western hotels and the Thai hotels

Table 5.39 and **Table 5.40** (p.129) present a comparison of the guest contact competency dimension identified in the samples between the Western hotels and the Thai hotels. Factor 1 and factor 4 were the same for the both samples in The Western hotels and the Thai hotels. This means for both samples, information handling skills were the most important skills in contacting guests, and dependability skills were the least important. For the sample in the Western hotels, factor 2 was *energy* and factor 3 was *people focus*. For the sample in the Thai hotels, factor 2 was *people focus* and factor 3 was *energy*. This can be interpreted that the sample in the Western hotels put the emphasis on the efforts to serve guests before building a relationship with guests whereas the sample in the Thai hotels built the relationship with guests before putting in effort to serve guests. Only the *energy* factor in both of the samples had the same sequences for the 3 variables indicating similar approaches in the use of energy in serving guests. The other three factors had different sequences of variables. For the sample in the Western hotels, the first rank in handling information (factor 1) is using initiative before finding facts, then solving problems and at last getting results. For the sample in the Thai hotels, the first rank was getting results, then using initiative before solving problems and at last finding facts. For the *people focus* factor, the sample in the Western hotels used their specialist knowledge before building relationships with guests and finally convincing them. The sample in the Thai hotels communicated orally with guests, then convinced them and after that built relationships with guests. For the *dependability* factor, the sample in the Western hotels made their guests feel dependent on them by organizing time and prioritizing work before being reliable and showing commitment to the hotels and task completion. The sample in the

Thai hotels were in the opposite direction, making themselves reliable in guests' eyes first, then organizing time and prioritizing work later.

As can be seen by reference to **Section 5.3 in Chapter 5**, the number of the guest samples were much higher than the requirement for factor analysis. Hence, the next analysis is done in the dimension of guest satisfaction with the total guest samples in three groups assessing the frontline staff in the three departments: front office, housekeeping and food & beverage. Also there is a comparison analysis of these three groups of guests in the Western hotels and in the Thai hotels.

5.9.6 *PRINCIPAL COMPONENTS ANALYSIS OF GUEST SATISFACTION DIMENSION*

Analysis concentrated on the 20 variables of the guest satisfaction dimension in the total guest sample. The unrotated factor solution extracted only one factor, which accounted for 71.9% of the total variance and the eigenvalue was 14.372. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.979 and the Barlette's Test of sphericity was 30324.782 and significance = 0.000. Only one component was extracted, so the solution cannot be rotated. The factor was very well defined by the 20 variables with significant loadings above 0.74 and the correlations between variables were quite high above 0.57 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.98, quite high. This means that the one-factor solution for the 20 variables could be accepted. The pattern loadings, factor structure and factor interpretation are shown in Table 5.41.

TABLE 5.41 RESULTS OF UNROTATED FACTOR MATRIX IN THE TOTAL GUEST SAMPLE FOR THE 20 VARIABLES OF GUEST SATISFACTION DIMENSION (ONLY THE FACTOR LOADINGS ABOVE 0.87)

FACTOR 1 Guest Satisfaction	FACTOR LOADING
Make contribution to enjoyment of stay	0.887
Share overall quality of service	0.884
Are sympathetic/reassuring	0.882
Give individual attention	0.881
Feel appreciated for the guest's business	0.878
Treat as a valued guest	0.871
Are able to handle guests' complaint	0.870
Are dependable	0.870

According to **Section 4.1.1 in Chapter 4**, it may be noted from **Table 5.41** (p. 131) that after the first two variables measuring the overall views of the service, the following variables were in the energy and people focus dimensions when grouping based on “Customer Contact Competency Inventory”. “Are sympathetic/reassuring” and “Feel appreciated for the guest’s business” were in the energy dimension as well as “Give individual attention” and “Treat as a valued guest” were in the people focus dimension. For the other two last variables, “Are able to handle guests’ complaint” was in the information handling dimension and “Are dependable” was in the dependability dimension.

It can be clearly seen that the two variables that are “make contribution to enjoyment of stay” and “share overall quality of service” for the purpose of assessing the construct validity, are in the two top ranks on the factor. Hence, it is confirmed that the study’s hotel guest satisfaction survey is valid. In order to assess the real view of guest satisfaction with service quality, the study eliminated these two variables for further analysis.

The analysis concentrated on the 18 variables of the guest satisfaction dimension in the total guest sample. The unrotated factor solution extracted only one factor, which accounted for 71.3% of the total variance and the eigenvalue was 12.836. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.976 and the Barlette’s Test of sphericity was 26212.623 and significance was 0.000. Only one component was extracted, so the solution cannot be rotated. The factor was very well defined by the 18 variables with significant loadings above 0.75 and the correlations between variables were quite high above 0.57 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.98. This means that the one-factor solution for the 18 variables could be accepted. The pattern loadings, factor structure and factor interpretation are shown in **Table 5.42**.

TABLE 5.42 RESULTS OF UNROTATED FACTOR MATRIX IN THE TOTAL GUEST SAMPLE FOR THE 18 VARIABLES OF GUEST SATISFACTION DIMENSION (ONLY THE FACTOR LOADINGS ABOVE 0.87)

FACTOR 1 Guest Satisfaction	FACTOR LOADING
Are sympathetic/reassuring	0.885
Feel appreciated for the guest’s business	0.879
Give individual attention	0.878
Are able to handle guests’ complaint	0.874
Treat as a valued guest	0.870

When dividing the total guest sample into three groups assessing the frontline staff in the three departments, the unrotated factor solution for the guest sample assessing front office staff extracted only 1 factor, which accounted for 66.7% of the total variance and the eigenvalue was 12.013. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.971 and the Barlette's Test of sphericity was 8902.533 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.74 and the correlations between variables were quite high above 0.53 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.97. For the guest sample assessing housekeeping staff, the unrotated factor solution also extracted only one factor, which accounted for 71.3% of the total variance and the eigenvalue was 12.844. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.968 and the Barlette's Test of sphericity was 8474.073 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.70 and the correlations between variables were quite high above 0.49 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.98. For the guest sample assessing food & beverage staff, the unrotated factor solution also extracted only one factor, which accounted for 75.2% of the total variance and the eigenvalue was 13.532. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.969 and the Barlette's Test of sphericity was 8834.284 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.78 and the correlations between variables were quite high above 0.61 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.98. This indicates that the one-factor solution for the three groups of the guests assessing the three departments could be accepted. The pattern loadings, factor structure and factor interpretation for the three groups of guests assessing the three departments are shown in **Table 5.43** (p.134).

As may be noted in **Table 5.43** (p.134), the sequences of the variables in the factor were different in the three groups of the guest sample in their assessment of the three departments. This indicated that the guests rated the frontline staff in the three departments from different perspectives. When the guests assessed the front office staff, the first criterion was individual attention, then sympathy and reassurance skills of the staff, followed by treatment as a valued guest and appreciation for the guest's business. For the housekeeping staff, the guests rated sympathy and reassurance skill of the staff first, then availability of staff before appreciation for the guest's business. The first aspect for the guests assessed in the case of food & beverage staff was sympathy and reassurance skills of

TABLE 5.43 RESULTS OF UNROTATED FACTOR MATRIX IN THE THREE GROUPS OF GUESTS ASSESSING THE THREE DEPARTMENTS FOR THE 18 VARIABLES OF GUEST SATISFACTION DIMENSION (ONLY THE FIRST-RANKING 6 VARIABLES)

GUEST SAMPLE ASSESSING FRONT OFFICE STAFF		GUEST SAMPLE ASSESSING HOUSEKEEPING STAFF		GUEST SAMPLE ASSESSING FOOD & BEVERAGE STAFF	
FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING
Give individual attention	0.867	Are sympathetic/ reassuring	0.889	Are sympathetic/ reassuring	0.906
Are sympathetic/ reassuring	0.859	Are always available	0.885	Are able to handle guests' complaints	0.906
Treat as a valued guest	0.855	Feel appreciated for the guest's business	0.877	Feel appreciated for the guest's business	0.899
Feel appreciated for the guest's business	0.855	Are able to solve guests' problems by him/herself	0.866	Are dependable	0.899
Are able to handle guests' complaints	0.851	Treat as a valued guest	0.865	Give individual attention	0.898

the staff and the second was complaint handling skills, followed by appreciation for the guest's business.

When analysing these three groups of guests in the Western hotels, the unrotated factor solution for the guest sample assessing front office staff extracted only 1 factor, which accounted for 67.4% of the total variance and the eigenvalue was 12.125. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.962 and the Barlette's Test of sphericity was 5016.887 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.76 and the correlations between variables were quite high above 0.51 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient of 0.97. For the guest sample assessing housekeeping staff, the unrotated factor solution also extracted only one factor, which accounted for 65.4% of the total variance and the eigenvalue was 11.781. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.951 and the Barlette's Test of sphericity was 3616.900 and significance was 0.000. The factor was very well defined by the 18 variables with

significant loadings above 0.70 and the correlations between variables were quite high above 0.40 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.97. For the guest sample assessing food & beverage staff, the unrotated factor solution also extracted only one factor, which accounted for 70.1 % of the total variance and the eigenvalue was 12.621. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.948 and the Barlette's Test of sphericity was 3661.546 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.72 and the correlations between variables were quite high above 0.50 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient was 0.97. This indicated that the one-factor solutions for the three groups of the guests assessing the three departments in the Western hotels could be accepted. The pattern loadings, factor structure and factor interpretation for the three groups of guests assessing the three departments are shown in **Table 5.44** (p.136).

In the Western hotels, the guests assessed the front office staff by individual attention first. Then they required appreciation for the guest's business from the staff as the second and rated the treatment as a valued guest later. It is noticeable that the guests rated both the housekeeping staff and the food and beverage staff by their sympathy and reassurance skills first. Then the guests evaluated the housekeeping staff for the appreciation for the guest's business as the second rank and the third rank was treatment as a valued guest. For the food & beverage staff, the second rank that the guests assessed was treatment as a valued guest and the third was the appreciation for the guest's business (see **Table 5.44**, p.136).

When assessing these three groups of guests in the Thai hotels, the unrotated factor solution for the guest sample assessing front office staff extracted only 1 factor, which accounted for 65.7% of the total variance and the eigenvalue was 11.822. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.961 and the Barlette's Test of sphericity was 4030.454 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.71 and the correlations between variables were quite high above 0.48 with significance = 0.000. The reliability test indicates Cronbach Alpha coefficient of 0.97. For the guest sample assessing housekeeping staff, the unrotated factor solution also extracted only one factor, which accounted for 74.1 % of the total variance and the eigenvalue was 13.342. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.964 and the Barlette's Test of sphericity was 4774.815 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.69 and

TABLE 5.44 RESULTS OF UNROTATED FACTOR MATRIX IN THE THREE GROUPS OF GUESTS ASSESSING THE THREE DEPARTMENTS IN THE WESTERN HOTELS FOR THE 18 VARIABLES OF GUEST SATISFACTION DIMENSION (ONLY THE FIRST-RANKING 6 VARIABLES)

GUEST SAMPLE ASSESSING FRONT OFFICE STAFF		GUEST SAMPLE ASSESSING HOUSEKEEPING STAFF		GUEST SAMPLE ASSESSING FOOD & BEVERAGE STAFF	
FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING
Give individual attention	0.877	Are sympathetic/ reassuring	0.896	Are sympathetic/ reassuring	0.902
Feel appreciated for the guest's business	0.859	Feel appreciated for the guest's business	0.860	Treat as a valued guest	0.888
Treat as a valued guest	0.856	Treat as a valued guest	0.858	Feel appreciated for the guest's business	0.887
Are able to handle guests' complaints	0.852	Are able to handle guests' complaints	0.848	Give individual attention	0.882
Are dependable	0.850	Are helpful	0.842	Are able to handle guests' complaints	0.881
Are sympathetic/ reassuring	0.850	Are always available	0.841	Are dependable	0.869

TABLE 5.45 RESULTS OF UNROTATED FACTOR MATRIX IN THE THREE GROUPS OF GUESTS ASSESSING THE THREE DEPARTMENTS IN THE THAI HOTELS FOR THE 18 VARIABLES OF GUEST SATISFACTION DIMENSION (ONLY THE FIRST-RANKING 6 VARIABLES)

GUEST SAMPLE ASSESSING FRONT OFFICE STAFF		GUEST SAMPLE ASSESSING HOUSEKEEPING STAFF		GUEST SAMPLE ASSESSING FOOD & BEVERAGE STAFF	
FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING	FACTOR 1 GUEST SATISFACTION	FACTOR LOADING
Are sympathetic/ reassuring	0.868	Are always available	0.907	Are able to handle guests' complaints	0.919
Give individual attention	0.852	Are consistent in giving good service standard	0.897	Are consistent in giving good service standard	0.918
Treat as a valued guest	0.851	Give individual attention	0.895	Are dependable	0.916
Feel appreciated for the guest's business	0.847	Are able to solve guests' problems by him/herself	0.887	Are helpful	0.913
Are able to handle guests' complaints	0.847	Are competent and professional	0.882	Are able to solve guests' problems by him/herself	0.912
Are able to solve guests' problems by him/herself	0.841	Feel appreciated for the guest's business	0.881	Give individual attention	0.909

the correlations between variables were quite high above 0.50 with significance = 0.000. The reliability test indicates Cronbach Alpha coefficient of 0.98. For the guest sample assessing food & beverage staff, the unrotated factor solution also extracted only one factor, which accounted for 78.3% of the total variance and the eigenvalue was 14.100. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.973 and the Barlette's Test of sphericity was 5144.909 and significance was 0.000. The factor was very well defined by the 18 variables with significant loadings above 0.79 and the correlations between variables were quite high above 0.62 with significance = 0.000. The reliability test indicated Cronbach Alpha coefficient of 0.98. This indicates that the one-factor solutions for the three groups of the guests assessing the three departments in the Thai hotels can be accepted. The pattern loadings, factor structure and factor interpretation for the three groups of guests assessing the three departments are shown in **Table 5.45** (p.136).

In the Thai hotels, the guests rated front office staff in the aspect of sympathy and reassurance skills first. For the second rank, the guests assessed individual attention in the front office staff, followed by treatment as a valued guest as the third rank. For the housekeeping staff, the guests rated the availability of staff as the first priority. The second rank that the guests assessed the housekeeping staff was consistency of standards and the third was individual attention. For the food and beverage staff, the guests evaluated complaint handling skills as the first rank and consistency of standards as the second rank, followed by dependability skills (see **Table 5.45**, p.136).

5.9.6.1 Comparison of guest satisfaction dimension identified in the guest samples between the Western hotels and the Thai hotels

The comparison of the guest satisfaction dimension in the three groups of guest sample assessing the three departments between the Western hotels and the Thai hotels is shown in **Table 5.44** and **Table 5.45** (p.136). From the two tables (p.136), it is clearly seen that there were different guest expectations and viewpoints between the Western hotels and the Thai hotels. In the Western hotels, the guests expected sympathy and reassurance skills of the housekeeping and the food and beverage staff as first rank. For the front office staff, they rated individual attention first. On the other hand, the guests in the Thai hotels evaluated sympathy and reassurance skills of the front office staff. For the housekeeping staff, the availability of staff was the number one rank that the guests expected. For the food and beverage staff, the guests rated the ability to handle guests' complaints as the first rank.

5.10 SUMMARY

This chapter started with the descriptive analysis of the individual descriptors belonging to the guest sample and the staff sample. More than half of the guests were male for the Australian hotel and the Thai hotels whereas the number of the guests in the American hotel was nearly equal between male and female. The age range of the guests staying in all the hotels in the study fell between 26-45, in the working age. The majority of the guests in the Australia hotel and the American hotel were from the same countries that the hotels were located. On the contrary, most of the guests in the Thai hotels were from European countries. Therefore, most of the guests in all the hotels of the present study are Western. The length of stay for the majority of the guests in all of the hotels was in the range of 2-4 day and the purpose of the visit was business traveling.

For the staff sample, the study found that most of the Thai staff have worked for the hotels longer than most of their American and Australian colleagues. They also have more experience in working in the hotel industry. When inspecting the three groups of staff in the three departments, the results are still the same, except the housekeeping staff. The highest percentage of housekeeping staff falls to the staff working for the hotel in the range of 5 to 10 years, in the American hotel. The results suggest that the staff turnover in the Thai hotels maybe lower than the staff turnover in Western hotels.

Due to a longer period of work and more working experience in the hotel industry, the Thai staff are more multi-skilled than the Western staff according to the results of the descriptive analysis in the guest contact competency questionnaire. However, it is also apparent that the Thai staff are in more need of training in multi-skills. The results also show that the American staff have the most confidence in their skills. When specifying only the skills in need, the Australian and the American staff lacked specialist knowledge owing to their shorter length of working in the hotels and less experience in the hotel industry. This means they need more on-the-job training. The Thai staff need more skills in quality orientation, which suggest more training about quality. When comparing the most competent and the least competent skills among the hotel staff in the three countries, the American staff's most competent skill is team working and the least competent skill is convincing. For the Australian staff, their most competent skill is organization and their least competent skill is convincing. The most competent skill belonging to the Thai staff is team working and the

least competent skill is using initiative. All of these results may give clues to needed training directions.

After the descriptive analysis results, normality tests were done for the variables on all the questionnaires. The results demonstrate that the majority of the data in all of the questionnaires are normally distributed. Some data are skewed; therefore, the Mann-Whitney U test and the T-test of the grand means are used. Both of the tests indicate the degree of similarity of the samples in the Australia hotel and the American hotel, as well as in the two Thai hotels. The results of these tests also included the significant differences of the samples between the Western hotels and the Thai hotels. Hence, the grouping the samples into the Western hotel sample and the Thai hotel sample was statistically justified. The significant differences between the samples of staff in the three departments, and the samples of guests assessing the staff in the three departments, were also identified in all of the dimensions by using ANOVA tests.

In order to reduce the number of the variables in each dimension and to create a set of factors for further analysis, Principal Components Analysis was used. The results indicate the most appropriate model with few accepted variables for each of the dimensions in the study. In addition, a comparison of results between the Western hotels and the Thai hotels on each of the dimensions is made. In the guest satisfaction dimension, this comparison was further made on the three groups of guests assessing the staff in the three departments. The results indicate the differences of guests' expectations and requirements between the Western hotels and the Thai hotels.

Further analysis will be presented in **Chapter 6** to assess the relationship between the staff dimensions and the guest's dimension as the core of this study according to the study model in **Chapter 3**.

CHAPTER 6

RELATIONSHIP ANALYSIS

6.1 INTRODUCTION

The purpose of this chapter is to examine the nature of the relationship between the following dimensions:

- TQM staff selection and self-commitment to service quality
- TQM training and hotel competency in service quality
- TQM training and guest contact competency
- self-commitment to service quality and guest satisfaction of service quality
- hotel competency in service quality and guest satisfaction of service quality
- guest contact competency and guest satisfaction of service quality

and the significant indicators of these dimensions. The following aims of this chapter are to test the study aims in **Chapter 1** and to test the hypotheses in **Chapter 3** in regard to the existence of relationships between each dimension of the study model:

- 1) to assess if these dimensions have a causal relationship with each other in order to test whether there is a relationship between staff selection and training based on TQM principles and guest satisfaction
- 2) in the case that a relationship exists, to examine which dimensions and their indicators are the most critical in comparing this relationship in the staff samples and the guest samples between the Western hotels and the Thai hotels
- 3) to decide which TQM dimensions and indicators, as well as which key operational departments should be particularly emphasized in the Western and the Thai hospitality human resource strategies to increase guest satisfaction and repeat stays, in the most effective and efficient way.

For the purposes of this chapter, Structural Equation Modeling (SEM), measures of correlations, T-tests and one-way ANOVA tests will be used. For the staff sample, the SEM is used to assess the relationship: between the TQM staff selection dimension and the dimension of guest-orientation quality in the aspect of self-commitment in service quality; between the TQM training dimension and the dimension of guest-orientation quality in the aspect of hotel competency in service quality; between the TQM training and the dimension of guest-orientation quality in the aspect of guest contact competency. The assessment is made with the overall staff sample, the staff sample in the Western hotels and the staff sample in the Thai hotels. For the guest sample, the SEM is used to confirm the one-factor model as the result of a Principal Components Analysis (PCA) in the overall guest sample and to compare this model between the guest sample in the Western hotels and the guest sample in the Thai hotels. For examining staff samples by department in the Western hotels and in the Thai hotels, a measure of correlation seemed to be the most appropriate statistical technique for this study in the assessment of the same relationship as made in the SEM. For the relationship between the dimension of guest-orientation quality and the dimension of guest satisfaction in service quality, the directional T-test is used to find out if guest satisfaction in service quality was higher or lower when compared against staff factors in the dimension of guest-orientation quality. In order to confirm the results of the T-test and the relationship between the guest-orientation quality dimension (staff factors) and the dimension of guest satisfaction in service quality, a one-way analysis of variance (ANOVA) is used.

6.2 STRUTURAL EQUATION MODELLING (SEM)

The reason why Structural Equation Modeling (SEM) has been applied in so many disciplines is its ability to solve the research problems related to causal relationships between latent constructs, which are measured by observed variables. Many important marketing, psychological or cultural concepts are latent constructs, with unknown reliability, measured by multiple observed variables. The lower the measurement reliability, the more difficult it is to observe relationships between the latent constructs and other variables. By using SEM, the important latent constructs can be modeled, while taking into account the unreliability of the indicators. Also, many latent constructs in this study, such as perceptions, evaluation, satisfaction or behavior measures have low

reliability. The SEM considers unknown reliability of the measures and ranks the measures in terms of their importance (Bacon, Bacon & associates and SPSS Inc., 1998).

The SEM was used in this study aims to achieve two major objectives:

- 1) To examine a series of interrelated relationships simultaneously between the analysed dimensions (referred to as non-measurable latent constructs), represented by multiple variables (referred to as measurable manifest variables) or indicators of the latent constructs,
- 2) To confirm the theoretical relationships in every model between the latent constructs, and the latent constructs and their indicators, as well as to assess their statistical significance,
- 3) To compare the causal relationships in every model between the samples in the Western hotels and the Thai hotels

The aims of the study were not to:

- 1) Improve the tested models through modifications of the structural and/or measurement models,
- 2) Compare alternative models in order to find the “best” model with a better fit.

The objective of the research is to find out and understand the pattern of the causal relationships between constructs, but not to explain the total variance of constructs and develop a perfect model, as this would exceed the scope of the research framework. The PCA, which was used in **Chapter 5** as an exploratory technique, had limited control over which variables were indicators of which dimensions. In contrast, the SEM is a confirmatory technique and it has control over the specification of indicators for each dimension. It provides a statistical test of the goodness-of-fit for the confirmatory factor solution, which is not possible with the PCA.

The SEM is used here because of its capacity to measure the causal relationships between sets of unobserved (latent) variables. The SEM model specifies the causal relationships among the latent variables whilst describing the amount of unexplained variance. Further, variables described in this study contain potentially sizeable measurement errors and SEM takes these errors into account. The SEM method estimates the unknown coefficients in a set of linear structural equations. Variables in the equation system may be either directly observed variables (results of the survey questions) or unmeasured latent variables (principal components) that are not directly observed, but relate to the observed variables. The model assumes a causal relationship among a set of latent variables, and that the observed variables are indicators of the latent variables.

Clearly, in this study the causal relationships are complex and the number of observed variables is large. Consequently, only latent variables, which are strongly defined by the PCA and the theoretical concepts, and observed variables that loaded moderately and strongly on these latent dimensions are used. Nevertheless, it goes almost without saying, that the strength of the hypothesized models rests very much on the underlying theoretical structure of each structural equation model, itself represented by a path diagram. Consequently, if a reasonably strong model is confirmed to exist statistically, and the structural model has not undergone significant modification from the original theory for that to happen, then it can be reasonably concluded that the hypothetical structure does have significance.

In this primary form of analysis, SEM is similar to combining multiple regression and factor analysis. As such the SEM expresses the linear causal relationship between two separate sets of latent constructs (which have been derived by two separate factor analyses). When using SEM, these latent constructs are termed “exogeneous” (independent) constructs and “endogeneous” (dependent) constructs. The SEMs include one or more linear regression equations that describe how the endogeneous constructs depend upon the exogeneous constructs. Their coefficients are called path coefficients, or sometimes regression weights.

A separate set of structural equation models is run for the dimensions of TQM staff selection and TQM training to account for guest-orientation quality, and for guest-orientation quality to account for guest satisfaction of service quality based on the study

model (p.35). The Analysis of Moment Structures 4.0 (AMOS 4.0) computing program (Arbuckle and Wothke, 1999) linked to SPSS was used to conduct the SEM analysis. Although most researchers have considered LISREL as the flagship SEM program, it has memory allocation problems, design flaws and difficulty in use. AMOS has already been linked with SPSS and Windows, so it becomes the most widely and easily used package. AMOS also can fit multiple models into a single analysis. A multiple-group analysis is also possible, even with different models for different groups as are many models in this study.

Before evaluating the goodness-of-fit between the data and model, several assumptions of SEM have to be met. These are independent variables, random sampling, linearity of all relationships, multivariate normality of distribution, no kurtosis and no skewness, correlations between variables above 0.4 or 0.45, appropriate data measured on interval or ratio scale, sample size 100 – 400 and an exploratory purpose of the study. This study met the requirements, except for the normality of distribution and skewness. The use of AMOS provides a test of multivariate normality for each observed variable and attempts to detect outliers. The bootstrap simulations in AMOS are powerful tools to diagnose the presence of distribution problems in the data and to gauge their effects on the parameter estimates.

In order to meet the assumption of distribution normality and apply SEM, the variables were standardized and all parameters were free. According to Diamantopoulos (1994), free parameters have unknown values, are not constrained to be equal to any other parameters and need to be estimated by the program. In the non-standardized solution, the first parameter for each dimension is fixed. Fixed parameters specify a certain value a priori and they are not estimated as parts of the model. The non-standardized estimates are tied to the measurement units of the variables they represent and any change in the measurement unit for a variable also changes the value and comparability of other parameters. Consequently, the standardized solution was used rather than the non-standardized one.

Lack of normality could inflate the Chi-square statistics and create upward bias for determining significance of the coefficients, as was the case in this study. However, use of Chi-square is not valid in most applications (Joreskog and Sorbom, 1989). Although

the Chi-square measure maybe viewed theoretically as a test statistic for testing the hypothesis, the statistical problem was not one of testing a hypothesis (which a priori might be considered false), but rather one of fitting the model to the data, and deciding whether the fit is adequate or not. Joreskog and Sorbom (1989) explain that in most empirical work, models are only experimental and only regarded as an approximation to reality, and for this reason the Chi-square should not be used.

Other reasons for not using a Chi-square as a criterion for judging the adequacy of the model include the sensitivity of the Chi-square to departures from multivariate normality, sample size and problems related to the power of the test. Large sample sizes (the largest data set was 1,339) and departures from normality usually tend to increase the Chi-square, as was the case in this study. In light of the above, the Chi-square measure-of-fit should not be taken a priori as the best indicator of the model fit. However, as the main objective was to test if there are relationships between variables rather than the fit of the data to the model, the influence of a normality lack on the Chi-square statistics became insignificant.

Although the assessment of the goodness-of-fit was not the objective, it was performed in order to see whether all relationships in the paired dimensions were well defined (good fit) or poorly defined (poor fit) and find out which relationship paths should be eliminated. The absolute fit measures were evaluated by the following (see Figure 6.1 for illustrative purposes in p.148):

- Likelihood ratios of Chi-square to the degrees of freedom: the acceptable range is between of 0.05 and 0.10 - 0.20. A large value of Chi-square indicates a poor fit of the model to the data, a small value indicates a good fit.
- Sample sizes: these were within the acceptable range of 100 – 200 (Hair *et. al.*, 1995) for applications.
- Goodness-of-Fit Index(GFI): this is an indicator of the relative amount of variances and covariances jointly accounted for by the model; shows how closely the proposed model comes to a perfect one. It takes values between 0 and 1 and

the closer to unity (1), the better the model fit. A marginal acceptance level is 0.90.

- Adjusted for the degrees of freedom Goodness-of-Fit Index (AGFI): The criteria are the same as GFI. If there is a drop in AGFI as compared to GFI, the overall fit of the model can be questioned (Hair *et. al.*, 1995).
- Root-mean-square error of approximation (RMSEA): It is one measure of model adequacy based on the population discrepancy. The closer it is to zero, the better the fit of the model is. Browne and Cudeck (1993) recommend that the RMSEA measures should not exceed 0.10 and ideally lie between 0.05 and 0.08 given that at least some errors can be expected.

As shown in **Figure 6.1** (p.148), the single headed arrows have been presented as linear dependencies, so that they indicate the extent to which one variable is dependent on another variable. Each of them corresponds to a regression weight. The double-headed arrows connect variables that maybe correlated with each other. They include the predictor variables. The variable "error" is enclosed in a circle because it is not directly observed. "Error" represents much more than random fluctuations in the dependent variable scores due to measurement error. It also represents a composite of the possible other variables on which the dependent variables may depend, but which was not measured in this study. This variable is essential because the path diagram is supposed to show all variables that affect the dependent variable scores. Without the circle, the path diagram would make the implausible claim that the dependent variable is an exact linear combination of the variables in the study models. It is a fundamental assumption in linear regression that error is uncorrelated with every other predictor variable. Hence, there was an absence of a double-headed arrow connecting error with any other variables in the study. The dependent variables were also not connected to any other variables by a double-headed arrow because they depended upon the other variables.

The critical ratio (C.R.) is an observation on a random variable that has an approximate standard normal distribution. Thus, using a significance level of 0.05, any critical ratio in the regression weights that exceeds 1.96 in magnitude is called significant. However,

because there is a need to constrain one variable connected to each latent variable in order to achieve identification of the model, and because the choice of the variable was arbitrary (the first variable on the list), and because with changes in the choice of variables constrained, the critical values change markedly; it was determined that such critical ratios are not reliable. Values listed above the latent and exogenous variables are multiple squared coefficients.

According to Bentler and Chou (1987), a model should contain at most 20 variables in 5 – 6 constructs. Three to four variable indicators measures each construct. The interpretation of the results and their statistical significance becomes difficult as the number of concepts becomes large like this study. Therefore, the developed models will be presented as one model for each pair of the dimensions with the total set of the strongest and most significant relationship paths.

6.2.1 MODEL FOR THE RELATIONSHIP BETWEEN TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY

This section is for the purpose of testing **hypothesis one** (p.42) to find out if TQM staff selection is correlated with self-commitment to service quality that leads to guest satisfaction of service quality. For the dimension of TQM staff selection, the Principal Components Analysis identified a three-factor solution with 9 variables: 1) communication; 2) manual; and 3) process. For the dimension of self-commitment to service quality, there is two-factor solution with 5 variables: 1) focus; and 2) care.

When the SEM shown in **Figure 6.1** (p.148) is used, all of these factors in both dimensions are identified as the key factors; therefore none of them are eliminated. The strongest relationships are noticed between the following dimensions and their indicators:

DIMENSION OF TQM STAFF SELECTION:

- 1) **Communication** and its four indicators: hotel's expectation learning (HOTEL), own expectation reveal (OWN), interpersonal skills (SKILL) and hotels and jobs ideas (IDEA)

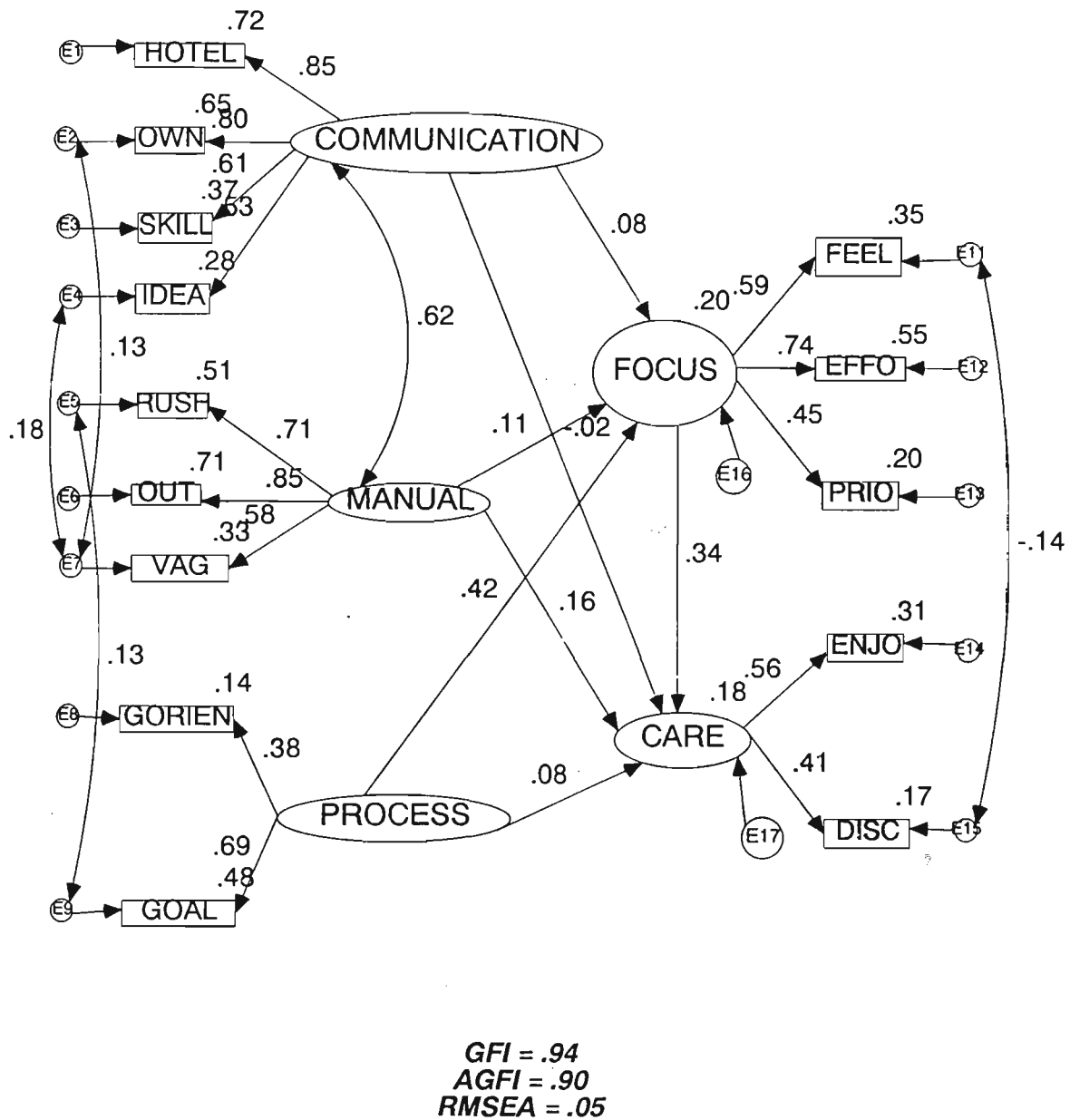


FIGURE 6.1 RELATIONSHIP BETWEEN TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY IN ALL THE HOTELS IN THE STUDY

- 2) **Manual** and its three indicators: out of date job descriptions and job specifications (OUT), rushed or ignored job descriptions and job specifications (RUSH) and vague job descriptions and job specifications (VAG)
- 3) **Process** and its two indicators: guest-oriented staff selection (GORIEN) and matching goals with the hotel (GOAL)

DIMENSION OF SELF-COMMITMENT TO SERVICE QUALITY:

- 1) **Quality focus** and its three indicators: same quality feeling with the hotel (FEEL), quality priority (PRIO) and effort in quality delivery (EFFO)
- 2) **Quality care** and its two indicators: enjoy discussing quality (ENJO) and discuss with people outside (DISC)

All of the observed variables had a near-equal standardized regression weight in the range between 0.38 and 0.85. They were moderately related to their respective latent unobserved variables with loadings ranging between 0.30 and 0.70, with four variables (hotels and jobs ideas = 0.28, guest-oriented staff selection = 0.14, quality priority = 0.20 and discuss with people outside = 0.17) particularly low. However, these low loading variables as the last factor in their constructs, except “guest-oriented staff selection”, are sequentially accounting for the least explained variance (the order of the latent variables presented in each path diagram is from top to bottom). It can be argued that the overall fit might be improved by removing these variables from the path diagram. However, no modifications have been made to any of the structural models because the constructs of these variables contain only 2 – 4 variables and this might weaken the constructs if any of their variables were deleted. For the variable, “guest-oriented staff selection”, it was in the first rank of the construct according to the Principal Components Analysis (PCA) and it should be the most explained variance of the TQM staff selection process factor. However, there was an addition of one more constraint in this construct in order to achieve the identification of the model. This means both of the variables in this construct were constrained and they had a similar degree of explained variance in the factor.

Apparently, “matching goals with the hotel”, instead of “guest-oriented staff selection”, became the most explained variance of this factor (0.48).

There is a significant strong covariance between the dimension of TQM staff selection: “communication” and “manual” (0.62 with C.R. = 5.28). This can be interpreted that the higher quality the hotels have in their staff selection manuals, the more likely do the hotels communicate with their applicants about the hotels, jobs and expectations. Due to the complex nature and the large number of the variables in this study, it was possible for these variables to overlap in their measurement of the different aspects in the hotel frontline staff perceptions. However, these measurement overlaps could be accepted because they provide some rational remarkable aspects for the study. As can be seen there are some correlations between the following observed variables:

- significantly between “hotels and jobs ideas” and “vague job descriptions and job specifications” (0.18 with C.R. = 2.26). This suggests that the more vague the job descriptions and job specifications are, the more eager the applicants want to know about the hotels and the jobs they are applying (in the viewpoints of the hotel staff).
- between “own expectation reveal” and “vague job descriptions and job specifications” (0.13). This can be assumed that the more vague the job descriptions and job specifications are, the more the applicants try to reveal their own expectations. This may happen when the applicants try to find out if their expectations in working for the hotels can be met by revealing their own expectations through their questions about jobs and hotels (in the viewpoints of the hotel staff).
- between “rushed or ignored job descriptions and job specifications” and “matching goals with the hotel”(0.13). This can be explained that the more rushed or ignored job descriptions and job specifications are, the more likely the hotel staff attempt to find out the hotel job standards in order to set and achieve their own goals and the hotel’s goals.
- between “same quality feeling with the hotel” and “discuss with people outside” (-0.14). This negative correlation suggests that the more similar quality feeling

with the hotel the staff have, the less possible they discuss about quality with people outside the hotel due to one of the hotel's rules and regulations. Most hotels considered that the information about their service quality is confidential due to the competitive advantage and any staff reveal or discuss it with the public, they will be dismissed. On the contrary, if the staff do not have the same quality feeling with the hotel and feel stressed, it is possible that they will speak out and discuss it with people outside more than with the insiders.

In addition, there is a causal relationship found between the latent unobserved variables: quality focus factor did cause quality care factor (0.34). This indicates that when the hotel staff have the same quality feeling with the hotel, put their all efforts in delivering service and take the service quality as their priority, then they will feel care about service quality as a result.

In **Figure 6.1** (p.148), it can be seen that there was an overall explanation of the dimension of self-commitment to service quality by the dimension of TQM staff selection: "quality focus" (0.20) and "quality care" (0.18). There was only one significant strong causal relationship between the TQM staff selection process factor and the quality focus factor (0.42 with Critical Ratio = 2.40). This indicates that in overall hotel frontline staff viewpoints, TQM staff selection does cause their perceptions of self-commitment to service quality, in particular TQM staff selection process and their focus on quality.

In summary, for the hotel frontline staff, TQM staff selection means communication between the hotels and the applicants as the first stance, quality staff selection manual as the second stance and quality staff selection process as the last stance. And their TQM staff selection variously determines their self-commitment to service quality: quality focus and quality care. Therefore, there is the existence of the correlation between TQM staff selection and self-commitment in service quality supporting **hypothesis one** (p.42).

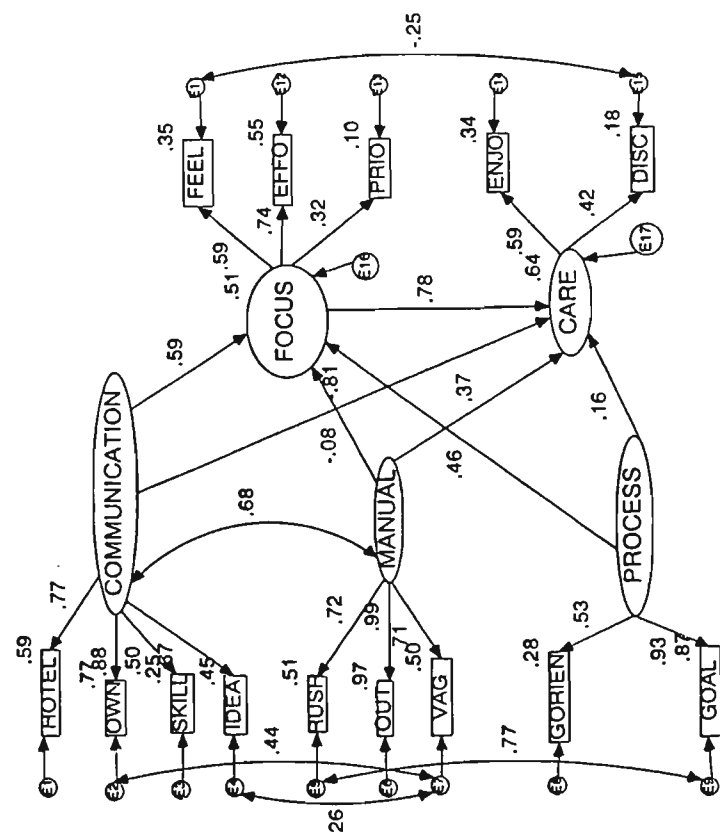
The model of the relationship between TQM staff selection and self-commitment to service quality did fit very well with the GFI = 0.94, AGFI = 0.90 and RMSEA = 0.05. Hence, it was taken for the comparison analysis between the staff sample in the Western hotels and the staff sample in the Thai hotels.

6.2.1.1 Model comparison of the relationship between TQM Staff selection and self-commitment to service quality which differed in the staff samples between the Western hotels and the Thai hotels

In order to compare the staff perceptions of TQM staff selection approaches and guest-orientation quality in the Western hotels and the Thai hotels (**aim four**, p.5 and **hypothesis three**, p.43), the model comparison of the relationship between TQM staff selection and self-commitment to service quality was made. The models of the relationship between TQM staff selection and self-commitment to service quality are presented in **Figure 6.2** (p.153) for the frontline staff sample in the Western hotels and **Figure 6.3** (p.153) for the frontline staff sample in the Thai hotels.

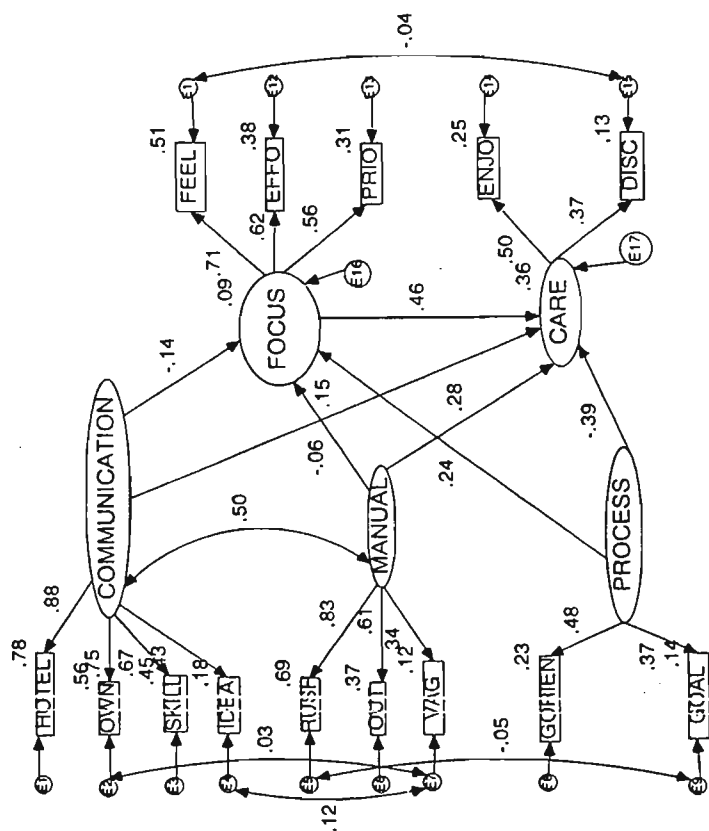
For **Figure 6.2** (p.153), the GFI was 0.84, AGFI was 0.75 and RMSEA was 0.09. This indicates that the model fitted fairly well for the staff sample in the Western hotels. Although the RMSEA was quite high but it is still in the acceptable range (not over 0.10). For the staff sample in the Thai hotels in **Figure 6.3** (p.153), the GFI was 0.92, AGFI was 0.87 and RMSEA was 0.00, suggesting that the model did fit extremely well and no errors could be found. Hence, it can be concluded that the model of the relationship between TQM staff selection and self-commitment to service quality fitted well with both the samples in the Western hotels and in the Thai hotels and was considered to be a reliable model.

Although the model of the relationship did fit better in the case of the Thai hotels rather than in the Western hotels, the overall explanation of self-commitment to service quality by TQM staff selection in the Western hotels sample was much better than in the Thai hotels sample. In the Western hotels, TQM staff selection did cause self-commitment to service quality in the factors of quality focus by 51% (0.51) and quality care by 64% (0.64). TQM staff selection in the Thai hotels caused self-commitment to service quality in the factors of quality focus by only 9% (0.09) and quality care by 36% (0.36).



GFI = .84
AGFI = .75
RMSEA = .09

FIGURE 6.2 RELATIONSHIP BETWEEN TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY IN THE WESTERN HOTELS IN THE STUDY



GFI = .92
AGFI = .87
RMSEA = .00

FIGURE 6.3 RELATIONSHIP BETWEEN TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY IN THE THAI HOTELS IN THE STUDY

There are 3 significant correlations and 4 significant covariances in the model of the Western hotels:

- focus and communication (causal, 0.59 with C.R. = 2.79)
- communication and care (causal, -0.80 with C.R. = -2.09)
- process and focus (causal, 0.46 with C.R. = 2.79)
- communication and manual (covariance, 0.68 with C.R. = 3.83)
- own expectation reveal and vague job descriptions and job specifications (covariance, 0.44 with C.R. = 2.73)
- hotels and jobs ideas and vague job descriptions and job specifications (covariance, 0.26 with C.R. = 2.11)
- rushed or ignored job descriptions and job specifications and matching goals with the hotel (covariance, 0.77 with C.R. = 2.89)

For the model of the Thai hotels, there is only one significant covariance relationship: communication and manual (covariance, 0.50 with C.R. = 3.59). It can be also clearly seen that the values of the covariances and correlations in the Western hotels were higher with more significances than these values in the Thai hotels. In addition, the observed variables in the Western hotel sample (with loadings ranging between 0.30 and 0.80 except 4 variables with loadings less than 0.30) were more strongly related to their respective latent unobserved variables than the observed variables in the Thai hotel sample (with loadings ranging between 0.30 and 0.70 except 6 variables with loadings less than 0.30). For these reasons, it can be concluded that TQM staff selection is more strongly related to self-commitment to service quality in the Western hotels than in the Thai hotels.

The most critical factors of the relationship differences between the Western hotels and the Thai hotels are noted as follows:

- In the Western hotels, communication between the hotels and the applicants had the positively significant causal relationship with quality focus (0.59 with significance = 2.79) in the viewpoints of their frontline staff. On the contrary, communication between the hotels and the applicants had the negative causal

relationship with quality focus (-0.14) in the viewpoints of the frontline staff in the Thai hotels. This can be explained that in the Western hotels, the more the hotels communicate with their applicants about the hotels, jobs and expectations, the clearer views the applicants have in focusing on the service quality that the hotels require. On the other hand, this situation in the Thai hotels was different. The more the hotels communicate with their applicants about the hotels, the jobs and expectations, the less focus on service quality the applicants have. This may be because they feel confused with the big loads of the information and do not know where and how to focus on service quality. This can be explained by the cultural differences, the Westerners dare to ask when they do not understand but for the Thais, it means saving face is more important than better understanding. Therefore, even they do not understand, they will keep silent or inform that they do understand in order to save face.

- Communication between the Western hotels and the applicants caused very strong negative significant feeling about quality care (-0.81 with significance = -2.09) whereas communication between the Thai hotels and their applicants caused positive feeling about quality care (0.15) (in the viewpoints of the frontline staff). This means the more the Western hotels communicate with their applicants, the less care about the service quality the applicants feel. In the different point of view, the more the Thai hotels communicate with the applicants, the more feeling of quality care the applicants have. This is because the applicants feel that the hotels care for them and communicate with them satisfactorily. Therefore, they also care about the hotels' service quality as the hotels care. For the Western hotels, it can be explained according to Worsfold (1999) that the staff may demonstrate a commitment to providing quality service as the previous result (communication between the hotels and the applicants had the positively significant causal relationship with quality focus) without being committed to their hotels and feeling care about the hotels' service quality.
- TQM staff selection process in the Western hotels had a positive causal relationship with quality care (0.16) while TQM staff selection process in the Thai

hotels had a negative causal relationship with quality care (-0.39). The possible explanation is that in the Western hotels, the frontline staff have more knowledge about TQM and for them, the higher quality does the staff selection process have, the more care about the service quality of the hotels they feel. On the contrary, the frontline staff in the Thai hotels feel less care about the hotels' service quality even the higher quality is their staff selection process. This is because they think they have no involvement in the staff selection process.

- In the Western hotels, the more rushed or ignored the job descriptions and job specifications are, the easier the applicants match their common experiences, values and personal goals with the hotels' ones (0.77 with significance = 2.89). In the opposite way, the more rushed or ignored the job descriptions and job specifications are, the less possible that the applicants match their common experiences, values and personal goals with the hotels' ones (-0.05).

In summary, the research aim four (p.5) to compare the staff perceptions of TQM staff selection approaches and guest-orientation quality in a sample of the hotels in Western countries and the hotels in Thailand was achieved and **hypothesis three** (p.43) to find out the significant differences in the frontline staff perceptions of TQM staff selection and guest-orientation quality between the Western hotels in Western countries and the Thai hotels was supported.

6.2.2 *MODEL FOR THE RELATIONSHIP OF TQM TRAINING AND HOTEL COMPETENCY IN SERVICE QUALITY*

In order to test **hypothesis two** (p.43) if TQM training is correlated with hotel competency in service quality, the SEM was used to find the model for this relationship based on the results of the PCA. For the dimension of TQM training, the Principal Components Analysis identified a four-factor solution with 12 variables: 1) design; 2) commitment; 3) needs and 4) results. For the dimension of hotel competency in service quality, there is a three-factor solution with 11 variables: 1) benchmarking; 2) commitment and 3) monitor. In the benchmarking factor, there are five variables and this exceeded the required number of the indicators in one construct

(3-4 indicators per construct). Therefore, the last rank variable (current quality compared with the competitors) in that factor was deleted. This made the total number of the variables in this dimension decrease to be 10 variables within three factors. When the SEM was used shown in **Figure 6.4** (p.158), all of these factors in the both dimensions were identified as the key factors; therefore none of them were eliminated. The strongest relationships were noticed between the following dimensions and their indicators:

DIMENSION OF TQM TRAINING:

- 1) **Design** and its four indicators: helping solve problems and improve work processes (SOLVE), opportunities in training (OPP), seminars and meetings about quality (MEET) and only on-the-job training (OJT)
- 2) **Commitment** and its four indicators: training costs and benefits (COST), expense, not long-term investment (EXP), taking off direct guest service (DUTY) and single event, not process (EVENT)
- 3) **Needs** and its two indicators: filling new positions (NEW) and something wrong (WRONG)
- 4) **Result** and its two indicators: guest relations skills (GRS) and managers' satisfaction in staff guest relations skills (MGR)

DIMENSION OF HOTEL COMPETENCY IN SERVICE QUALITY:

- 1) **Benchmarking** and its three indicators: current quality compared with world leaders (QUAL), process quality compared with world leaders (PROC), best practices (BEST) and process quality compared with competitors (COMP)

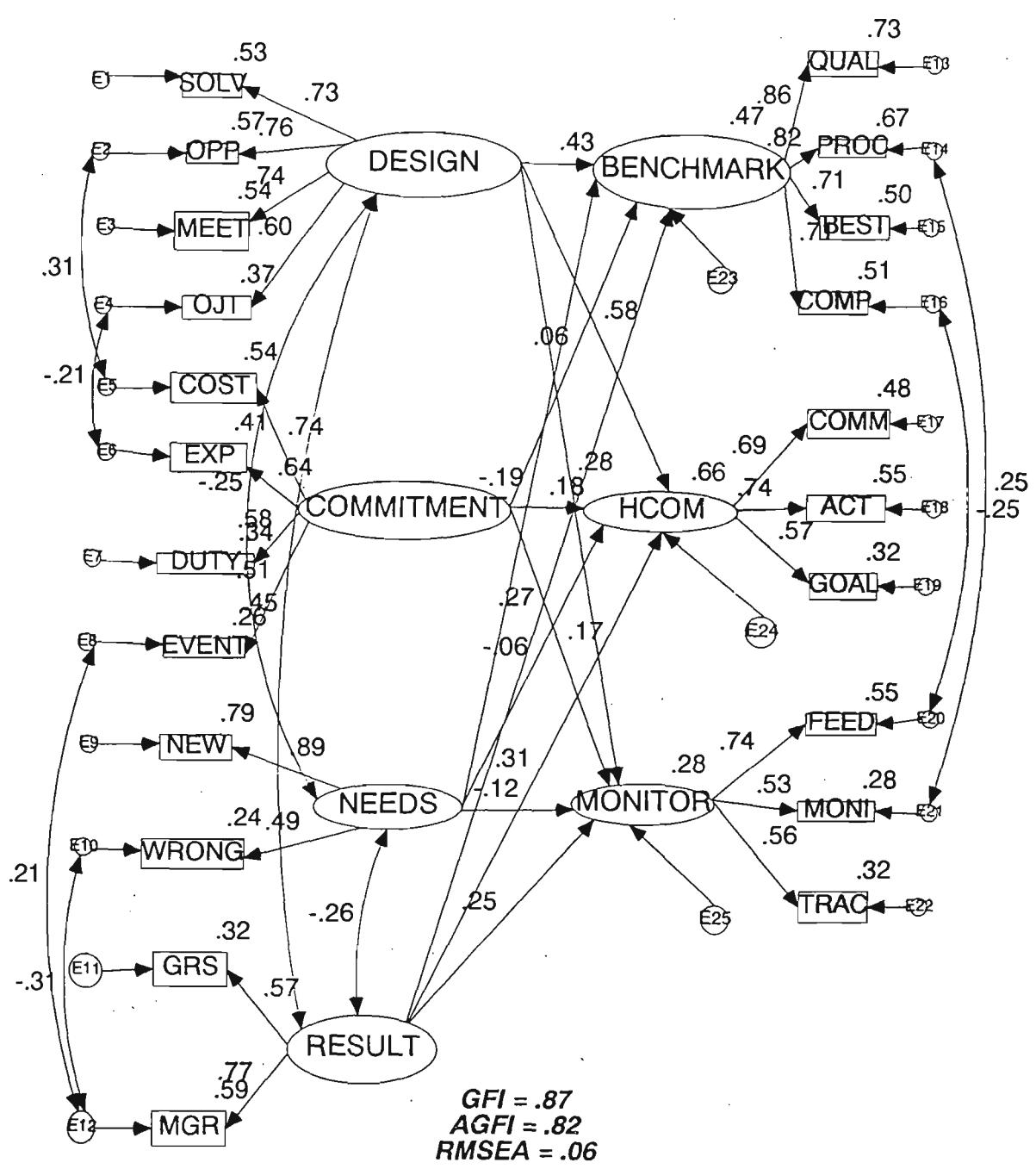


FIGURE 6.4 RELATIONSHIP BETWEEN TQM TRAINING AND HOTEL COMPETENCY IN ALL THE HOTELS IN THE STUDY

- 2) **Hotel commitment** and its three indicators: satisfied guest commitment (COMM), managers' actions (ACT) and hotel's goals (GOAL)
- 3) **Monitor guest satisfaction** and its three indicators: guests' feedback (FEED), guest complaint monitor (MONI) and guest satisfaction tracking (TRAC)

All of the observed variables had high standardized regression weights in the range between 0.49 and 0.89, and were explained by between 0.30 and 0.70 squared multiple correlations, by their respective latent variables. However, some variables were poorly accounted for: "single event, not process" (0.26), "something wrong" (0.24) and "guest complaint monitor" (0.28). In order to avoid weakening the constructs of these variables, there was no deletion of these variables although they were in the second or last rank in the construct.

There were some significant covariances between the factors in the dimension of TQM training:

- between design and result (0.45 with C.R. = 3.43). This indicates that the more quality-based the training design is, the better training results the hotels gain.
- between needs and result (-0.26 with C.R. = -2.36). This can be explained that the more training needs the hotels find, the lower training results the hotels achieve. This is because the hotels have too many training needs, so it is quite difficult to achieve all the results of these training needs. This suggests the hotels to emphasize only in the key training needs in order to gain the training results required.
- between design and needs (-0.25 with C.R. = -2.61). This implies that the more training needs the hotels find, the less quality training design the hotels have. Too

many training needs make it difficult and too confused to design the training programs.

There were also some significant covariances between the observed variables:

- between “opportunities in training” and “training costs and benefits” (0.31 with C.R. = 2.99). The higher the opportunities in training the staff have, the more training costs and benefits the hotels have to spend.
- between “only on-the-job training” and “expense, not long-term investment” (-0.21 with C.R. = -2.38). The more on-the-job training programs the hotels have, the less expense and the less investment the hotels have to pay.
- between “single event, not process” and “managers’ satisfaction in staff guest relations skills” (0.21 with C.R. = 2.12). The more training as a single event, not continuous process is, the higher the managers feel satisfied in the staff guest relations skills. This suggests that the managers count on the quantity of training, not quality.
- between “something wrong” and “managers’ satisfaction in staff guest relations skills” (-0.31 with C.R. = -2.99). The more errors and mistakes in the hotels there are, the less satisfied the managers feel in staff guest relations skills.
- between “process quality compared with world leaders” and “guest complaint monitor” (0.25 with C.R. = 2.76). The more the process quality of the hotels is compared with the world leaders, the more actions in guest complaint monitor the hotels take.
- between “process quality compared with competitors” and “guests’ feedback” (-0.25 with C.R. = -2.54). The more the process quality of the hotels is compared with the competitors, the less the hotels gain the guests’ feedback. When the hotels continuously improve and update their process quality to compete with

their competitors, the service in the hotels will also improve and less feedback will come from the hotel guests.

The overall strong explanation of hotel competency in service quality by TQM training was in the factors of benchmarking (47% or 0.47), hotel commitment (66% or 0.66) and monitor (28% or 0.28). The linkages between these two dimensions through the factors varied significantly. There were significant strong paths between the following factors:

- Training design significantly caused benchmarking by 43 % (0.43 with C.R. = 4.49).
- Training commitment significantly caused hotel commitment in service quality by 18% (0.18 with C.R. = 2.18).
- Training design significantly caused hotel commitment in service quality by 58 % (0.58 with C.R. = 5.18).
- Training design significantly caused monitoring guest satisfaction by 28 % (0.28 with C.R. = 2.39).
- Training result significantly caused benchmarking by 27 % (0.27 with C.R. = 2.69).
- Training result significantly caused hotel commitment in service quality by 31 % (0.31 with C.R. = 2.80).
- Training result significantly caused monitoring guest satisfaction by 25 % (0.25 with C.R. = 2.02).

The GFI of the model was 0.87, AGFI was 0.82 and RMSEA was 0.06. This indicates that the model of the relationship between TQM training and hotel competency in service quality fitted fairly well. Consequently, it can be concluded that in overall, TQM staff selection does cause hotel competency in service quality as a support for **hypothesis two** (p.43). TQM training for the hotel frontline staff means training design, commitment in training, training needs and training results respectively. Hotel competency in service quality means benchmarking as the first,

hotel commitment in service quality as the second and monitoring guest satisfaction as the third.

Due to the well-fitted model, it was taken for the comparison analysis in the staff samples between the Western hotels and the Thai hotels in the next section.

6.2.2.1 Model comparison of the relationship between TQM training and hotel competency in service quality which differed in the staff samples between the Western hotels and the Thai hotels

In order to compare the staff perceptions of TQM training approaches and guest-orientation quality in the Western hotels and the Thai hotels (**aim four**, p.5 and **hypothesis three**, p.43), the model comparison of the relationship between TQM training and hotel competency in service quality was made. The models of the relationship between TQM training and hotel competency in service quality are presented in **Figure 6.5** (p.163) for the Western hotels and **Figure 6.6** (p.163) for the Thai hotels.

For **Figure 6.5** (p.163), the GFI was 0.79, the AGFI was 0.72 and the RMSEA was 0.08. This indicates that the model fitted fairly well for the staff sample in the Western hotels. For the staff sample in the Thai hotels in **Figure 6.6** (p.163), the GFI was 0.80, the AGFI was 0.73 and the RMSEA was 0.08, suggesting that the model did fit fairly well. Hence, it can be concluded that the model of the relationship between TQM training and hotel competency in service quality fitted well with both the samples in the Western hotels and in the Thai hotels and was considered to be a reliable model.

Although the model of the relationship did fit slightly better in the Thai hotels than in the Western hotels, the overall explanation of hotel competency in service quality by TQM training in the Western hotels sample was slightly better than in the Thai hotels sample, except in the factor of monitoring guest satisfaction. In the Western hotels, TQM training did cause hotel competency in service quality in the factors of benchmarking by 55% (0.55), hotel commitment in service quality by 72% (0.72) and

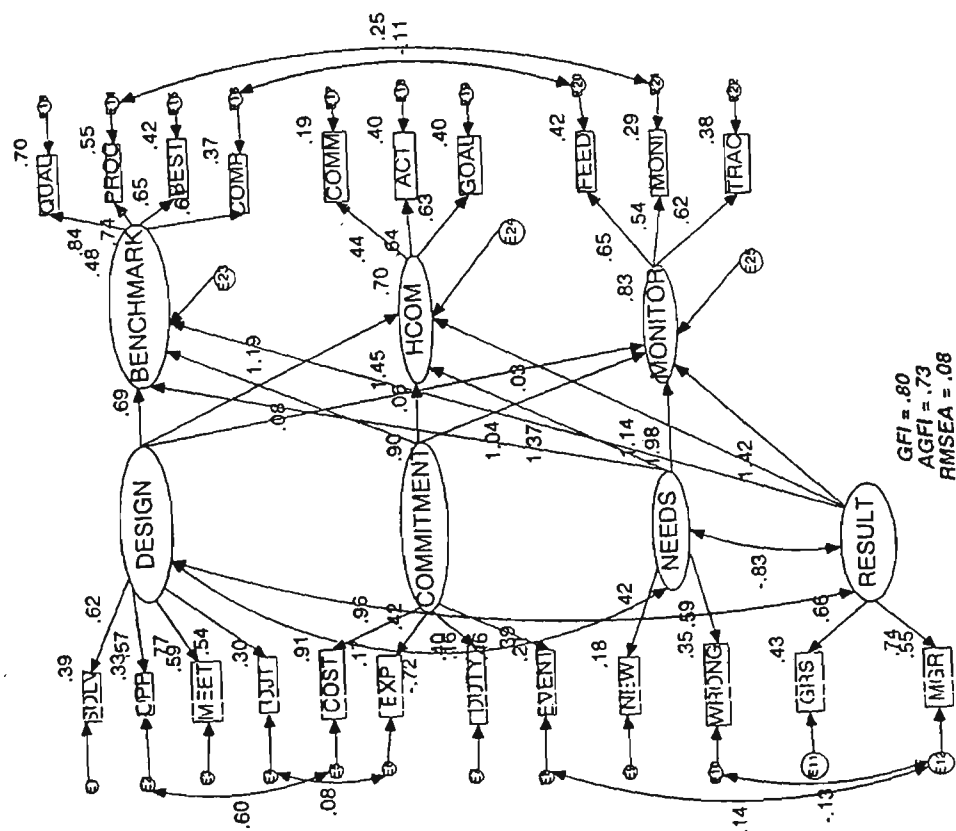


FIGURE 6.5 RELATIONSHIP BETWEEN TOM TRAINING AND HOTEL COMPETENCY IN THE THAI HOTELS IN THE STUDY

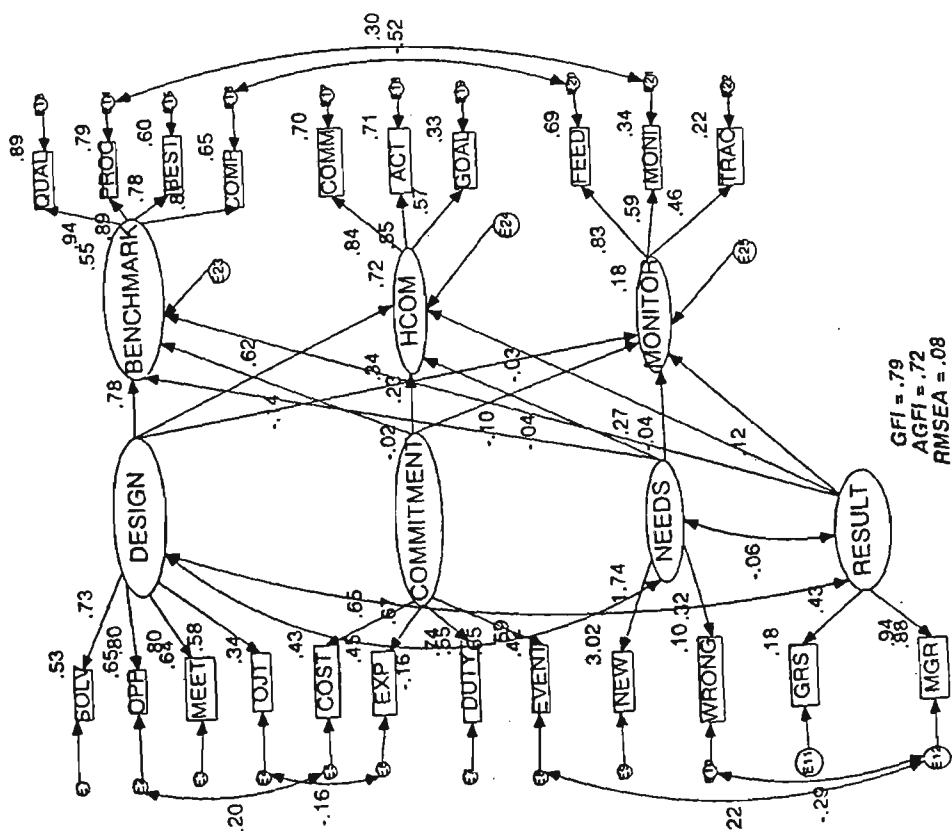


FIGURE 6.6 RELATIONSHIP BETWEEN TOM TRAINING AND HOTEL COMPETENCY IN THE THAI HOTELS IN THE STUDY

monitoring guest satisfaction by 18% (0.18). TQM training in the Thai hotels caused hotel competency in service quality in the factors of benchmarking by 48% (0.48), hotel commitment by 70% (0.70) and monitoring guest satisfaction by 83% (0.83).

There were 3 significant correlations and 4 significant covariances in the model of the Western hotels:

- design and benchmarking (causal, 0.78 with C.R. = 4.99)
- commitment and hotel commitment (causal, 0.23 with C.R. = 2.29)
- design and hotel commitment (causal, 0.62 with C.R. = 3.99)
- design and result (covariance, 0.59 with C.R. = 2.24)
- design and needs (covariance, -0.16 with C.R. = -2.17)
- process quality compared with world leaders and guest complaint monitor (covariance, 0.30 with C.R. = 2.18)
- process quality compared with competitors and guests' feedback (covariance, -0.52 with C.R. = -2.87)

For **Figure 6.5** (p.163), the GFI was 0.79, the AGFI was 0.72 and the RMSEA was 0.08. This indicates that the model fitted fairly well for the staff sample in the Western hotels. For the staff sample in the Thai hotels in **Figure 6.6** (p.163), the GFI was 0.80, the AGFI was 0.73 and the RMSEA was 0.08, suggesting that the model did fit fairly well. Hence, it can be concluded that the model of the relationship between TQM training and hotel competency in service quality fitted well with both the samples in the Western hotels and in the Thai hotels and was considered to be a reliable model.

Although the model of the relationship did fit slightly better in the Thai hotels than in the Western hotels, the overall explanation of hotel competency in service quality by TQM training in the Western hotels sample was slightly better than in the Thai hotels sample, except in the factor of monitoring guest satisfaction. In the Western hotels, TQM training did cause hotel competency in service quality in the factors of benchmarking by 55% (0.55), hotel commitment in service quality by 72% (0.72) and monitoring guest satisfaction by 18% (0.18). TQM training in the Thai hotels caused

hotel competency in service quality in the factors of benchmarking by 48% (0.48), hotel commitment by 70% (0.70) and monitoring guest satisfaction by 83% (0.83).

There were 3 significant correlations and 4 significant covariances in the model of the Western hotels:

- design and benchmarking (causal, 0.78 with C.R. = 4.99)
- commitment and hotel commitment (causal, 0.23 with C.R. = 2.29)
- design and hotel commitment (causal, 0.62 with C.R. = 3.99)
- design and result (covariance, 0.59 with C.R. = 2.24)
- design and needs (covariance, -0.16 with C.R. = -2.17)
- process quality compared with world leaders and guest complaint monitor (covariance, 0.30 with C.R. = 2.18)
- process quality compared with competitors and guests' feedback (covariance, -0.52 with C.R. = -2.87)

For the model of the Thai hotels, there were 2 significant correlations and 5 significant covariances:

- design and hotel commitment (causal, 1.19 with C.R. = 2.04)
- result and benchmarking (causal, 1.04 with C.R. = 2.00)
- design and result (covariance, 0.39 with C.R. = 2.38)
- design and needs (covariance, -0.72 with C.R. = -2.70)
- needs and result (covariance, -0.83 with C.R. = -2.87)
- process quality compared with world leaders and guest complaint monitor (covariance, 0.25 with C.R. = 2.06)
- opportunities in training and training costs and benefits (covariance, 0.60 with C.R. = 2.06)

The number of significant correlations and covariances in the Western hotels were equal to the number in the Thai hotels. However, there were more number of significant correlations in the model of the Western hotels and the observed variables (with loadings ranging between 0.30 and 3.02 except 2 variables with loadings less

than 0.30) were more strongly related to their respective latent unobserved variables than the observed variables in the Thai hotels sample (with loadings ranging between 0.30 and 0.90 except 7 variables with loadings less than 0.30). For these reasons, it can be concluded that the TQM staff selection is more strongly related to self-commitment to service quality in the Western hotels than in the Thai hotels.

The most critical factors of the relationship differences between the Western hotels and the Thai hotels are noted as follows:

- In the Western hotels, training needs had the negative causal relationship with monitoring guest satisfaction (-0.04) in the viewpoints of their frontline staff. On the contrary, training needs had the positive causal relationship with quality focus (1.98) in the viewpoints of the frontline staff in the Thai hotels. This can be explained that in the Western hotels, the more the hotels find the training needs, the less the hotels monitor guest satisfaction in their hotels. On the other hand, this situation in the Thai hotels was different. The more the hotels find the training needs, the more the hotels monitor their guest satisfaction. That is why TQM training in the Thai hotels could explain more in the factor of monitoring guest satisfaction than TQM training in the Western hotels.
- Training commitment in the Western hotels had the negative causal relationship with benchmarking (-0.14). This means that the more commitment in training the hotels have, the less benchmarking the hotels perform. Maybe the hotels feel confidence in their quality after putting more commitment in training, so they suppose they do not need to benchmark the quality from their competitors and the world leaders. On the opposite side, training commitment in the Thai hotels had the positive causal with benchmarking (0.08). The more the hotels commit in training, the more benchmarking the hotels perform. This means the hotels still need more knowledge about quality and benchmark it from their competitors and world leaders while putting more commitment in training.

- In the western hotels, commitment in training had the negative causal relationship with monitoring guest satisfaction in the hotels (-0.03). This same degree of the relationship was also found in the Thai hotels but in the positive way (0.03). This can be explained that the Western hotels have so much confidence when they have more commitment in training that they less monitor their guest satisfaction. On the other hand, the Thai hotels put more emphasis on monitoring guest satisfaction in their hotels when they put more commitment in training in order to see the training results in guest satisfaction.
- The more the Western hotels learn and benchmark the quality from their competitors and world leaders, the less training needs they find from this benchmarking (-0.02). This may be because the Western hotels have already had some ideas about quality and performed some quality activities. However, this was absolutely different in the Thai hotels. When the Thai hotel learn and benchmark from their competitors and the world leaders, they suppose to find more training needs from the benchmarking (0.90) since they still lacks knowledge about quality.
- The more training needs the Western hotels have, the less committed in service quality the hotels are (-0.04). This may be because the Western hotels prefer to have only key specific training needs to design their training programs. The more training needs for them means more confusion. On the contrary, the more training needs the Thai hotels have, the more commitment in service quality they put (1.37). Training needs for the Thai hotels suppose to be problems that they have to solve; therefore they put more efforts and commitment in solving them in order to improve their service quality.
- The more training results the Western hotels gain, the less benchmarking the hotels perform (-0.10) due to their high confidence about their high quality service. This is opposite with the Thai hotels. The more training results the Thai hotels have, the more benchmarking they perform (1.04) due to the lack of the service quality knowledge.

- For the Western hotels, the more on-the-job training the hotels have, the less ideas about training as an expense, not a long-term investment the staff have (-0.16). This result was consistent with the descriptive data analysis results in the dimension of guest contact competency in Section 6.4. Most of the Western staff (38.9% of the Australian staff and 35.7% of the American hotels) still lack the specialist knowledge. Therefore, more on-the-job training make them feel better about training. On the other hand, the Thai staff have more perceptions of training as an expense, not long-term investment when the hotels have more on-the-job training programs for them (0.08). Most Thai staff are very keen on specialist knowledge (62.4%), so they do not need more on-the-job training. They suppose to think that the hotels do not invest in training because on-the-job training spends less budgets than the other training methods.

In summary, the research **aim four** (p.5) to compare the staff perceptions of TQM training approaches and guest-orientation quality in a sample of the hotels in Western countries and the hotels in Thailand was achieved and **hypothesis three** (p.43) to find out the significant differences in the frontline staff perceptions of TQM training and guest-orientation quality between the Western hotels and the Thai hotels was supported.

6.2.3 *MODEL FOR THE RELATIONSHIP OF TQM TRAINING AND GUEST CONTACT COMPETENCY*

In order to test **hypothesis two** (p.43) if TQM training has the correlation with guest contact competency, the SEM was used to find out the model of this relationship based on the results of the PCA. For the dimension of TQM training, the details of its factors and the indicators are already presented in the above **Section 7.2.3**. For the dimension of guest contact competency, there was four-factor solution with 14 variables: 1) information handling; 2) energy; 3) people focus and 4) dependability. In information handling factor, there were five variables and this exceeded the required number of the indicators in one construct (3-4 indicators per construct). Therefore, the last rank variable (specialist knowledge) in that factor was deleted. This made the total number of the variables in this dimension decrease to be 13

variables within four factors. When the SEM was used shown in Figure 6.7 (p.170), all of these factors in the both dimensions were identified as the key factors; therefore none of them were eliminated. The strongest relationships were noticed between the following dimensions and their indicators:

DIMENSION OF GUEST CONTACT COMPETENCY:

- 1) **Information handling** and its four indicators: using initiative (INIT), fact finding (FACT), problem solving (PROB) and results driven (DRIVE)
- 2) **Energy** and its four indicators: guest focus (GFO), team working (TEAM), resilient (RSL) and quality orientation (QUO)
- 3) **People focus** and its three indicators: relating to guests (RELA), convincing (CONV) and communicating orally (ORAL)
- 4) **Dependability** and its two indicators: reliability (RELY) and organisation (ORG)

All The observed variables had a high standardized regression weight in the range between 0.46 and 0.88, and were explained by between 0.20 and 0.77 squared multiple correlations, by their respective latent variables. However, some variables were poorly accounted for: “single event, not process” (0.26), “guest relations skills” (0.28), “relating to guests” (0.21), “results driven” (0.28), “reliability” (0.25) and “team working” (0.17). In order to avoid weakening the constructs of these variables, there was no deletion of these variables although some of them were in the last loading rank in the construct.

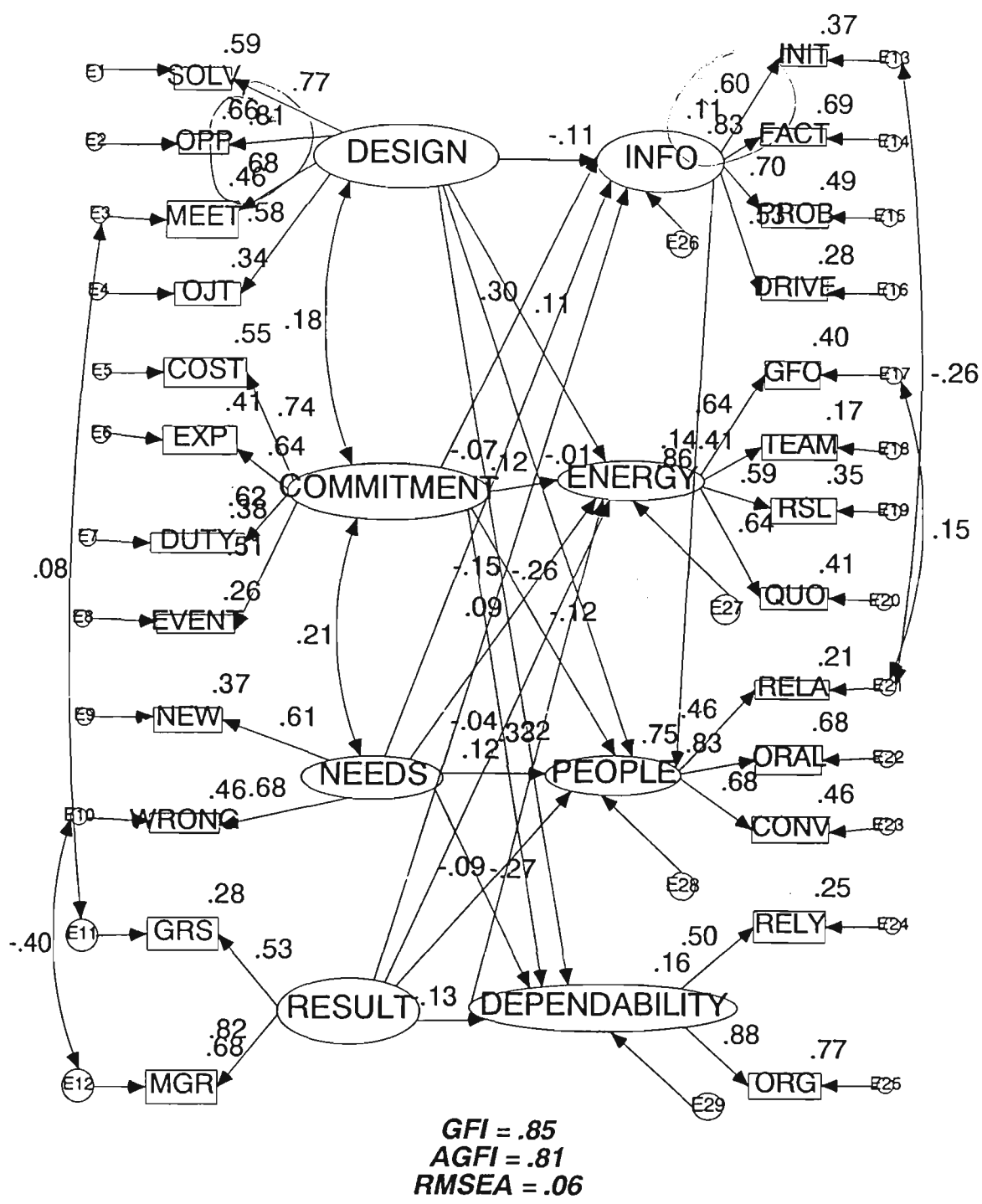


FIGURE 6.7 RELATIONSHIP BETWEEN TQM TRAINING AND GUEST CONTACT COMPETENCY IN ALL THE HOTELS IN THE STUDY

There were some covariances between the factors in the dimension of TQM training:

- between commitment and needs (0.21). The more training needs the hotels find, the more commitment in training the hotels have.
- between commitment and design (0.18). The more committed in training the hotels are, the more quality-based training design the hotels have.

There were also some covariances between the observed variables:

- between “something wrong” and “managers’ satisfaction in staff guest relations skills” (-0.40 with C.R. = -2.76). The more “something wrong” happen in the service quality process, the less satisfied the hotel managers feel with their staff guest relations skills.
- between “using initiative” and “relating to guests” (-0.26 with C.R. = -3.17). The more competent in relating to guests the staff are, the less chance for the staff in using initiative there is.
- between “guest focus” and “relating to guests” (0.15). The higher guest focus skills the hotel frontline staff have, the more competent in relating to guests they are.
- between “seminars and meetings about quality” and “guest relations skills” (0.08). The more seminars and meetings about quality the hotel staff attend, the higher guest relations skills they have.

Two causal relationships were identified between the factors in the dimension of guest contact competency as follows:

- Information handling significantly caused People focus by 86% (0.86 with C.R. = 4.46). People focus skills are mainly developed from information handling skills.

- Dependability skills significantly caused energy skills by 33% (0.33 with C.R. = 2.61).

The distinct overall explanation of guest contact competency by TQM training was in the factors of people focus (75% or 0.75), dependability (16% or 0.16), energy (14% or 0.14) and information handling (11% or 0.11). There were two significant paths between the following factors:

- Training design had significant causal relationship with dependability skills in the negative way by 26 % (-0.26 with C.R. = -2.16). In general, training design is in the responsibilities of training department and hotel managers, staff are not allowed to get involved in training design (Buick and Muthu, 1997). Therefore, they feel that training design constrains their dependability skills.
- Training commitment had significantly causal relationship with information handling skills in the positive way by 30% (0.30 with C.R. = 2.77).

The GFI of the model was 0.85, AGFI was 0.81 and RMSEA was 0.06. This indicates that the model of the relationship between TQM training and hotel competency in service quality fitted fairly well. Consequently, it can be concluded that in overall, TQM training does cause guest contact competency supporting **hypothesis two** (p.43). TQM training for the hotel frontline staff means training design, commitment in training, training needs and training results respectively. Guest contact competency for the staff means information handling skills as the first, energy skills as the second, people focus skills as the third and dependability skills as the last.

Due to the well-fitted model, it was taken for the comparison analysis in the staff samples between the Western hotels and the Thai hotels in the next section.

6.2.3.1 Model comparison of the relationship between TQM training and guest contact competency which differed in the staff samples between the Western hotels and the Thai Hotels

In order to compare the staff perceptions of TQM training approaches and guest-orientation quality in the Western hotels and the Thai hotels (**aim four**, p.5 and **hypothesis three**, p.43), the model comparison of the relationship between TQM training and guest contact competency was made. The models of the relationship between TQM training and guest contact competency are presented in **Figure 6.8** (p.174) for the Western hotels and **Figure 6.9** (p.174) for the Thai hotels.

For **Figure 6.8** (p.174), the GFI was 0.75, the AGFI was 0.68 and the RMSEA was 0.08. This indicates that the model fitted fairly well for the staff sample in the Western hotels. For the staff sample in the Thai hotels in **Figure 6.9** (p.174), the GFI was 0.78, the AGFI was 0.72 and the RMSEA was 0.07, suggesting that the model did fit well. Hence, it can be concluded that the model of the relationship between TQM training and guest contact competency fitted well with both the samples in the Western hotels and in the Thai hotels and was considered to be a reliable model.

The model of the relationship did fit better in the Thai hotels than in the Western hotels and the overall explanation of hotel competency in service quality by TQM training in the Thai hotels sample was better than in the Western hotels sample, except in the factor of people focus. In the Western hotels, TQM training did cause guest contact competency in the factors of information handling by 6% (0.06), energy by 8% (0.08), people focus by 104% (1.04) and dependability by 4% (0.04). TQM training in the Thai hotels caused guest contact competency in the factors of information handling by 86% (0.86), energy by 74% (0.74), people focus by 71% (0.71) and dependability by 6% (0.06).

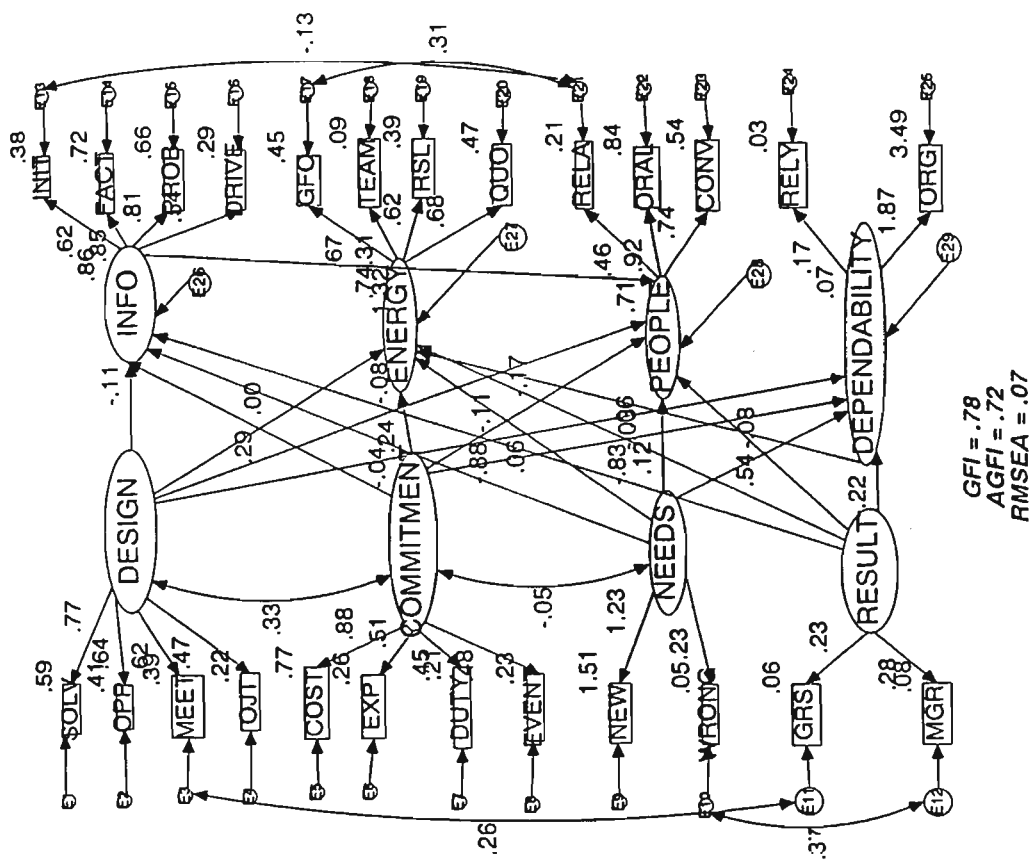


FIGURE 6.9 RELATIONSHIP BETWEEN TQM TRAINING AND GUEST CONTACT COMPETENCY IN THE THAI HOTELS IN THE STUDY

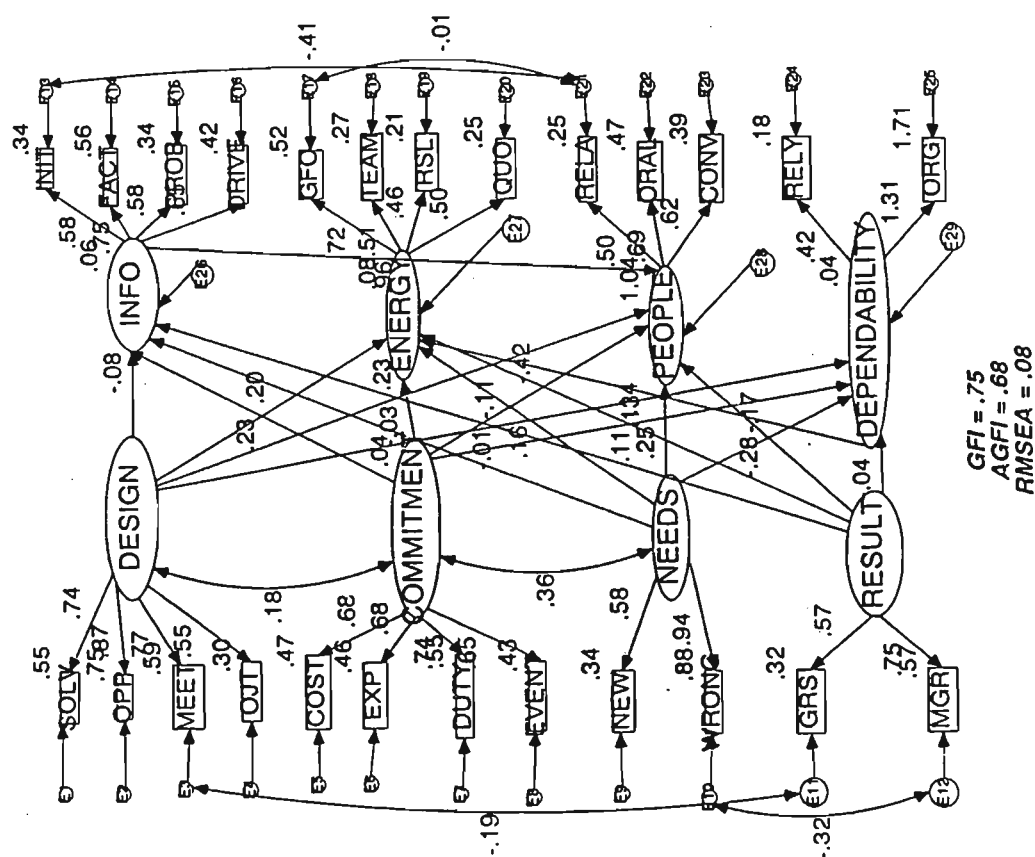


FIGURE 6.8 RELATIONSHIP BETWEEN TQM TRAINING AND GUEST CONTACT COMPETENCY IN THE WESTERN HOTELS IN THE STUDY

There were 2 significant correlations and 1 significant covariance for the model of the Western hotels:

- commitment and people focus (causal, -0.42 with C.R. = -2.37)
- people focus and information handling (causal, 0.96 with C.R. = 3.01)
- “using initiative” and “relating to guests”(covariance, -0.41 with C.R. = -3.15)

For the model of the Thai hotels, there were 3 significant correlations and 4 significant covariances:

- commitment and information handling (causal, 0.29 with C.R. = 2.11)
- result and information handling (causal, -0.88 with C.R. = -1.96)
- result and energy (causal, -0.83 with C.R. = -2.02)
- commitment and design (covariance, 0.33 with C.R. = 2.40)
- “something wrong” and “managers’ satisfaction in staff guest relations skills” (covariance, -0.37 with C.R. = -3.45)
- “guest focus” and “relating to guests” (covariance, 0.31 with C.R. = 2.68)
- “seminars and meetings about quality” and “guest relations skills”(covariance, 0.26 with C.R. = 2.34)

The number of the significant covariances and correlations in the Thai hotels were higher than the number in the Western hotels. However, the observed variables in the Western hotels sample (with loadings ranging between 0.42 and 1.31) were more strongly related to their respective latent unobserved variables than the observed variables in the Thai hotels sample (with loadings ranging between 0.30 and 1.87 except 4 variables with loadings less than 0.30).

The majority of differences were the type of the relationships (positive/negative) and the degree of the relationships. Based upon the most critical factors of the relationship differences between the Western hotels and the Thai hotels, it can be summarized as the following:

- Training design caused positive perception for the Western hotel staff in increasing their people focus skills by 23% and energy skills by 20% whereas it caused negative perception in decreasing their information handling skills by 8% and dependability skills by 11%. For the Thai hotel staff, training design had no effects on their energy skills (0.00) but lessen information handling skills by 11%, people focus skills by 8% and dependability skills by 11%. Therefore, in order to avoid negative perceptions from the frontline staff, the Western hotels are not necessary to stress their training design in information handling skills and dependability skills, but they can stress in people focus skills and energy skills. For the Thai hotels, maybe most of the Thai staff are so experienced and have been trained in guest relations skills several times as shown in the results of the descriptive data analysis of guest contact competency in **Section 5.4**; therefore, the Thai hotels should put less emphasis on training design in guest relations skills.
- Commitment in training did cause positive perception for the Western hotel staff in boosting their information handling skills by 23% and dependability skills by 14% but it caused negative perception in decreasing their energy skills by 3% and people focus skills by 42%. For the Thai hotel staff, commitment in training helps increasing their information handling skills by 29%, dependability skills by 6% and energy skills by 24% but it lessen people focus skills by 17%. With these indicators, the Western hotels and the Thai hotels are required to enhance the frontline staff perception in training commitment in order to heighten their guest contact competency but put less emphasis on the training commitment in their people focus skills.
- Training needs had positive relationships in the Western hotel staff perception with their people focus skills by 25%, energy skills by 16% and information handling by 4% but it caused the negative perception in lessening their dependability skills by 16% and dependability skills by 8%. For the Thai hotel staff perception, training needs increases their people focus skills by 12% and energy skills by 6% but it decreases their information handling by 4% and

dependability skills by 8%. Due to no involvement of staff in finding training needs in the hotels, the staff in both the Western hotels and the Thai hotels feel that training needs lessen their dependability skills. Hence, the involvement of staff in finding training needs is recommended.

- Training result caused positive perceptions for the Western hotel staff in increasing only energy skills by 11%, as well as for the Thai hotel staff in enhancing only people focus skills by 54%. However, training results caused negative perception for the staff in decreasing the other three guest contact competency factors in both the Western hotels and the Thai hotels:
 - Information handling skills by 1% for the Western hotels staff and by 88% for the Thai hotels staff,
 - dependability skills by 4% for the Western hotels staff and 22% for the Thai hotels staff,
 - energy skills by 83% for the Thai hotels staff, and
 - people focus skills by 28% for the Western hotels staff

This can be explained that the hotel staff may suppose training results as one of their performance appraisals from their managers, so they feel constrained about training results. Therefore, the hotels should loose the knots about training results and make training results more attractive and challenging.

With the higher overall explanation and the better fit of the model, it may be concluded that TQM training is more strongly related to self-commitment to service quality in the Thai hotels than in the Western hotels.

In summary, research **aim four** (p.5) to compare the staff perceptions of TQM training approaches and guest-orientation quality in a sample of the hotels in Western countries and the hotels in Thailand was achieved and **hypothesis three** (p.43) to find out the significant differences in the frontline staff perceptions of TQM training and guest-orientation quality between the Western hotels and the Thai hotels was supported.

All the above sections using the SEM, are the models of the relationships between the dimensions but the next section will be the confirmation of the model identified by the principal components analysis in the dimension of guest satisfaction in service quality. Therefore, the Chi-square values, the degrees of freedom and the probability levels were used to assess the model fit. Byrne (2001) indicates that for the goodness-of-fit of a confirmatory factor analytic model, the higher the probability level is, the closer is the fit between the model and the perfect fit.

6.2.4 MODEL FOR GUEST SATISFACTION WITH SERVICE QUALITY

The SEM was used to find out the overall model of guest satisfaction with service quality before this model was taken to measure guest satisfaction levels within and between “Western” hotels and “Asian” hotels to achieve the research aim six (p.5). For the dimension of guest satisfaction with service quality, the Principal Components Analysis identified only one factor with all the 20 variables. When the SEM was used as shown in **Figure 6.10** (p.179), all of these 20 variables were identified only the four highest loading variables in the factor; therefore there were four indicators in the model. The SEM was used in this dimension to confirm the results of this dimension in the Principal Components Analysis. The variances and the factor loadings are as follows:

DIMENSION OF GUEST SATISFACTION WITH SERVICE QUALITY:

- 1) **Guest satisfaction** and its four indicators: are sympathetic/reassuring (SYMPATHY), feel appreciated for the guest’s business (APPRECIATE), give individual attention (ATTENTION) and are able to handle guests’ complaints (COMPLAINT)

All of the observed variables had high factor loadings in the range between 0.87 and 0.91, and their variances were accounted for by the variance in guest satisfaction with service quality of between 76% and 82%. This indicates that guest satisfaction was

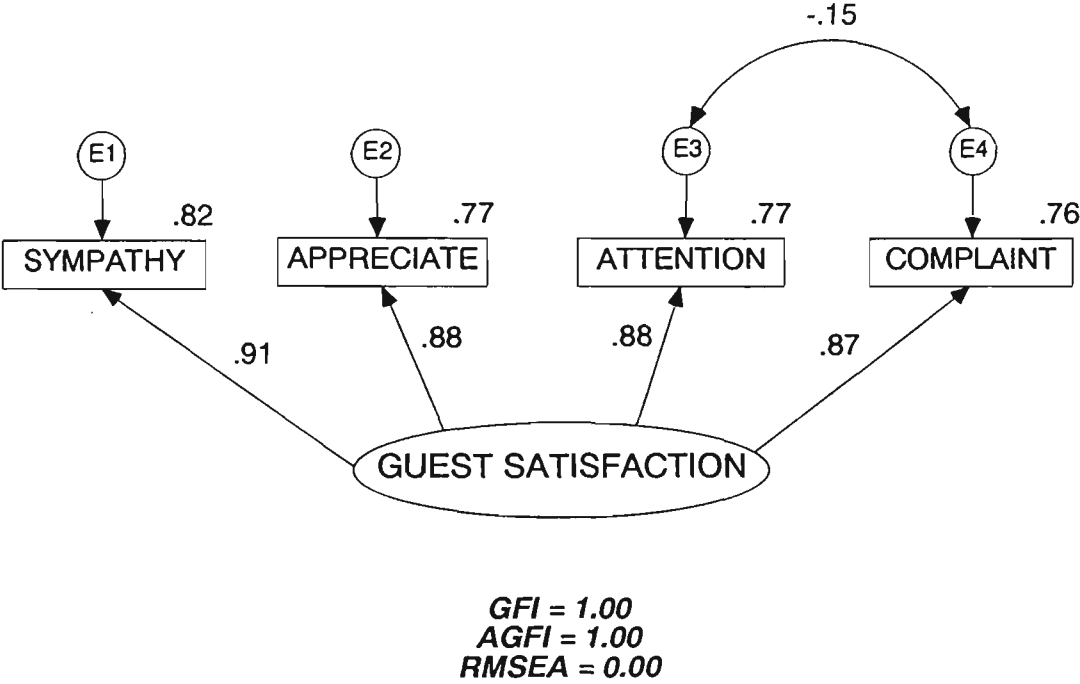


FIGURE 6.10 GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY

rated by the hotel frontline staff's sympathy/reassuring by 91%, appreciation in guest's business by 88%, individual attention by 88% and guest complaint handling by 87%.

There was a significant covariance between the observed variables in the dimension of guest satisfaction with service quality: "give individual attention" and "are able to handle guests' complaints" (-0.15 with C.R. = -3.50). This means that the more individual attention the staff give to guests, the less complaints from guests the staff have to handle, so the staff use less skills in guest complaint handling.

The GFI of the model was 0.99, AGFI was 0.99 and RMSEA was 0.00. This indicates that the model of guest satisfaction in service quality fitted nearly perfect. The Chi-square was 0.01, the degree of freedom was 1 and the probability level was 0.92. Consequently, it can be concluded that in overall guest satisfaction in service quality, the hotel guests give the importance to the frontline staff's sympathy/reassuring, appreciation in guest's business, individual attention and guests' complaints handling respectively.

Due to the well-fitted model, it was taken for the comparison analysis between the guest samples rating the frontline staff in the three key operational departments in the next section.

6.2.4.1 Model comparison of the dimension of guest satisfaction with service quality which differed in the three departments

The model comparison was made in order to find out if there were significant differences in the guest satisfaction assessment of frontline staff in the three departments: front office, housekeeping and food & beverage which led to the comparison in this assessment between the Western hotels and the Thai hotels to test hypothesis four (p.43) in the next section. The models of guest satisfaction with service quality are presented in **Figure 6.11** (p.181) for the front office staff, **Figure 6.12** (p.181) for the housekeeping staff and **Figure 6.13** (p.181) for the food & beverage staff.

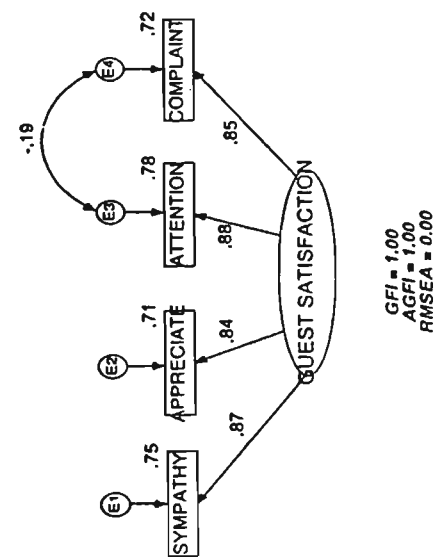


FIGURE 6.11 GUEST SATISFACTION IN FRONT OFFICE STAFF
IN ALL THE HOTELS IN THE STUDY

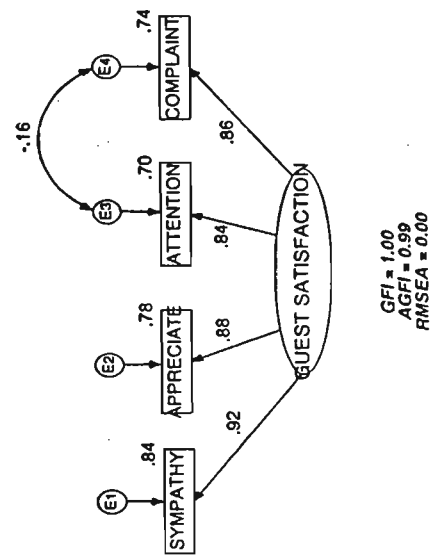


FIGURE 6.12 GUEST SATISFACTION IN HOUSEKEEPING STAFF
IN ALL THE HOTELS IN THE STUDY

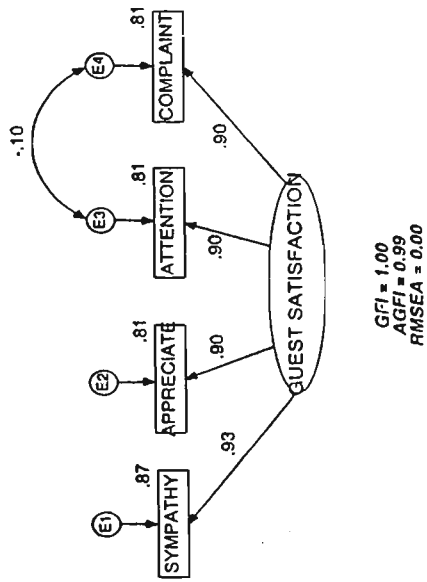


FIGURE 6.13 GUEST SATISFACTION IN FOOD & BEVERAGE STAFF
IN ALL THE HOTELS IN THE STUDY

For Figure 6.11 (p.181), the GFI was 1.00, the AGFI was 1.00, the RMSEA was 0.00, the Chi-square was 0.02, the degree of freedom was 1 and the probability level was 0.89. This indicates that the model fitted perfectly for the guest satisfaction with the front office staff service performance. For the housekeeping staff in Figure 6.12 (p.181), the GFI was 1.00, the AGFI was 0.99, the RMSEA was 0.00, the Chi-square was 0.12, the degree of freedom was 1 and the probability level was 0.73, suggesting that the model did fit nearly perfect. For the food & beverage staff in Figure 6.13 (p.181), the GFI was 1.00, the AGFI was 0.99, the RMSEA was 0.00, the Chi-square was 0.34, the degree of freedom was 1 and the probability level was 0.56, indicating that the model was also nearly perfect. When comparing these three models, the model of guest satisfaction with front office staff service performance fitted the best with the highest probability by 89%, followed by the model of guest satisfaction with housekeeping staff service performance with probability level of 73% and the model of guest satisfaction with food & beverage staff service performance as the last one with the probability level of 56%. Hence, it can be concluded that the model of guest satisfaction with service quality fitted perfectly well with the three guest samples rating the frontline staff in the three departments and was considered to be a reliable model.

The best overall explanation of guest satisfaction with service quality by the indicators was with the food & beverage staff service performance, followed by the housekeeping staff service performance and the front office staff service performance as the last one. Guest satisfaction with service quality of the front office staff was rated by individual attention by 88% (0.88), sympathy/reassuring by 87% (0.87), guests' complaints handling by 85% (0.85) and appreciation in guest's business by 84% (0.84). Guest satisfaction in service quality of the housekeeping staff is rated by sympathy/reassuring by 92% (0.92), appreciation in guest's business by 88% (0.88), guests' complaints handling by 86% (0.86) and individual attention by 84% (0.84).

The variances of the observed variables were accounted for by the variance in guest satisfaction with front office staff service performance by between 71% and 78%. The highest variance was the variance of "give individual attention" (0.78). For the housekeeping staff, the variances were between 0.70 and 0.84 and the highest

variance was the variance of “are sympathetic/reassuring”(0.84). The guest satisfaction in food & beverage staff service performance accounted for the variances of the observed variables between 0.81 and 0.87 and the highest variance was the variance of “are sympathetic/reassuring”(0.87).

Refer to the results of the factor loadings and the variances, it can be concluded that the hotels should stress on individual attention with their front office staff and being sympathetic and reassuring with their housekeeping and food & beverage staff since these skills have the strong effects on guest satisfaction in service quality of the hotels. It is noticeable that the value of the only one covariance (between “give individual attention” and “are able to handle guests’ complaints”) in these three departments was different: for guest satisfaction with front office staff service performance, the covariance value was -0.19 with significance (C.R. = -2.42), for guest satisfaction with housekeeping staff service performance, the covariance value was -0.16 with significance (C.R. = -2.40) and for guest satisfaction with food & beverage staff service performance, the covariance value was -0.10 with no significance. This suggests that the guests will give fewer complaints when the frontline staff give them individual attention, in particular front office and housekeeping staff.

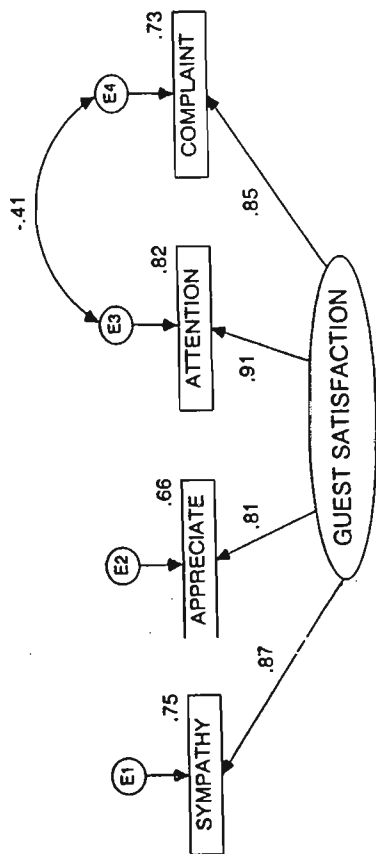
In summary, there were differences of guest assessments in the service performance of the frontline staff in the three departments leading to the comparison of the models by department between the Western hotels and the Thai hotels in the next section.

6.2.4.2 Model comparison of the dimension of guest satisfaction with service quality of the frontline staff in the three departments which differed between the Western hotels and the Thai hotels

In order to test **hypothesis four** (p.43) in determining whether there are significant differences between Western and Thai hotels in terms of guest satisfaction assessment of the frontline staff performance in three departments: front office, housekeeping and food & beverage, the model comparison was made. The models of guest satisfaction with service quality of the front office staff are presented in Figure 6.14 (p.185) for

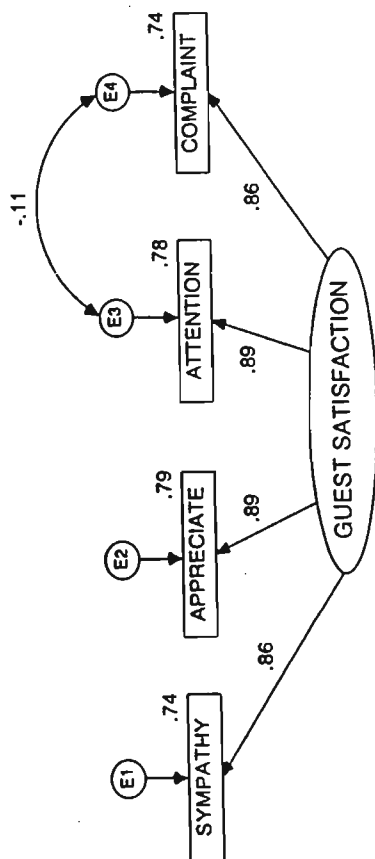
the Western hotels and **Figure 6.15** (p.185) for the Thai hotels, the housekeeping staff in **Figure 6.16** (p.186) for the Western hotels and **Figure 6.17** (p.186) for the Thai hotels and the food & beverage staff in **Figure 6.18** (p.187) for the Western hotels and **Figure 6.19** (p.187) for the Thai hotels.

For **Figure 6.14** (p.185), the GFI was 0.99, the AGFI was 0.96, the RMSEA was 0.07, the Chi-square was 2.39, the degree of freedom was 1 and the probability level was 0.12. This indicates that the model fitted well for the guest satisfaction with front office staff service performance in the Western hotels. For the guest satisfaction with front office staff service performance in the Thai hotels in **Figure 6.15** (p.185), the GFI was 0.99, the AGFI was 0.98, the RMSEA was 0.00, the Chi-square was 1.00, the degree of freedom was 1 and the probability level was 0.32, suggesting that the model did fit better than the model of the Western hotels. For the housekeeping staff of the Western hotels in **Figure 6.16** (p.186), the GFI was 0.99, the AGFI was 0.99, the RMSEA was 0.00, the Chi-square was 0.38, the degree of freedom was 1 and the probability level was 0.54, suggesting that the model did fit nearly perfect. From **Figure 6.17** (p.186) for the housekeeping staff in the Thai hotels, the GFI was 1.00, the AGFI was 0.99, the RMSEA was 0.00, the Chi-square was 0.15, the degree of freedom was 1 and the probability level was 0.69, identifying that the model of the Thai hotels fitted better than the model of the Western hotels. For the food & beverage staff of the Western hotels in **Figure 6.18** (p.187), the GFI was 1.00, the AGFI was 1.00, the RMSEA was 0.00, the Chi-square was 0.00, the degree of freedom was 1 and the probability level was 0.99, indicating that the model was perfect. **Figure 6.19** (p.187) for the food & beverage staff in the Thai hotels gave the following results in the model fit: the GFI was 0.99, the AGFI was 0.99, the RMSEA was 0.00, the Chi-square was 0.34, the degree of freedom was 1 and the probability level was 0.56. This indicates that the model of guest satisfaction with food & beverage staff service performance in the Western hotels did fit better than the model of the Thai hotels. Hence, it can be concluded that the model of guest satisfaction in service quality did fit better in the Thai hotels than in the Western hotels when assessing front office staff and housekeeping staff. For the food & beverage staff, on the contrary, the model fitted better in the Western hotels than in the Thai hotels.



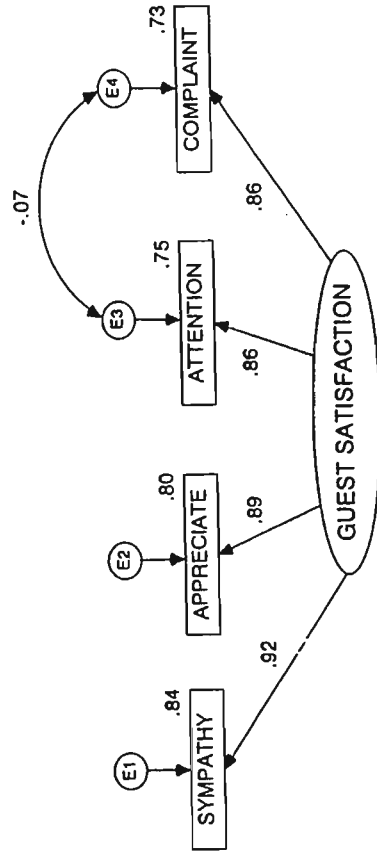
GFI = 0.99
AGFI = 0.98
RMSEA = 0.00

FIGURE 6.15 GUEST SATISFACTION IN FRONT OFFICE STAFF
IN THE THAI HOTELS IN THE STUDY



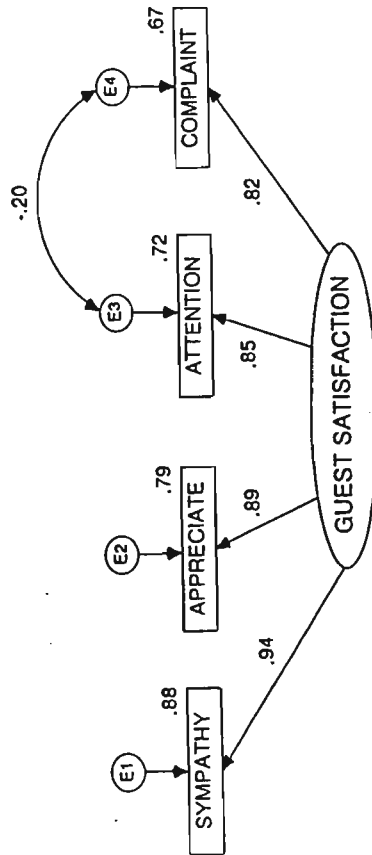
GFI = 0.99
AGFI = 0.96
RMSEA = 0.07

FIGURE 6.14 GUEST SATISFACTION IN FRONT OFFICE STAFF
IN THE WESTERN HOTELS IN THE STUDY



GFI = 1.00
AGFI = 0.99
RMSEA = 0.00

FIGURE 6.17 GUEST SATISFACTION IN HOUSEKEEPING STAFF
IN THE THAI HOTELS IN THE STUDY



GFI = 0.99
AGFI = 0.99
RMSEA = 0.00

FIGURE 6.16 GUEST SATISFACTION IN HOUSEKEEPING STAFF
IN THE WESTERN HOTELS IN THE STUDY

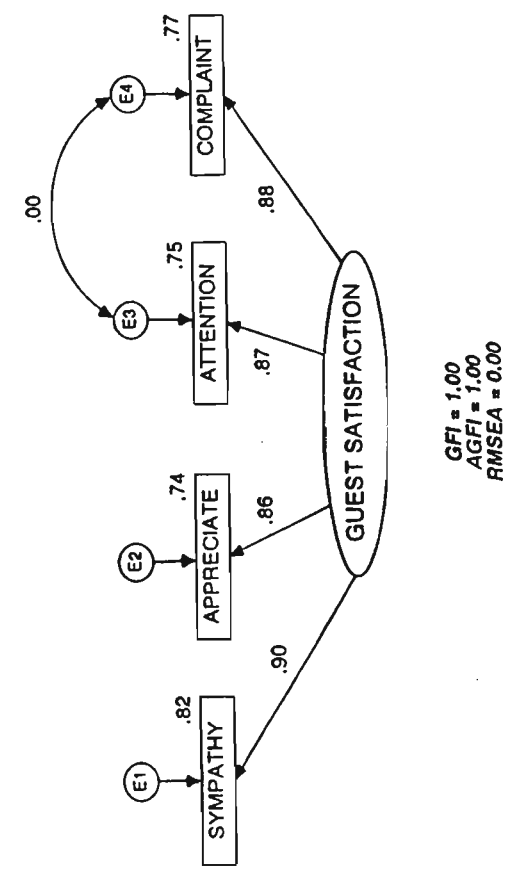


FIGURE 6.18 GUEST SATISFACTION IN FOOD & BEVERAGE STAFF
IN THE WESTERN HOTELS IN THE STUDY

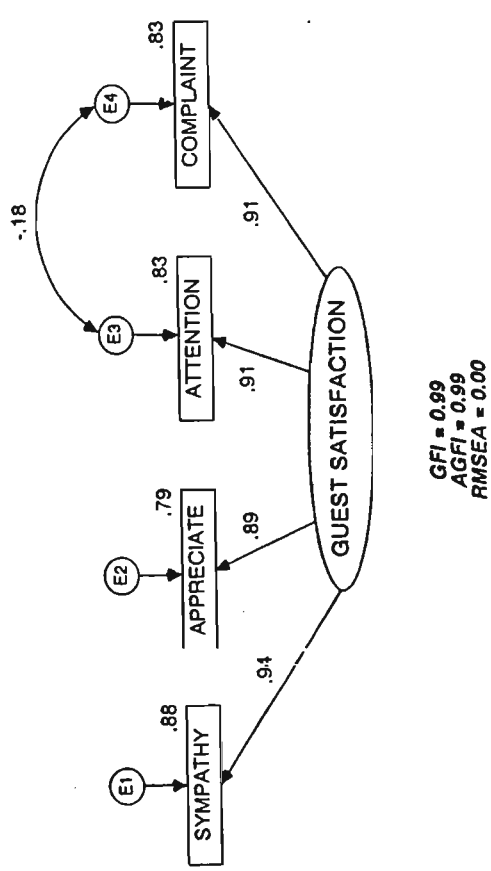


FIGURE 6.19 GUEST SATISFACTION IN FOOD & BEVERAGE STAFF
IN THE THAI HOTELS IN THE STUDY

For the Western hotels, guest satisfaction with front office staff service performance was rated by appreciation in guest's business by 89% (0.89) with variance by 79%, individual attention by 89% (0.89) with variance by 78%, sympathy/reassuring by 86% (0.86) with variance by 74% and guests' complaints handling by 86% (0.86) with variance by 74%. Guest satisfaction with front office staff service performance in the Thai hotels was rated by individual attention by 91% (0.91) with variance by 82%, empathy/reassuring by 87% (0.87) with variance by 75%, guests' complaints handling by 85% (0.85) with variance by 73%, and appreciation in guest's business by 81% (0.81) with variance by 66%. When comparing guest satisfaction in front office staff between the Western hotels and the Thai hotels, it was equal. The differences found were that the Western hotels were better in appreciation for guests' business and handling guests' complaints whereas the Thai hotels were better in sympathy/reassuring and individual attention. And the covariance between "give individual attention" and "are able to handle guests' complaints" in the model belonging to Thai hotels (-0.41 with C.R. = -3.04) was higher than in the Thai hotels (-0.11). This implies that in order to lessen the guests' complaints, the guests require more individual attention from the front office staff in the Thai hotels than in the Western hotels.

Guest satisfaction with housekeeping staff service performance in the Western hotels was rated by sympathy/reassuring by 94% (0.94) with variance by 88%, appreciation in guest's business by 89% (0.89) with variance by 79%, individual attention by 85% (0.85) with variance by 72% and guests' complaints handling by 82% (0.82) with variance by 67%. For the Thai hotels, guest satisfaction with housekeeping staff service performance was rated by empathy/reassuring by 92% (0.92) with variance by 84%, appreciation in guest's business by 89% (0.89) with variance by 80%, individual attention by 86% (0.86) with variance by 75%, and guests' complaints handling by 86% (0.86) with variance by 73%. This suggests that guest satisfaction with housekeeping staff service performance in the Thai hotels was better than in the Western hotels. However, the covariance between "give individual attention" and "are able to handle guests' complaints" in the model belonging to Western hotels

(-0.20 with C.R. = -2.27) was higher than in the Thai hotels (-0.07). This suggests that the guests expect more individual attention from the housekeeping staff in the Western hotels than in the Thai hotels in order to decrease their complaints.

For the Western hotels, guest satisfaction with food & beverage staff service performance was rated by sympathy/reassuring by 90% (0.90) with variance by 82%, guests' complaints handling by 88% (0.88) with variance by 77%, individual attention by 87% (0.87) with variance by 75% and appreciation in guest's business by 86% (0.86) with variance by 74%. Guest satisfaction with food & beverage staff service performance in the Thai hotels was rated by sympathy/reassuring by 94% (0.94) with variance by 88%, individual attention by 91% (0.91) with variance by 83%, guests' complaints handling by 91% (0.91) with variance by 83% and appreciation in guest's business by 89% (0.89) with variance by 79%. The results identified that guest satisfaction with food & beverage staff service performance in the Thai hotels was better than in the Western hotels. Also the covariance between "give individual attention" and "are able to handle guests' complaints" in the model belonging to Thai hotels (-0.18) was higher than in the Western hotels (0.00). This means in case of decreasing the guests' complaints, the guests require some individual attention from the food & beverage staff in the Thai hotels but they do not expect this individual attention from the staff in the Western hotels.

In summary, guest satisfaction in service quality of the Thai hotels was higher than guest satisfaction in service quality in the Western hotels. This result was consistent with the PCA result in Section 5.9.6.

The results of the AMOS and all measures-of-fit suggested that the developed models for each pair of dimensions fitted the data moderately to highly well. The objectives of the SEM were achieved. The existence of the relationships between the variables was identified in all the samples. The fit of each pair of dimensions and their indicators showed how well the relationship paths were defined. For the purposes of examining the relationships between the dimensions of TQM staff selection and guest-orientation quality and between the dimensions of TQM training and guest-orientation quality in the staff samples in the three departments as in hypotheses

three and four (p.43), the calculation of the correlations between the variables was used and the results were in the next section. The comparisons of these relationships between the Western hotels and the Thai hotels were also made with the staff samples in the three departments.

6.3 CORRELATIONS BETWEEN THE DIMENSIONS OF TQM STAFF SELECTION AND GUEST ORIENTATION QUALITY AND BETWEEN TQM TRAINING AND GUEST ORIENTATION QUALITY IN THE THREE STAFF SAMPLES OF THE THREE DEPARTMENTS

When dividing the staff samples into three departments of the Western hotels and the Thai hotels, the sample size was quite small between 20 and 41. This was because the staff who work in one of the three shifts of the hotels in each department were not in a large number as the requirements. In addition, the two Western hotels in the study allowed the staff in at least two shifts joined this study as far as the researcher knew. According to Aaker and Day (1990), when comparing between major groups like these sample groups, only 20 – 50 sample size in each group is required. Therefore, the staff sample of this study could be accepted as representative of the staff population in the three departments.

Due to the inadequacy of the sample size, SEM and multiple regression analysis could not be used. The SEM requires 100-200 sample size according to Hair *et. al.* (1995) and the multiple regression analysis requires more than 50 sample size as the recommendation of Chambers (1991) for the accuracy of the analysis. In order to solve the problem, the measure of correlation was used. Only the variables identified by the Principal Components Analysis and the SEM were used and the measure of the correlations was made two factors by two factors. Each factor had 2-4 variable indicators. With the sample size between 20 and 41 of this study, it provided 2.5 to 5 cases per 4 to 8 variables of two factors. However, the interpretation of findings requires caution due to the small sample size.

Correlation is a bivariate measure of association (strength) of the relationship between two variables. It varies from 0 (random relationship) to 1 (perfect positive linear

relationship) or -1 (perfect negative linear relationship). For the current study, the product moment correlation or Pearson correlation (r) was used. Owing to the small sample size, the interpretation of the correlation results was based on the significance of the correlations: $p < 0.05$ meant weak correlations; $p < 0.01$ meant moderate correlation; $p < 0.001$ meant strong correlation. The results of the correlations between the dimensions through the factors are as exhibited in Table 6.1 (p.192 - 194) and the comparison of the results between the Western hotels and the Thai hotels are as the below subsections.

6.3.1 THE COMPARISON OF THE CORRELATIONS BETWEEN THE DIMENSIONS OF TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY DIFFERED BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS

The measure of correlation between the dimensions of TQM staff selection and self-commitment to service quality was made in the staff samples in the three departments of the Western hotels and the Thai hotels. The results are shown in Table 6.1 (p.192). From the table, it can be noticed that the Western hotels had higher 13 correlation values than the Thai hotels and the Thai hotels had only higher 5 values than the Western hotels. Also the number of the correlation significances in the Western hotels (19 significances) was higher than the ones in the Thai hotels (8 significances). This confirmed the results of the PCA and SEM that TQM staff selection is more strongly related to self-commitment to service quality in the Western hotels than in the Thai hotels.

When comparing by departments, the correlation results for the front office staff were equal in both the Western hotels and the Thai hotels. The Western hotels had 3 higher values in the factors between communication and quality focus, between process and quality focus and between process and quality care whereas the Thai hotels were higher in 3 factor correlations between communication and quality care, between manual and quality focus and between manual and quality care. For the housekeeping staff, the number of the higher correlation values in the Western hotels (5 higher values) was greater than the ones in the Thai hotels (only one higher value). And for

TABLE 6.1 THE COMPARISON OF THE CORRELATIONS OF THE DIMENSIONS IN THE THREE FRONTLINE STAFF SAMPLE GROUPS BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS

CORRELATIONS OF FACTORS	WESTERN HOTELS			THAI HOTELS		
	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE
<u>TQM STAFF SELECTION & SELF-COMMITMENT TO SERVICE QUALITY</u>						
communication and quality focus	-0.32 – 0.37	0.06 – 0.47 with 6 sig.	-0.21 – 0.65 with 4 sig.	-0.33 – 0.25	-0.23 – 0.03	-0.36 – 0.23 with 1 sig.
communication and quality care	-0.38 – 0.05	-0.12 – 0.38 with 1 sig.	-0.29 – 0.23	-0.24 – 0.58 with 3 sig.	-0.22 – 0.03	-0.08 – 0.28
manual and quality focus	-0.14 – 0.33	0.06 – 0.27	-0.25 – 0.40 with 1 sig.	-0.15 – 0.39	-0.19 – 0.28	-0.35 – 0.05 with 2 sig.
manual and quality care	-0.06 – 0.22	-0.32 – 0.32	-0.21 – 0.32	-0.10 – 0.31	-0.25 – 0.11	-0.27 – 0.30
process and quality focus	0.16 – 0.68 with 2 sig.	-0.06 – 0.49 with 2 sig.	-0.24 – 0.45 with 1 sig.	-0.01 – 0.45 with 1 sig.	-0.11 – 0.21	-0.08 – 0.19
process and quality care	0.07 – 0.38	-0.12 – 0.46 with 2 sig.	0.02 – 0.29	-0.16 – 0.16	-0.06 – 0.15	-0.36 – -0.00 with 1 sig.
<u>TQM TRAINING & HOTEL COMPETENCY IN SERVICE QUALITY</u>						
design and benchmarking	0.25 – 0.66 with 12 sig.	0.18 – 0.58 with 10 sig.	0.34 – 0.66 with 14 sig.	-0.31 – 0.49 with 1 sig.	0.19 – 0.61 with 11 sig.	0.01 – 0.37 with 3 sig.
design and hotel commitment	0.19 – 0.52 with 2 sig.	0.12 – 0.70 with 8 sig.	0.42 – 0.73 with 12 sig.	-0.02 – 0.42	0.07 – 0.43 with 5 sig.	0.02 – 0.58 with 6 sig.
design and monitoring guest satisfaction	0.03 – 0.72 with 4 sig.	-0.21 – 0.46 with 3 sig.	-0.25 – 0.26	-0.13 – 0.49 with 1 sig.	0.14 – 0.57 with 7 sig.	-0.07 – 0.41 with 3 sig.
Training commitment and benchmarking	-0.39 – 0.39	-0.23 – 0.18	-0.13 – 0.41 with 1 sig.	-0.27 – 0.49 with 1 sig.	-0.12 – 0.53 with 4 sig.	-0.11 – 0.22
Training commitment and hotel commitment	-0.34 – 0.39	-0.08 – 0.29	-0.01 – 0.54 with 5 sig.	-0.19 – 0.50 with 1 sig.	-0.21 – 0.28	-0.11 – 0.33 with 1 sig.
Training commitment and monitoring guest satisfaction	-0.32 – 0.16	-0.20 – 0.34 with 1 sig.	-0.24 – 0.30	-0.15 – 0.41	-0.20 – 0.30	-0.09 – 0.35 with 1 sig.

CONTINUE P.193

TABLE 6.1 THE COMPARISON OF THE CORRELATIONS OF THE DIMENSIONS IN THE THREE FRONTLINE STAFF SAMPLE GROUPS BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS (CONTINUED)

CORRELATIONS OF FACTORS	WESTERN HOTELS			THAI HOTELS		
	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE
Training needs and benchmarking	-0.29 – 0.16	-0.22 – 0.02	-0.46 – 0.06 with 2 sig.	-0.76 – -0.02 with 4 sig.	-0.49 – 0.06 with 1 sig.	-0.24 – -0.03
Training needs and hotel commitment	-0.14 – 0.33	-0.20 – 0.21	-0.42 – 0.09 with 1 sig.	-0.61 – -0.05 with 2 sig.	-0.19 – 0.17	-0.36 – 0.01 with 1 sig.
Training needs and monitoring guest satisfaction	-0.18 – -0.06	-0.26 – 0.19	-0.09 – 0.29	-0.39 – 0.12	-0.40 – -0.03 with 1 sig.	-0.17 – 0.13
Training result and benchmarking	-0.15 – 0.46 with 2 sig.	0.15 – 0.33	0.26 – 0.60 with 3 sig.	0.04 – 0.46 with 1 sig.	0.32 – 0.52 with 8 sig.	0.02 – 0.30 with 3 sig.
Training result and hotel commitment	0.38 – 0.75 with 5 sig.	0.17 – 0.34 with 3 sig.	-0.07 – 0.58 with 3 sig.	0.11 – 0.52 with 3 sig.	-0.03 – 0.41 with 1 sig.	-0.07 – 0.19
Training result and monitoring guest satisfaction	-0.04 – 0.45 with 1 sig.	0.01 – 0.40 with 1 sig.	-0.06 – 0.35	0.26 – 0.42	0.14 – 0.47 with 3 sig.	-0.19 – 0.11
TOM TRAINING & GUEST CONTACT COMPETENCY						
design and information handling	-0.56 – 0.34 with 2 sig.	-0.02 – 0.44 with 2 sig.	-0.74 – 0.17 with 6 sig.	-0.42 – 0.30	-0.28 – 0.13	-0.27 – 0.44 with 1 sig.
design and energy	-0.27 – 0.26	-0.02 – 0.42 with 3 sig.	-0.44 – 0.34 with 1 sig.	-0.33 – 0.30	-0.17 – 0.32 with 1 sig.	-0.20 – 0.21
design and people focus	-0.30 – 0.25	-0.36 – 0.38 with 3 sig.	-0.45 – 0.25 with 1 sig.	-0.44 – 0.01 with 1 sig.	-0.34 – -0.03 with 1 sig.	-0.18 – 0.23
design and dependability	-0.20 – 0.43 with 1 sig.	-0.41 – 0.07 with 1 sig.	-0.23 – 0.14	-0.56 – -0.04 with 1 sig.	-0.32 – 0.27 with 1 sig.	-0.08 – 0.32 with 1 sig.
Training commitment and information handling	-0.23 – 0.47 with 1 sig.	-0.13 – 0.41 with 2 sig.	-0.40 – 0.13 with 1 sig.	-0.38 – 0.36	-0.08 – 0.23	-0.37 – 0.37 with 3 sig.
Training commitment and energy	-0.40 – 0.55 with 1 sig.	-0.35 – 0.30 with 1 sig.	-0.45 – 0.35 with 1 sig.	-0.42 – 0.30	-0.03 – 0.34 with 1 sig.	-0.31 – 0.21 with 1 sig.
Training commitment and people focus	-0.15 – 0.30	-0.24 – 0.35 with 1 sig.	-0.47 – 0.21 with 4 sig.	-0.76 – 0.03 with 2 sig.	-0.12 – 0.28	-0.21 – 0.17 with 4 sig.

CONTINUE P.194

TABLE 6.1 THE COMPARISON OF THE CORRELATIONS OF THE DIMENSIONS IN THE THREE FRONTLINE STAFF
SAMPLE GROUPS BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS (CONTINUED)

CORRELATIONS OF FACTORS	WESTERN HOTELS			THAI HOTELS		
	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE	FRONT OFFICE	HOUSEKEEPING	FOOD & BEVERAGE
Training commitment and dependability	-0.39 – 0.22	-0.03 – 0.13	-0.07 – 0.23	-0.28 – 0.14	-0.17 – 0.27	-0.32 – 0.17 with 1 sig.
Training needs and information handling	-0.23 – 0.37	-0.30 – 0.38 with 1 sig.	-0.18 – 0.19	-0.21 – 0.25	-0.06 – 0.31	-0.29 – 0.19
Training needs and energy	-0.07 – 0.48 with 1 sig.	-0.21 – 0.17	-0.21 – 0.44 with 1 sig.	-0.49 – 0.48 with 2 sig.	-0.23 – 0.41 with 1 sig.	-0.19 – 0.15
Training needs and people focus	-0.29 – -0.15	-0.18 – 0.29	-0.02 – 0.35	-0.10 – -0.31	-0.13 – 0.28	-0.23 – 0.14
Training needs and dependability	-0.17 – -0.06	-0.20 – 0.02	-0.10 – 0.25	-0.25 – 0.16	-0.34 – -0.01 with 1 sig.	-0.19 – 0.02
Training result and information handling	-0.32 – 0.16	-0.19 – 0.29	-0.56 – 0.03 with 2 sig.	-0.56 – -0.19 with 1 sig.	-0.17 – 0.06	-0.18 – 0.15
Training result and energy	0.26 – 0.26	-0.02 – 0.31	-0.51 – 0.36 with 2 sig.	0.40 – -0.09	-0.10 – 0.12	-0.15 – 0.12
Training result and people focus	-0.47 – -0.06 with 1 sig.	-0.07 – 0.20	-0.56 – 0.35 with 1 sig.	-0.62 – -0.24 with 2 sig.	-0.35 – 0.01 with 1 sig.	-0.02 – 0.19
Training result and dependability	0.08 – 0.38	-0.29 – 0.08	-0.26 – 0.02	-0.15 – 0.04	-0.17 – 0.01	-0.24 – 0.03

the food & beverage staff, the situation was exactly similar to the housekeeping staff that the Western hotels had 5 higher correlation values while the Thai hotels had only one higher value.

Due to the small sample, only the correlations that were significant at $p < 0.01$ (moderate correlation with **) and $p < 0.001$ (strong correlation with ***) were considered. For the Western hotels, the correlation that was significant in the front office staff sample was “matching goals with the hotel” and “effort in quality delivery” ($r = 0.68^{**}$). In the housekeeping staff sample, the significant correlations were found between: “matching goals with the hotel” and “enjoy discussing quality” ($r = 0.46^{**}$); “matching goals with the hotel” and “same quality feeling with the hotel” ($r = 0.49^{**}$); “own expectation reveal” and “effort in quality delivery” ($r = 0.44^{**}$); “hotel and jobs ideas” and “effort in quality delivery” ($r = 0.47^{**}$); “hotel and jobs ideas” and “same quality feeling with the hotel” ($r = 0.43^{**}$). The significant correlations in the food & beverage staff sample were between: “own expectation reveal” and “effort in quality delivery” ($r = 0.65^{***}$); “hotel and jobs ideas” and “same quality feeling with the hotel” ($r = 0.57^{**}$). Only one significant correlation was found in the Thai hotels in the front office staff sample: “hotel and jobs ideas” and “discuss with people outside” ($r = 0.58^{**}$).

It can be concluded that the correlations between TQM staff selection and self-commitment in service quality in the Western hotels were stronger and more significant than the correlations in the Thai hotels when compared by department.

6.3.2 *THE COMPARISON OF THE CORRELATIONS BETWEEN THE DIMENSIONS OF TQM TRAINING AND HOTEL COMPETENCY IN SERVICE QUALITY DIFFERED BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS*

The comparison of the correlations between the dimensions of TQM training and hotel competency in service quality was made in the staff samples in the three departments of the Western hotels and the Thai hotels. The results are shown in Table 6.1 (p.192 -193). According to Table 6.1 (p.192 - 193), the Western hotels had higher 22 correlation values than the Thai hotels and the Thai hotels had only higher

14 values than the Western hotels. Also the number of the correlation significances in the Western hotels (94 significances) was higher than the ones in the Thai hotels (70 significances).

When comparing by departments, the correlation results for the front office staff in the Western hotels were better than in the Thai hotels. The Western hotels had 7 higher values of correlations whereas the Thai hotels were higher in 5 factor correlations. On the contrary, for the housekeeping staff, the number of the higher correlation values in the Thai hotels (7 higher values) was greater than the ones in the Western hotels (5 higher values). The Western hotels became to be better again for the food & beverage staff. They had 10 higher correlation values while the Thai hotels had only 2 higher values.

Given that there were so many pairs of correlations in this section, only the strong correlations that were significant at $p < 0.001$ were in the consideration. The significant strong correlations for the Western hotels in the front office staff sample were between: "only-on-the-job training" and "process quality compared with competitors" ($r = 0.66^{***}$); "only-on-the-job training" and "guest satisfaction tracking" ($r = 0.72^{***}$); "managers' satisfaction in staff guest relations skills" and "satisfied guest commitment" ($r = 0.75^{***}$); "managers' satisfaction in staff guest relations skills" and "hotel's goals" ($r = 0.71^{***}$); "managers' satisfaction in staff guest relations skills" and "managers' actions" ($r = 0.73^{***}$).

For the housekeeping staff sample in the Western hotels, the significant strong correlations were found between: "helping solve problems and improve work processes" and "current quality compared with world leaders" ($r = 0.58^{***}$); "helping solve problems and improve work processes" and "managers' actions" ($r = 0.56^{***}$); "seminars and meetings about quality" and "managers' actions" ($r = 0.70^{***}$); "opportunities in training" and "best practices" ($r = 0.53^{***}$); "opportunities in training" and "managers' actions" ($r = 0.60^{***}$).

The significant strong correlations found in the food & beverage staff samples of the Western hotels were between: "helping solve problems and improve work processes"

and “hotel’s goals” ($r = 0.63^{***}$); “seminars and meetings about quality” and “process quality compared with competitors” ($r = 0.66^{***}$); “seminars and meetings about quality” and “satisfied guest commitment” ($r = 0.73^{***}$); “seminars and meetings about quality” and “managers’ actions” ($r = 0.60^{***}$); “opportunities in training” and “process quality compared with competitors” ($r = 0.66^{***}$); “opportunities in training” and “managers’ actions” ($r = 0.63^{***}$).

For the Thai hotels, the significant strong correlations were found in the front office staff sample between: “filling new position” and “current quality compared with world leaders” ($r = -0.76^{***}$); “filling new position” and “process quality compared with world leaders” ($r = -0.66^{***}$); “helping solve problems and improve work processes” and “best practices” ($r = 0.61^{***}$), “helping solve problems and improve work processes” and “guests’ feedback” ($r = 0.57^{***}$); “seminars and meetings about quality” and “best practices” ($r = 0.55^{***}$).

The significant strong correlations in the housekeeping staff sample in the Thai hotels were between: “seminars and meetings about quality” and “guest complaint monitor” ($r = 0.49^{***}$); “opportunities in training” and “guest complaint monitor” ($r = 0.49^{***}$); “only-on-the-job training” and “best practices” ($r = 0.61^{***}$); “expense, not long-term investment” and “current quality compared with world leaders” ($r = 0.52^{***}$); “something wrong” and “process quality compared with world leaders” ($r = -0.49^{***}$); “guest relations skills” and “current quality compared with world leaders” ($r = 0.50^{***}$); “guest relations skills” and “process quality compared with competitors” ($r = 0.52^{***}$).

For the food & beverage staff sample in the Thai hotels, the significant strong correlations were between: “helping solve problems and improve work processes” and “satisfied guest commitment” ($r = 0.57^{***}$); “opportunities in training” and “managers’ actions” ($r = 0.58^{***}$). This confirmed the results of the PCA and SEM that TQM training was more strongly related to hotel competency in service quality in the Western hotels than the relationship in the Thai hotels when compared by department.

6.3.3 *THE COMPARISON OF THE CORRELATIONS BETWEEN THE DIMENSIONS OF TQM TRAINING AND GUEST CONTACT COMPETENCY DIFFERED BETWEEN THE WESTERN HOTELS AND THE THAI HOTELS*

The comparison of the correlations between the dimensions of TQM training and guest contact competency was made in the staff samples in the three departments of the Western hotels and the Thai hotels. The results are shown in **Table 6.1** (p.193 - 194). With reference to **Table 6.1** (p. 193 -194), the Western hotels had quite higher 37 correlation values than the Thai hotels and the Thai hotels had only higher 11 values than the Western hotels. Also the number of the correlation significances in the Western hotels (41 significances) was higher than the one in the Thai hotels (27 significances).

When comparing by departments, the correlation results for the front office staff in the Western hotels were much better than in the Thai hotels. The Western hotels had 13 higher values of correlations whereas the Thai hotels were higher in 3 factor correlations. For the housekeeping staff, the number of the higher correlation values in the Western hotels (12 higher values) was also greater than the ones in the Thai hotels (4 higher values). The Western hotels were better again for the food & beverage staff. They had 12 higher correlation values while the Thai hotels had only 4 higher values.

In this section, only the correlations that were significant at $p < 0.01$ (moderate correlation with **) and $p < 0.001$ (strong correlation with ***) were considered due to the small sample. For the Western hotels, the significant correlations were found in the front office staff sample between: "only on-the-job training" and "problem solving" ($r = -0.56^{**}$); "training costs and benefits" and "team working" ($r = 0.55^{**}$). In the housekeeping staff sample, the only one significant correlation was between "helping solve problems and improve work processes" and "fact finding" ($r = 0.44^{**}$). The significant correlations found in the food & beverage staff sample were between: "helping solve problems and improve work processes" and "using initiative" ($r = 0.51^{**}$); "seminars and meetings about quality" and "using initiative" ($r = -0.74^{***}$); "seminars and meetings about quality" and "fact finding" ($r =$

-0.59**); “seminars and meetings about quality” and “problem solving” ($r = -0.51^{**}$); “opportunities in training” and “using initiative” ($r = -0.59^{**}$); “managers’ satisfaction in staff guest relations skills” and “using initiative” ($r = -0.56^{**}$); “managers’ satisfaction in staff guest relations skills” and “quality orientation” ($r = -0.51^{**}$); “managers’ satisfaction in staff guest relations skills” and “communicating orally” ($r = -0.56^{**}$).

For the Thai hotels, the significant correlations found in the front office staff sample were between: “single event, not process” and “communicating orally” ($r = -0.76^{***}$); “managers’ satisfaction in staff guest relations skills” and “problem solving” ($r = -0.56^{**}$); “guest relations skills” and “communicating orally” ($r = -0.56^{**}$); “managers’ satisfaction in staff guest relations skills” and “communicating orally” ($r = -0.62^{**}$). In the housekeeping staff sample, the only one significant correlation was between: “filling new positions” and “quality orientation” ($r = 0.41^{**}$). For the food & beverage staff sample, there was also only one significant correlation found between “opportunities in training” and “using initiative” ($r = 0.44^{**}$).

This confirmed the results of the PCA and SEM that TQM training is more strongly related to guest contact competency in the Western hotels than in the Thai hotels when compared by department.

6.4 DIRECTIONAL T-TESTS OF THE DIMENSION OF GUEST SATISFACTION WITH SERVICE QUALITY COMPARING WITH THE DIMENSION OF GUEST-ORIENTATION QUALITY

The purpose of using directional T-tests was to see if guest satisfaction is higher or lower when compared against guest-orientation quality (the staff factors). The directional T-test option was the best possible way for the present study to assess the relationship between the guest-orientation quality dimension and the dimension of guest satisfaction in service quality in order to achieve the aims of the study. This was because the variables and the samples were different between these two dimensions. The guest-orientation quality dimension included the frontline staff samples and the variables in self-commitment in service quality, hotel competency

and guest contact competency whereas the dimension of guest satisfaction in service quality consisted of the hotel guest samples and the variables in guest satisfaction in service quality. Also the sample sizes were different: 183 total frontline staff sample and 1,339 total hotel guest sample.

In order to address possible queries about the variance differences due to the huge differences of the sample size, Mann-Whitney U test as one of the non-parametric tests was also performed in this study and the results confirmed the T-test results. Therefore, the T-test results of this study were proved to be valid. However, the data interpretation still needs the caution. The T-test results in each factor in details are exhibited in **Table 6.2 –6.13** in **Appendix 6**.

The validity of the T-test results was also strengthened by the skewedness result of each variable used in the T-tests. The skewedness results were between -1.08 and -1.35 meeting the requirement of Garson (2001) that the skew should be within the $+2$ to -2 range when the data are normally distributed. Hence, this confirms the normal distribution of the data in each variable as the T-test requirement.

The comparison summary of the comparison between the staff factors and the guest satisfaction is as **Table 6.14** (p.201). As clearly shown in **Table 6.14** (p.201), the number of significantly higher guest satisfaction values in the Western hotels when compared against the staff factors was higher than the one in the Thai hotels both overall and by department. When comparing each department of the Western hotels, the number of the significantly higher guest satisfaction values was the highest in housekeeping (106), closely followed by front office (105) and food & beverage as the last (99). On the other hand, this number in the Thai hotels was the highest in front office (88), followed by housekeeping (80) and food & beverage as the last (69).

**TABLE 6.14 THE DIRECTIONAL T-TEST OF GUEST SATISFACTION
COMPARING WITH THE STAFF FACTORS**

SAMPLE	NO. OF SIGNIFICANTLY HIGHER GUEST SATISFACTION VALUES	NO. OF SIGNIFICANTLY LOWER GUEST SATISFACTION VALUES
ALL THE HOTELS	114	40
FRONT OFFICE/ALL HOTELS	105	8
HOUSEKEEPING/ALL HOTELS	98	18
FOOD & BEVERAGE/ALL HOTELS	91	22
WESTERN HOTELS	112	6
THAI HOTELS	101	26
FRONT OFFICE/WESTERN HOTELS	105	2
HOUSEKEEPING/WESTERN HOTELS	106	4
FOOD & BEVERAGE/WESTERN HOTELS	99	8
FRONT OFFICE/THAI HOTELS	88	10
HOUSEKEEPING/THAI HOTELS	80	19
FOOD & BEVERAGE/THAI HOTELS	69	24

When examining each variable of the staff factors, the variables that had significant effects on higher guest satisfaction in all the hotels were: “same quality feeling with the hotel”, “enjoy discussing quality”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “process quality compared with competitors”, “best practices”, “ hotel’s goals”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “convincing”, “communicating orally”, “organization” and “reliability”. For the variables that had the significant effects on lower guest satisfaction were: “quality priority”, “effort in quality delivery”, “satisfied guest commitment”, “guest complaint monitor” and “quality orientation”.

For the assessment by department in both the staff group and the guest group of all the hotels, there was significant higher guest satisfaction when against the following variables in the front office sample: “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “process quality compared with competitors”, “best practices”, “ hotel’s goals”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There was only one variable that had significant effect on lower guest satisfaction in the front office sample: “quality priority”.

In the housekeeping sample, there was significant higher guest satisfaction when against the following variables: “same quality feeling with the hotel”, “enjoy discussing quality”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “ hotel’s goals”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There were two variables that had significant effects on lower guest satisfaction: “quality priority” and “satisfied guest commitment”.

The variables that had the significant effects on higher guest satisfaction in the food & beverage sample were: “same quality feeling with the hotel”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There were three variables that had the significant effects on lower guest satisfaction: “quality priority”, “effort in quality delivery” and “satisfied guest commitment”.

When comparing among the three departments in all of the hotels, front office and housekeeping had the equal number of the variables with higher guest satisfaction (16) whereas food & beverage had only 14. It can be noticed that front office had the highest number of the variables with higher guest satisfaction in the dimension of hotel competency in service quality than the other two departments. This means front office staff had better perception of hotel competency in service quality having an impact on higher guest satisfaction.

For the staff and guest samples in the Western hotels, there was significant higher guest satisfaction when against the following 18 variables: “same quality feeling with the hotel”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “process quality compared with competitors”, “best practices”, “ hotel’s goals”, “guest complaint monitor”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and

“organization”. There was only one variable that had the significant effect on lower guest satisfaction: “quality priority”.

In the staff and guest samples of the Thai hotels, the following 17 variables did have the significant effects on higher guest satisfaction: “same quality feeling with the hotel”, “enjoy discussing quality”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “hotel’s goals”, “guest complaint monitor”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “convincing”, “communicating orally”, “organization” and “reliability”. There were four variables that had the significant effects on lower guest satisfaction: “quality priority”, “effort in quality delivery”, “satisfied guest commitment” and “managers’ actions”

When comparing by department between the Western hotels and the Thai hotels, the front office sample in the Western hotels had the following 17 variables having the significant effects on higher guest satisfaction: “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “process quality compared with competitors”, “best practices”, “hotel’s goals”, “guest complaint monitor”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There was none of the variables having the significant effects on lower guest satisfaction. For the front office sample in the Thai hotels, there was significant higher guest satisfaction when against the following 13 variables: “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “best practices”, “hotel’s goals”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There was only one variable that had the significant effect on lower guest satisfaction: “quality priority”.

In the housekeeping sample of the Western hotels, there was significant higher guest satisfaction when against the following 16 variables: “enjoy discussing quality”, “discuss with people outside”, “current quality compared with world leaders”,

“process quality compared with world leaders”, “best practices”, “hotel’s goals”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There was none of the variables having the significant effects on lower guest satisfaction. The housekeeping sample of the Thai hotels had the following 12 variables having the significant effects on higher guest satisfaction: “discuss with people outside”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally”, “organization” and “reliability”. There were two variables that had significant effects on lower guest satisfaction: “quality priority” and “satisfied guest commitment”.

The food & beverage sample of the Western hotels had the following 16 variables having the significant effects on higher guest satisfaction: “same quality feeling with the hotel”, “discuss with people outside”, “current quality compared with world leaders”, “process quality compared with world leaders”, “process quality compared with competitors”, “best practices”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “resilient”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There was only one variable that had the significant effect on lower guest satisfaction: “quality priority”. For the food & beverage sample of the Thai hotels, the following 10 variables did have the significant effects on higher guest satisfaction: “discuss with people outside”, “results driven”, “using initiative”, “fact finding”, “problem solving”, “quality orientation”, “relating to guests”, “convincing”, “communicating orally” and “organization”. There were four variables that had the significant effects on lower guest satisfaction: “quality priority”, “effort in quality delivery”, “satisfied guest commitment” and “managers’ actions”

The comparison of the item, “make contribution to enjoyment of stay” in the Hotel Guest Satisfaction Survey (GSS) between the three departments, through the overall emotional judgment of the guest sample in the Western hotels, identified that housekeeping staff service performance made the guests feel happy in their hotel stay. The number of the variables with significant higher guest satisfaction for the front

office staff was 18 variables, for the housekeeping staff was 19 and for the food & beverage staff was 15. For the guest sample in the Thai hotels, front office staff service performance became the first in the guests' judgment that made them happy. The number of the variables with significant higher guest satisfaction for the front office staff was 15 variables, for the housekeeping staff was 12 and for the food & beverage staff was 12. Another item that measured the intellectual judgment of guests in overall quality of service performance of the three departments was "share overall quality of service". When comparing this item between the three departments, the guests in the Western hotels rated the service performance of front office staff and housekeeping staff better than food & beverage staff. The number of the variables with significant higher guest satisfaction for the front office staff was 19 variables, for the housekeeping staff was 19 and for the food & beverage staff was 16. The guests in the Thai hotels had the similar judgment on the service quality of the three departments. The number of the variables with significant higher guest satisfaction for the front office staff was 16 variables, for the housekeeping staff was 16 and for the food & beverage staff was 13.

For the comparison between the Western hotels and the Thai hotels overall and in each department, the Western hotels had more variables with higher guest satisfaction. The exception was in the dimension of guest contact competency that housekeeping of the Thai hotels had more variables with higher guest satisfaction than housekeeping of the Western hotels.

In order to confirm the results of T-tests and the relationship between the guest-orientation quality (the staff factors) and the guest satisfaction, the one-way Analysis of Variance (ANOVA) was selected to use in this case.

6.5 THE ONE-WAY ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST-ORIENTATION QUALITY AND GUEST SATISFACTION

Analysis of Variance (ANOVA) was used to uncover the main effects of categorical independent variables (factors) on an interval dependent variable. A "main effect" is the direct effect of an independent variable on the dependent variable. In this study,

they are main effects of the staff factors (guest-orientation quality) on the guest satisfaction variables.

One-way ANOVA was selected to tests the differences between the hotel frontline staff groups and the hotel guest groups. If the two groups seem different, then it can be concluded that the staff factors have effects on the guest satisfaction. The F -test of difference of group means is the key statistic in this case. If F is significant, then there are differences in the group means, indicating that the independent variable in the staff factors has an effect on the dependent variable in guest satisfaction.

Owing to the unequal sample sizes of the staff group and the guest group, this may cause confound interpretation of main effects. Therefore, the non-parametric test like Kruskal-Wallis Test was performed and the results confirmed the one-way ANOVA results, which was exhibited in Table 6.15 – Table 6.26 in Appendix 8. The numbers of the significant F values in different sample groups are summarized in the below Table 6.27. It is noticeable that the number of significant F values belonging to housekeeping was higher than the other two departments in overall, in the Western hotels and in the Thai hotels. This suggests that housekeeping staff have the strongest effect on guest satisfaction in overall, in the Western hotels and in the Thai hotels.

TABLE 6.27 THE NUMBERS OF SIGNIFICANT F VALUES IN ONE-WAY ANOVA TESTS BETWEEN GUEST-ORIENTATION QUALITY (HOTEL FRONTLINE STAFF GROUP) AND GUEST SATISFACTION (HOTEL GUEST GROUP)

SAMPLE	NO. OF SIGNIFICANT F VALUES
ALL THE HOTELS	141
FRONT OFFICE/ALL HOTELS	113
HOUSEKEEPING/ALL HOTELS	116
FOOD & BEVERAGE/ALL HOTELS	114
WESTERN HOTELS	118
THAI HOTELS	127
FRONT OFFICE/WESTERN HOTELS	106
HOUSEKEEPING/WESTERN HOTELS	110
FOOD & BEVERAGE/WESTERN HOTELS	107
FRONT OFFICE/THAI HOTELS	98
HOUSEKEEPING/THAI HOTELS	100
FOOD & BEVERAGE/THAI HOTELS	93

When comparing between the Western hotels and the Thai hotels in overall, the number of significance F values was higher in the Thai hotels than in the Western hotels. However, when examining department by department, the number of significant F values of each department in the Western hotels was much higher than the one in the Thai hotels. When combining the results of T-tests and one-way ANOVA, it can be concluded that guest-orientation quality in the Western hotels is more strongly related to guest satisfaction in service quality than in the Thai hotels.

6.6 SUMMARY

The results of the final data analysis of this chapter have indicated that there is a relationship between TQM staff selection and TQM training and guest satisfaction through guest-orientation quality in the aspects of self-commitment to service quality, hotel competency in service quality and guest contact competency. The comparison between the Western hotels and the Thai hotels in the three key operational departments had the following results:

- 1) The relationship between TQM staff selection and self-commitment in service quality: the Western hotels had stronger relationship than the Thai hotels.
- 2) The relationship between TQM training and hotel competency in service quality: the Western hotels had stronger relationship than the Thai hotels.
- 3) The relationship between TQM training and guest contact competency: the Thai hotels had stronger relationship than the Western hotels.
- 4) The relationship between guest-orientation quality and guest satisfaction: the Western hotels had stronger relationship than the Thai hotels.

Although the Thai hotels had higher guest satisfaction and stronger relationship between TQM training and guest contact competency than the Western hotels, according to the results above, it can be concluded that the Western hotels had stronger relationship between TQM staff selection and TQM training and guest satisfaction than the Thai hotels. Hence, the proposition in the research aims that the more closely that hotel staff selection and training procedures and processes adhere to the principles of TQM, the higher level of guest satisfaction occur, was proven

statistically accepted. The most critical dimensions and their indicators in comparing this relationship in the staff samples and the guest samples between the Western hotels and the Thai hotels were also highlighted to achieve the research aim eight, “To identify the factors, which affect the relationship between TQM staff selection and TQM training and guest satisfaction”. The next chapter will be the summary of the findings and the discussion about the implications for the hospitality industry, as well as the contribution of the study, the limitations of the study and the recommendations for future research.

CHAPTER 7

FINDINGS AND DISCUSSION

7.1 INTRODUCTION

The purpose of this final chapter is to summarise the study findings, discuss their implications for the hospitality industry along with the contribution of the study. The limitations of the study and directions for future research are also presented.

7.2 SUMMARY OF THE STUDY FINDINGS

The results of the data analysis from **Chapter 5** and **Chapter 6** are summarised in **Figure 7.1** (p.210) and **Figure 7.2** (p.211) based on the study model in **Chapter 3**. **Figure 7.1** presents the framework of the relationship between TQM staff selection and TQM training and guest satisfaction with service quality in the Western hotels and **Figure 7.2** exhibits the framework of this relationship in the Thai hotels.

The purpose of this study was to provide convincing empirical evidence as to the relationship between TQM, guest satisfaction and human resource performances, in the aspects of staff selection and training. The methodology applied to ascertain the relationship, was the comparison of guest satisfaction in the hotels based upon the degree of the application in TQM staff selection and TQM training through the perceptions of the hotel frontline staff in the three key operational departments: front office, housekeeping and food & beverage.

The descriptive analysis of the sociodemographic characteristics belonging to the guest sample revealed that the majority of guests in both the Western hotels and the Thai hotels were Western males within the age range 26 to 45. The length of stay in the hotels was around 2 – 4 days and the purpose of visit was business travel. The findings made the study more reliable due to the similar characteristics of the guest samples in the Western hotels and in the Thai hotels.

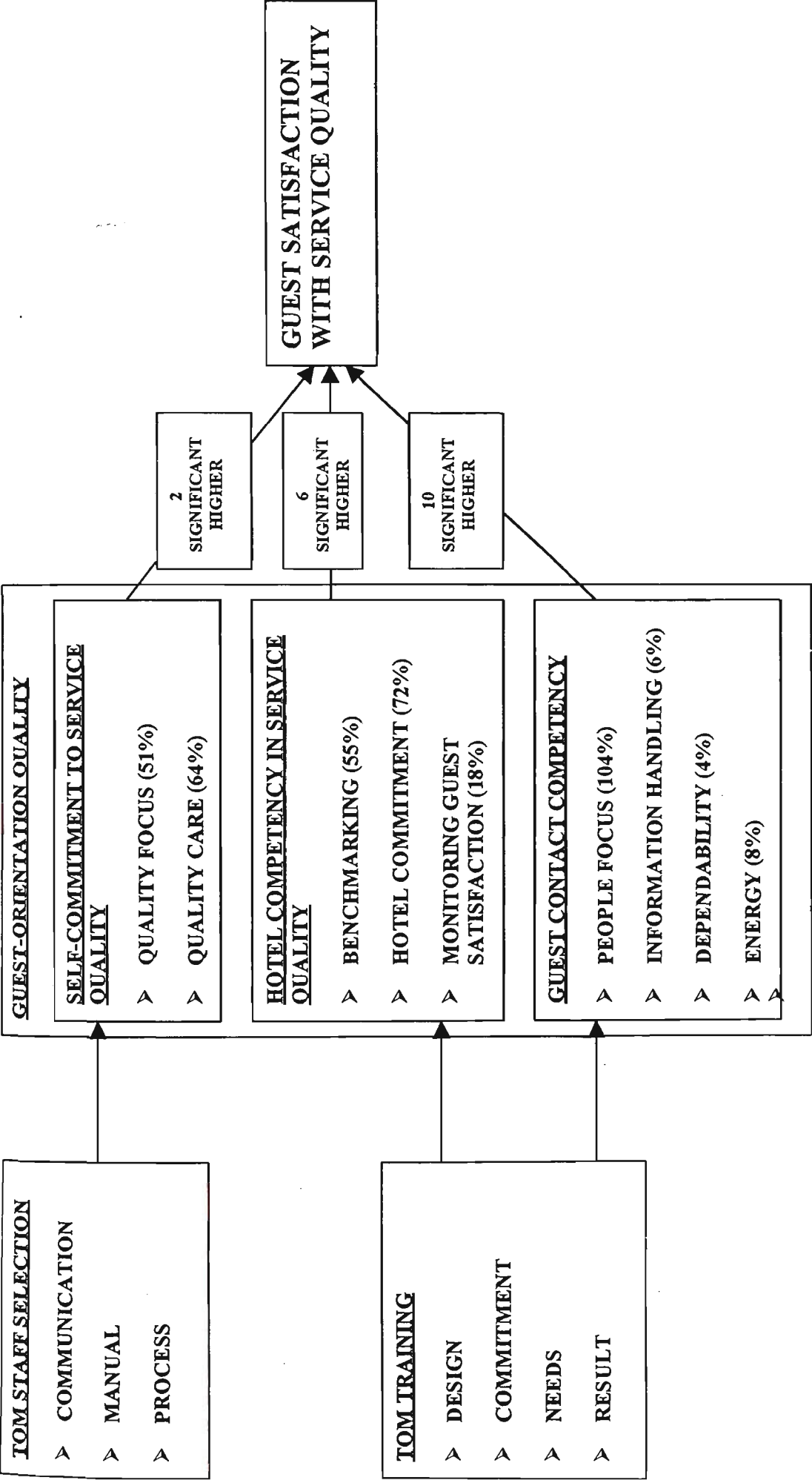


FIGURE 7.1 FINDINGS BASED ON THE PROPOSED MODEL OF THE RELATIONSHIP BETWEEN TQM STAFF SELECTION AND TRAINING AND GUEST SATISFACTION WITH SERVICE QUALITY IN THE WESTERN HOTELS

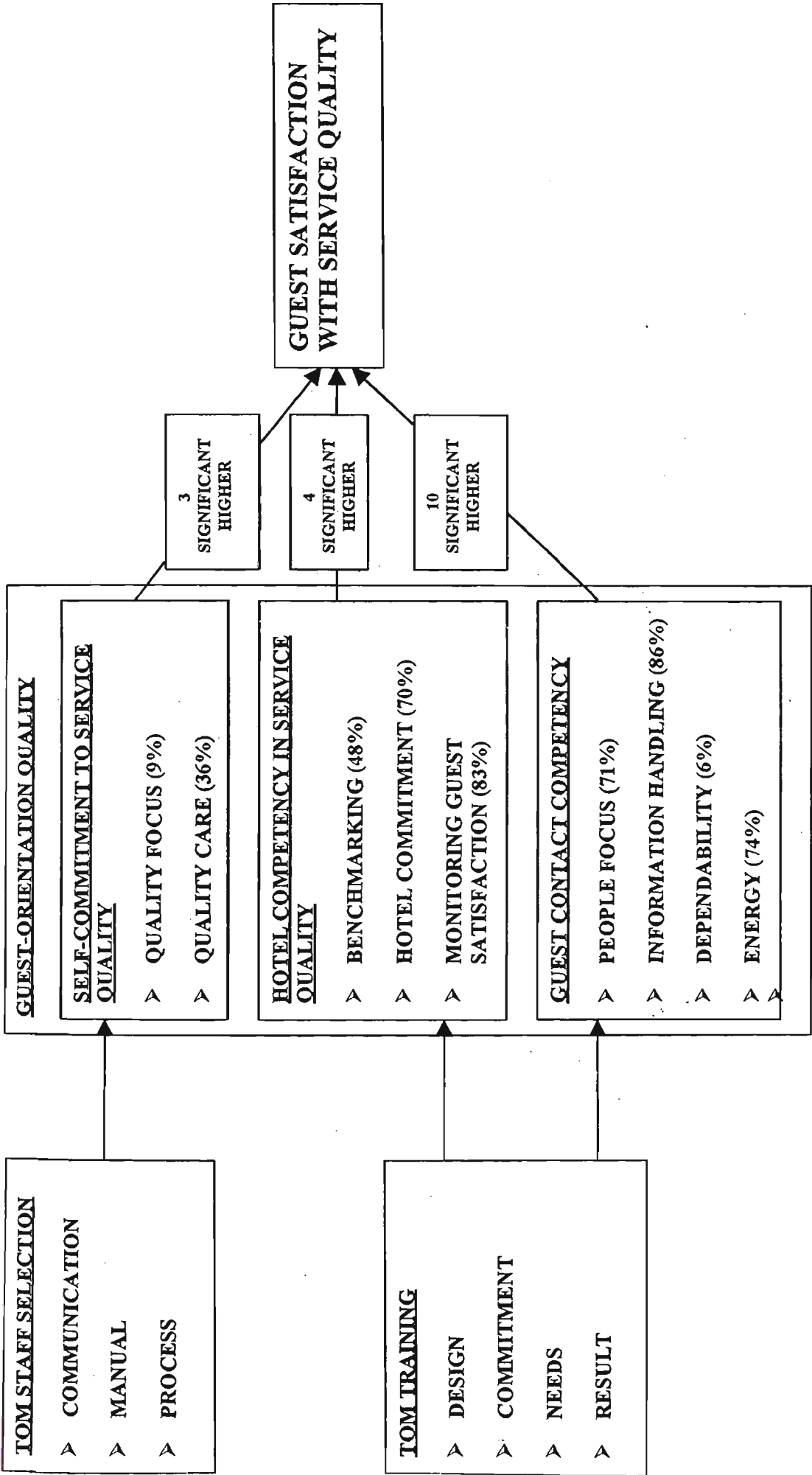


FIGURE 7.2 FINDINGS BASED ON THE PROPOSED MODEL OF THE RELATIONSHIP BETWEEN TQM STAFF SELECTION AND TRAINING AND GUEST SATISFACTION WITH SERVICE QUALITY IN THE THAI HOTELS

For the descriptive analysis of the sociodemographic characteristics belonging to the frontline staff sample, it was found that most of the Thai staff have worked for the hotels for longer and more experienced in the hotel industry than the Western staff. Due to the longer period of work and more working experience in the hotel industry, Thai staff were more multi-skilled than Western staff according to the results of the descriptive analysis in the Guest Contact Competency Questionnaire (GCC). When identifying the skills in greatest need, Western staff need more skills in specialist knowledge and convincing whereas the Thai staff needed more skills in quality orientation, initiative using and oral communication.

Mann-Whitney U test and T-test proved the similarities in all the study model dimensions of the frontline staff samples and the guest samples in the Australian hotels and the American hotels, as well as in the two Thai hotels. The results of these tests also included the significant differences of the samples when forming groupings into the Western hotels and the Thai hotels in each dimension. Grouping into Western hotels and Thai hotels was valid. The one-way ANOVA identified significant differences in all the dimensions between the staff samples in the three departments and the samples of guests assessing the staff in the three departments. Hence, doing further analyses in the three staff samples in the three departments and the samples of guests assessing the staff in the three departments were also valid.

Further, the Principal Components Analysis (PCA) identified groupings of each dimension in the study model as shown in **Figure 7.1** (p. 210) and **Figure 7.2** (p. 211). For TQM staff selection, there were three factors: 1) **communication** 2) **manual** and 3) **process**. There were no differences in the sequence of the factors between the Western hotels and the Thai hotels. In the TQM training dimension, there were four factors: 1) **design** 2) **commitment** 3) **needs** and 4) **result**. The differences between the Western hotels and the Thai hotels were found in the sequence of Factor 3 and Factor 4. For the Western hotels, **needs** was Factor 3 and **result** was Factor 4 whereas **result** was Factor 3 and **needs** was Factor 4 for the Thai hotels. The dimension of self-commitment to service quality identified two factors: 1) **quality focus** and 2) **quality care**. No differences in the sequence of the factors were found in this dimension. For the dimension of hotel competency in service quality, there were three factors: 1) **benchmarking** 2) **commitment** and 3) **monitor**. The differences between the Western hotels and the Thai hotels were found in

the sequence of Factor 2 and Factor 3: **commitment** was Factor 2 and **monitor** was factor 3 for the Western hotels whereas **monitor** was Factor 2 and **commitment** was Factor 3 for the Thai hotels. The guest contact competency dimension consisted of 4 dimensions: 1) **information handling** 2) **energy** 3) **people focus** and 4) **dependability**. The differences between the Western hotels and the Thai hotels were found in the sequence of Factor 2 and Factor 3: **energy** was Factor 2 and **people focus** was Factor 3 for the Western hotels whereas **people focus** was Factor 2 and **energy** was Factor 3 for the Thai hotels. For the dimension of guest satisfaction with service quality, the PCA identified only one factor. In overall, the guests rated front office staff in **individual attention** first, housekeeping staff in **sympathy/reassuring** first and food & beverage staff in **sympathy/reassuring** first. However, the difference between the Western hotels and the Thai hotels is the hotel guests' different assessment in the frontline staff of the three departments. For the front office staff, the guests in the Western hotels ranked **individual attention** as the first whereas the guests in the Thai hotels assessed **sympathy/reassuring** first. For the housekeeping staff, **sympathy/reassuring** was the first that the guests rated in the Western hotels whereas the guests assessed **availability of staff** in the Thai hotels first. For the food & beverage staff, the guests in the Western hotels required **sympathy/reassuring** from the staff as the first but the guests in the Thai hotels rated the staff for the **complaint handling skill** as the first. In addition, it was found that guest satisfaction with service quality of the Thai hotels was higher than guest satisfaction with service quality of the Western hotels. The possible reasons of higher guest satisfaction in the Thai hotels than in the Western hotels are that the Thai staff have more multi-skills of guest contact competency and a natural ability to be sincerely hospitable, based on their religion and upbringing (Selwitz, 1992; Meyer and Geary, 1993; Panmunin, 1993).

The Structural Equation Modelling (SEM) with AMOS revealed the similar result that the Thai hotels had higher guest satisfaction than the Western hotels. Furthermore, the SEM also identified the exactly similar most critical indicators in the guest satisfaction dimension in each department in overall as the PCA. However, when examining in each department between the Western hotels and the Thai hotels, the results were quite different. For the front office staff, the guests in the Western hotels rated **appreciation for the guest's business** as the first whereas the guests in the Thai hotels assessed **individual attention** as the first. For the housekeeping staff

and food & beverage staff, the guests in both the hotel groups ranked **sympathy/reassuring** as the first. The remarkable findings were that the guests required more individual attention from the front office staff (41%) and the food & beverage staff (18%) in the Thai hotels than in the Western hotels (front office staff = 11% and food & beverage staff = 0%) in order to lessen their complaints. For the housekeeping staff, the guests required more individual attention from the staff in the Western hotels (20%) than in the Thai hotels (7%) in order to decrease their complaints.

The SEM also identified the most critical factors of the differences in each relationship of the dimensions of the study model between the Western hotels and the Thai hotels. These differences are exhibited in **Figure 7.1** (p.210) and **Figure 7.2** (p.211). The most critical factor in the relationship between TQM staff selection and self-commitment in service quality in both the Western hotels and the Thai hotels was **quality care**. The difference between the Western hotels and the Thai hotels found in this relationship was that the degree that TQM staff selection caused self-commitment in service quality in the Western hotels was much higher in both of the factors (for the Western hotels, quality focus = 51% and quality care = 64%; for the Thai hotels, quality focus = 9% and quality care = 36%). For the relationship between TQM training and hotel competency in service quality, the most critical factor was **hotel commitment** (72%) for the Western hotels whereas the most critical factor for the Thai hotels was **monitoring guest satisfaction** (83%). The degree that TQM training caused the perception of hotel competency in service quality in the Western hotels was also higher in the two factors, except **monitoring guest satisfaction** (for the Western hotels, benchmarking = 55%, hotel commitment = 72% and monitoring guest satisfaction = 18%; for the Thai hotels, benchmarking = 48%, hotel commitment = 70% and monitoring guest satisfaction = 83%). The most critical factor in the relationship between TQM training and guest contact competency in the Western hotels was **people focus** (104%) whereas the most critical factor for the Thai hotels was **information handling** (86%). Except **people focus**, the degree that TQM training caused guest contact competency in the Thai hotels was higher in the three factors (for the Western hotels, people focus = 104%, information handling = 6%, dependability = 4% and energy = 8%; for the Thai hotels, people focus = 71%, information handling = 86%, dependability = 6% and energy = 74%). When comparing these relationships by department between the Western hotels and the Thai

hotels, the results of the correlations between the dimensions revealed that in all the three departments, the Western hotels had the higher correlations between the dimensions than the Thai hotels.

For the relationship between guest-orientation quality and guest satisfaction with service quality, the directional T-tests gave the results of the number of significant higher guest satisfaction when compared against guest orientation quality (the staff factors) as shown in **Figure 7.1** (p.210) for the Western hotels and **Figure 7.2** (p.211) for the Thai hotels. The most critical dimension in the relationship in both of the hotel groups was guest contact competency (10 significant values). The differences between the Western hotels and the Thai hotels were that self-commitment to service quality in the Thai hotels (3 significant values) had the effect on more number of significant higher guest satisfaction in service quality than in the Western hotels (2 significant values) whereas hotel competency in service quality of the Western hotels (6 significant values) had the effect on more number of significant higher guest satisfaction than in the Thai hotels (4 significant values). When comparing by department, the Western hotels still had more number of variables with significant higher guest satisfaction than in the Thai hotels, except in the dimension of guest contact competency in the housekeeping sample. From the comparison of the items, “make contribution to enjoyment of stay” and “share overall quality of service”, it was found that the guests felt happiest with the service performance of housekeeping staff in the Western hotels and front office staff in the Thai hotels. The best service quality in the eyes of the guests belonged to front office staff and housekeeping staff of both the Western hotels and the Thai hotels.

The one-way ANOVA results of the relationship between guest-orientation quality and guest satisfaction with service quality identified that the number of significant F values in each department of the Western hotels was much higher than the Thai hotels. It is also found that the number of significant F values belonging to the housekeeping sample was higher than the other samples in the two departments in overall, in the Western hotels and in the Thai hotels. The result is consistent with the results of the study belonging to Kandampully and Suhartanto (2000) that guest satisfaction with housekeeping was found to be the only significant factor that determined guest loyalty when compared with front office and food & beverage.

The present study achieved its eight aims of the study. The first aim was to ascertain that guest satisfaction is one of the main objectives of training in guest relations skills in the sample hotels. The models of the relationship between TQM training and guest contact competency and the results of directional T-tests in the dimensions of guest contact competency and guest satisfaction in the Western hotels (see **Figure 7.1**, p.210) and in the Thai hotels (see **Figure 7.2**, p.211) identified that guest contact competency was the most critical dimension leading to higher guest satisfaction (10 significant higher guest satisfaction).

The second aim was to assess the agreement and existence of TQM principles in the aspects of staff selection and training in the sample hotels. The relationship between TQM staff selection and TQM training and guest satisfaction was compared between the Western hotels and the Thai hotels as shown in **Figure 7.1** (p.210) and **Figure 7.2** (p.211) and the results of the comparison in each dimension have proved the agreement with and the existence of TQM staff selection and training in the hotels.

The third aim was to identify any correlations between perceptions of staff selection and training approaches and guest-orientation quality. The SEM models of the relationship between TQM staff selection and self-commitment in service quality, between TQM training and hotel competency in service quality and between TQM training and guest contact competency, as well as the results of correlations between these dimensions fulfilled the third aim. The fourth aim to compare the staff perceptions of staff selection and training approaches and guest-orientation quality in the Western hotels and in the Thai hotels was achieved by the SEM models and the results of the correlations. It can be concluded that the Western hotels had stronger relationship between the perceptions of staff selection and training approaches and guest-orientation quality than the Thai hotels.

The fifth aim was to make a comparison of guest relations skills belonging to the hotel frontline staff between the Western hotels and the Thai hotels. The comparison results of descriptive analysis in Guest Contact Competency Questionnaire (GCC) and the comparison models of the relationship between TQM training and guest contact competency revealed that the frontline staff in the Thai hotels were more multi-skilled in guest contact competency areas and training in the

Thai hotels was more strongly related to guest contact competency. This can be explained by the results of the descriptive analysis of the sociodemographic characteristics of the staff that most of the staff in the Thai hotels had longer period of working for the hotels and more experiences in the hotel industry. Therefore, they have been trained in more sessions of guest relations skills than the staff in the Western hotels.

The sixth aim to measure guest satisfaction levels within and between the Western hotels and the Thai hotels was achieved by the PCA results and the SEM models of guest satisfaction with service quality.

The seventh and the eight aims were fulfilled with the comparison between the framework of the Western hotels in **Figure 7.1** (p.210) and the framework of the Thai hotels in **Figure 7.2** (p.211). It can be concluded that there is a relationship between TQM staff selection and TQM training and guest satisfaction in the hotel setting and the refined model of this relationship based on the study model in **Chapter 3** is shown in **Figure 7.3** (p.218).

Five hypotheses were also tested. The first hypothesis was that TQM staff selection is correlated with self-commitment to service quality that leads to guest satisfaction with service quality. This was supported by the SEM models of the relationship between TQM staff selection and self-commitment in service quality in all the hotels, in the Western hotels and in the Thai hotels. Based on the comparison between the Western hotels and the Thai hotels in **Figure 7.1** (p.210) and **Figure 7.2** (p.211), although the relationship between TQM staff selection and self-commitment in service quality in the Western hotels was stronger than this relationship in the Thai hotels, the number of variables with significant higher guest satisfaction in the Thai hotels (3 significant higher values) was higher than in the Western hotels (2 significant higher values). However, when comparing this relationship by department between the Western hotels and the Thai hotels, The number of variables with significant higher guest satisfaction in the Western hotels was higher than in the Thai hotels (Western hotels: front office = 1 variable, housekeeping = 2 variables and food & beverage = 2 variables; Thai hotels: front office = 1 variable, housekeeping = 1 variable and food & beverage = 1 variable). Moreover, the number of the variables with significant lower guest satisfaction in the Thai hotels was much higher than in the

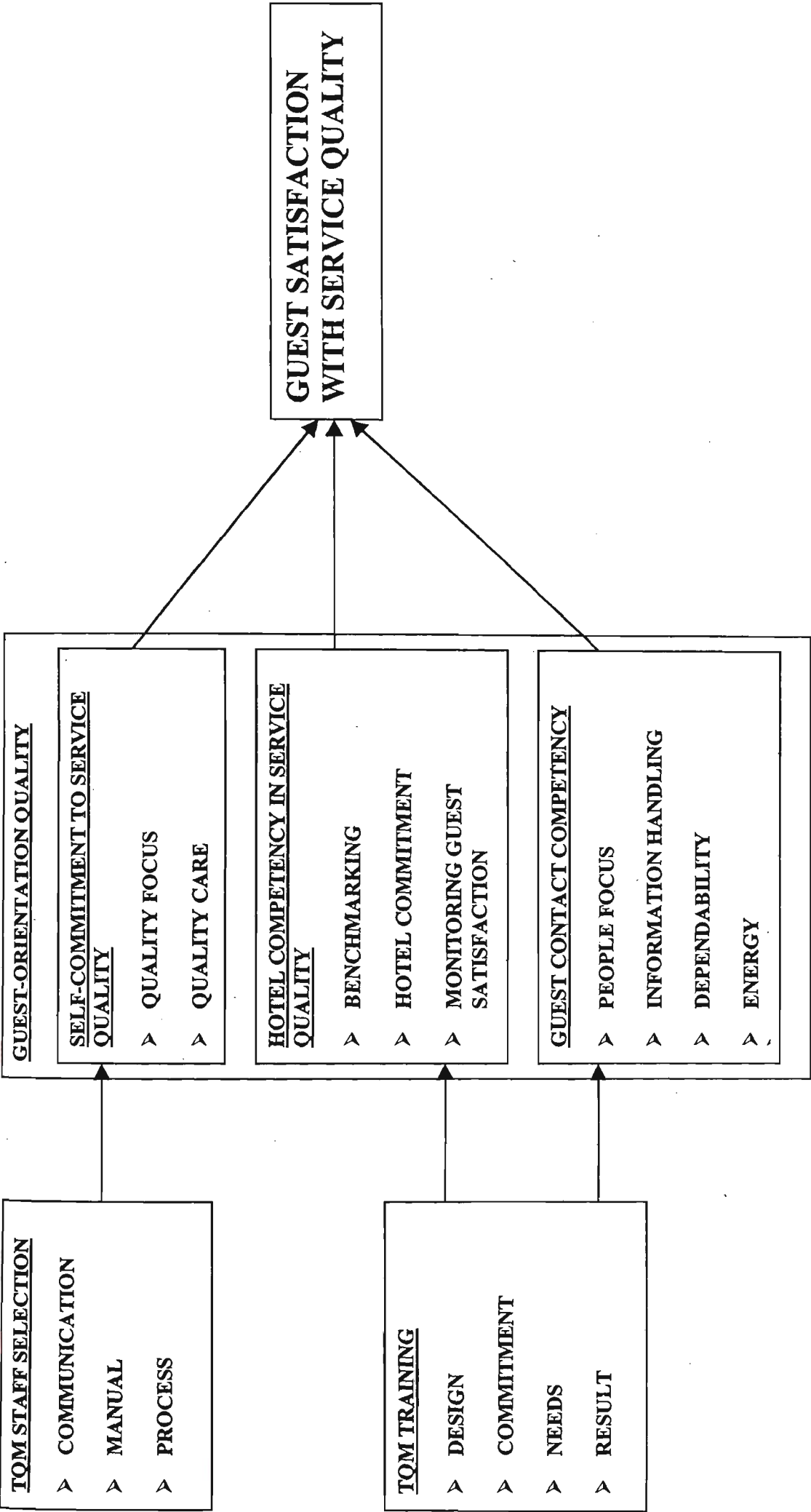


FIGURE 7.3 THE REFINED MODEL OF THE RELATIONSHIP BETWEEN TQM STAFF SELECTION AND TRAINING AND GUEST SATISFACTION WITH SERVICE QUALITY IN THE HOTEL SETTING

Western hotels (Western hotel: front office and housekeeping = 0, food & beverage = 1; Thai hotels: front office = 1, housekeeping = 1 and food & beverage = 2). Hence, “the more TQM-based staff selection procedures and processes the hotel staff perceive, the better the perception of self-commitment to service quality the hotel staff possess and the higher level of guest satisfaction the hotels achieve” was accepted.

TQM training correlates with hotel competency in service quality and guest contact competency, which leads to guest satisfaction with service quality (the second hypothesis). This was supported by the models of the relationship between TQM training and guest satisfaction with service quality in all the hotels, in the Western hotels and in the Thai hotels and the hypothesis was accepted. “The more TQM based training procedures and processes the hotel staff perceive, the better the perception of hotel competency in service quality the hotel staff possess and the higher level of guest satisfaction the hotels achieve” was proved acceptable by the comparison between the Western hotels and the Thai hotels as shown in **Figure 7.1** (p.210) and **Figure 7.2** (p.211). The Western hotels had stronger relationship between TQM training and hotel competency in service quality than the Thai hotels and this led to the greater number of variables with significant higher guest satisfaction in the Western hotels (6 significant higher values) than in the Thai hotels (4 significant higher values). Although the Thai hotels had stronger relationship between TQM training and guest contact competency than the Western hotels, the number of the staff variables with significant higher guest satisfaction was equal in both of the hotel groups (10 significant higher values). Moreover, when comparing by department, the Western hotels had more number of variables with higher significant guest satisfaction than the Thai hotels (Western hotels: front office = 10 variables, housekeeping = 10 variables and food & beverage = 10 variables; Thai hotels: front office = 8 variables, housekeeping = 11 variables and food & beverage = 9 variables). Hence, “The more TQM based training procedures and processes the hotel staff perceive, the more competent in guest relations skills the hotel staff are” was accepted but the assumption that this will lead to higher levels of guest satisfaction with service quality was rejected.

The third hypothesis that there are significant differences in the staff perceptions of TQM staff selection, TQM training and guest-orientation quality between the Western hotels and the Thai

hotels. This was accepted based on the results of the Mann-Whitney U test and the T-test. The assumption that the hotels in the Western countries are likely to have better staff perceptions of TQM operations and guest service quality than the hotels in the Asian countries, was accepted in the dimensions of TQM staff selection, TQM training, self-commitment in service quality and hotel competency, but it was not accepted in the dimension of guest contact competency as the evidence of stronger relationship between TQM training and guest contact competency in the Thai hotels.

“There are significant differences between the Western hotels and the Thai hotels in guest satisfaction assessment of the frontline staff performance in the three departments” (the fourth hypothesis) was accepted based on the results of the PCA and the SEM models. It was found that the guest satisfaction levels in the Thai hotels were higher than in the Western hotels. The possible reason was because guest contact competency was the most critical dimension in the relationship between guest-orientation quality and guest satisfaction and the Thai hotels had stronger relationship between TQM training and guest contact competency than the Western hotels.

The fifth hypothesis that there are significant differences between the Western hotels and the Thai hotels in the relationship between TQM principles, in the aspects of staff selection and training and guest satisfaction with service quality was proved by the comparison of the relationship between TQM staff selection and TQM training and guest satisfaction with service quality between the Western hotels (see **Figure 7.1**, p.210) and the Thai hotels (see **Figure 7.2**, p.211). This relationship was stronger in the Western hotels than in the Thai hotels.

7.3 IMPLICATIONS FOR THE HOSPITALITY INDUSTRY

This study has many important implications for the hospitality industry, particularly with respect to human resource management. These implications will be described through the relationship of the dimensions in the model (see **Figure 7.3**, p.218).

7.3.1 TQM STAFF SELECTION AND SELF-COMMITMENT TO SERVICE QUALITY

The key staff selection strategies for hotels were developed on the basis of the three factors and their critical indicators in order to increase the frontline staff perception of self-commitment to service quality that leading to guest satisfaction with service quality. This was based on the relationship between TQM staff selection and self-commitment to service quality, which differed between the hotels in the Western countries, such as USA and Australia and the hotels in the Asian countries, specifically Thailand. Based on TQM principles, these strategies are the following:

1) COMMUNICATION BETWEEN THE HOTELS AND THEIR APPLICANTS

(Key indicators: hotel's expectation learning, own expectation reveal, interpersonal skills, hotels and jobs ideas)

The communication between the hotels and their applicants should involve two-way communication. Applicants should have an opportunity to know about the hotels' expectations of them as prospective staff and reveal their own expectations about working for the hotels. This will also test the interpersonal skills of the applicants at the same time through the communication process. The hotels should give the applicants ideas about the hotels and the jobs for which they are applying. Job previews to show how the job will be performed and the standard of the job will give the clear picture for the applicants and help the hotels to select the right staff who have the right attitudes to undertake the relevant roles.

Western hotels should emphasize such communication because it has significant effect on the perception of quality focus. In particular, it would be useful to ask applicants to reveal their expectations and personal goals. However, the communication can cause negative feeling in quality care, therefore the information and the way to communicate should be impressive and create the feeling of care in the hotels' service quality. For Thai hotels, this communication can create the perception of quality care. Nevertheless, it can cause negative feeling with respect to quality focus. Hence, the information and the way to communicate it should be clear, impressive and easy to understand to avoid confusions, since Thai applicants may pretend to understand in

order to save face and to create the good impression with the hotels. Making queries back to the applicants about the hotels and the jobs they are applying including the hotels' expectations will solve this communication barrier and create positive feeling in quality focus to the applicants.

2) STAFF SELECTION MANUAL

(Key indicators: out-of-date job descriptions and job specifications, rushed or ignored job descriptions and job specifications, vague job descriptions and job specifications)

Both Western hotels and Thai hotels should make sure that their job descriptions and their job specifications are updated, clear and complete. Staff selection manuals have a significant effect on communication between hotels and applicants. Such manuals can also have positive effect on the perception of quality care. This means that the higher quality there are in staff selection manuals of the hotels, the better the hotels can communicate with their applicants and the better feeling of care in the hotels' quality the applicants have.

3) STAFF SELECTION PROCESS

(Key indicators: guest-oriented staff selection, matching goals with the hotels)

The process of staff selection in hotels should be directed towards guest-orientation. The criterion in selecting staff should be based more on guest service attitudes rather than the job skills. Guest relations skills should be tested. Matching the personal goals of the applicants with the goals of the hotels will help the hotels to select the right staff who are likely to work for the hotels as their long-term careers.

Western hotels should stress this TQM staff selection process because it has a significant effect on the perception of quality focus and a positive downstream effect on quality care. For Thai hotels, the process has a positive effect on quality focus but it causes negative feeling of quality care due to the lack of TQM knowledge and the absence of involvement by staff in the staff selection process. Thus, training programs in TQM and having staff involved in the staff selection process will help to reduce this negative feeling.

7.3.2 *TQM TRAINING & HOTEL COMPETENCY IN SERVICE QUALITY & GUEST CONTACT COMPETENCY*

The four factors of TQM training and their critical indicators were taken to develop the key training strategies for hotels. This was undertaken in order to enhance the frontline staff perception of hotel competency in service quality and to increase the frontline staff competency in guest contacts, which leads to guest satisfaction with service quality. This was based on the relationship between TQM training and hotel competency in service quality and between TQM training and guest contact competency. These differed between the Western hotels and the Thai hotels. Based on TQM principles, these strategies are the following:

1) TRAINING DESIGN

(Key indicators: helping solve problems and improve work processes, opportunities in training, seminars and meetings about quality, only on-the-job training)

The design of training programs and activities should attach importance to quality issues. The emphasis should be on helping to solve problems and on improving work processes. Seminars and meetings about quality can give such a clearer picture to staff about quality and opportunities to attend training programs should be extended to all staff and managers.

On-the-job training is considered important in case the staff still lack relevant job knowledge. Western hotels have been in this situation so they should put the emphasis in on-the-job training. More training opportunities, in particular on-the-job training are recommended for provision to staff in Western hotels. In the case of skilled staff in Thai hotels, only on-the-job training will cause negative perceptions of the hotels. This may express insufficient support from the top management in training budgets and untrue care of managers in staff. Training programs in quality issues, using initiative, convincing skills and oral communication, in particular English language are in need for the staff in the Thai hotels. For the staff in the Western hotels, convincing skills, resilient skills and on-the-job skills are recommended to include in the hotels' training programs.

The more importance that Western hotels attach to TQM training design, the better perceptions of the hotels' benchmarking, hotel commitment in service quality, training results and training needs the frontline staff have. This means that staff will feel more committed to their hotels. Similarly for the Thai hotels, TQM training design will improve staff perceptions of hotel commitment in service quality, training results and training needs.

The design of training programs and activities for frontline staff to increase guest relations skills should emphasize people focus and energy skills for Western hotels. For Thai hotels, training in guest relations skills should involve activities, rather than formal training programs because most of the Thai staff have been already received substantial training in these programs.

2) HOTEL COMMITMENT IN TRAINING

(Key indicators: training costs and benefits, expense, not long-term investment, taking off direct guest service, single event, not process)

A commitment to training by hotels can create a positive perception of commitment to service quality. According to the findings of the study, to improve perceptions that hotels are really committed to service quality will be achieved by 72% in the case of Western hotels and 70% in case of Thai hotels. The hotels can express their true commitment to service quality through their commitment in training.

Proving a commitment to training involves reducing the following negative perceptions of training: upfront and obvious training costs but remote and immeasurable benefits, expense, not long-term investment, taking the staff off direct guest service and only a single event, not process. In transforming such a commitment into action, the hotels should have long-term training plans with real investment in training and measurable training results. Each staff member should have his or her own long-term training plan, maybe designed by him- or herself with supervisors and managers and these plans should be updated annually. This will prevent the boredom of the staff in attending the similar training programs several times and the waste of budgets and time for the hotels. The hotels' overall long-term training plans should be based on the individual staff training plans.

For guest contact competency, commitment to training creates a positive staff perception in boosting their information handling skills and dependability skills for the Western hotels. Commitment in training for the Thai staff increases their information handling skills, dependability skills and energy skills.

3) HOTEL TRAINING NEEDS

(Key indicators: filling new position and something wrong)

Finding right training needs cause much better perceptions of the hotels' benchmarking, guest satisfaction monitor and commitment in service quality and have the significant effects on the perceptions of training design and training results. Hotels should find and assess the training needs based on the individual staff long-term training plans, not only for filling new positions and the occurrences of something wrong. The involvement of staff in finding their training needs can help to decrease the negative perceptions of training design and training results, as well as the perception of lessening their dependability skills for both the Western hotels and the Thai hotels and can help increasing the positive perceptions of the hotel competency in service quality.

Training needs can stress in people focus skills, energy skills and information handling skills in the Western hotels and people focus skills and energy skills in the Thai hotels.

4) TRAINING RESULTS

(Key indicators: guest relations skills, managers' satisfaction in staff guest relations skills)

Results of training for hotels should be measured by guest relations skills belonging to the frontline staff and managers' satisfaction in staff guest relations skills. These training results cause much better perceptions of hotel competency in service quality, particularly in the case of Thai hotels. Training results are correlated with training design and training needs. Therefore, the higher the quality of training design and training needs, the better results of training.

Positive staff perceptions that training results cause in guest relations skills are confined to energy skills in case of Western hotels and people focus skills in case of Thai hotels. Training results

should be presented in ways that create an impressive, fair and challenging feeling for hotel staff and decrease the perception that training results are a type of performance appraisals by management. Training results that are managed in groups or teams are recommended.

7.3.3 GUEST-ORIENTATION QUALITY AND GUEST SATISFACTION WITH SERVICE QUALITY

Guest-orientation quality has significant effects on higher or lower guest satisfaction with service quality. For Western hotels, the staff perception is that there should be more attention to “quality as the number one priority of the hotels” since this perception causes the effect on significant lower guest satisfaction. For the Thai hotels, there are four staff perceptions that should be concentrated to minimize due to their effects on significant lower guest satisfaction: “quality as the number one priority of the hotels”, “extra effort in quality delivery”, “satisfied guest commitment by the hotels” and “managers’ actions in guest satisfaction”.

The department that had the strongest effect on guest satisfaction in the study was housekeeping. Thus, giving the importance to the housekeeping staff perceptions in guest-orientation quality should be a major concern.

Hotels should concentrate on guest services associated with their frontline staff as follows: individual attention from front office staff, sympathy and reassurance from housekeeping staff and food & beverage staff. These two skills are included in people focus skills and energy skills. In the case of Western hotels, guests appear to require from front office staff individual attention and appreciation of the guests’ interests, from housekeeping staff and food & beverage staff sympathy and reassurance. Thai hotels should stress the following guest services: individual attention and sympathy and reassurance from front office staff, availability of staff and sympathy and reassurance from housekeeping staff and complaint handling and sympathy and reassurance from food & beverage staff. In order to reduce the incidence of guest complaints, guests require greater individual attention from front office staff and food & beverage staff in Thai hotels. In case of Western hotels, guests are likely to complain less when they are given greater individual attention by housekeeping staff.

7.3.4 *TQM STAFF SELECTION AND TQM TRAINING & GUEST SATISFACTION WITH SERVICE QUALITY*

The relationship that has been established between TQM staff selection and training and guest satisfaction with service quality emphasizes the importance of TQM and human resource management effecting guest satisfaction with service quality. The hospitality industry should devote greater attention to the application of TQM, particularly in the case of human resource management since the study has made it clear that this aspect has impacts upon guest satisfaction with service quality.

7.4 CONTRIBUTION OF THE STUDY

Several conclusions can be drawn from the findings of the present study. Firstly, based upon the results, the study supported the theoretical notion that there is the existence of TQM staff selection and training and guest satisfaction with service quality through the comparison of guest satisfaction in the hotels based upon the degree of the application in TQM staff selection and TQM training. Importantly, the study provided convincing empirical evidence as to the relationship between TQM, guest satisfaction and human resource performance. Although this relationship has been extensively discussed theoretically in the literature, it has not been subjected to thorough empirical research. Consequently, the study contributes to the body of knowledge concerning TQM, guest satisfaction and human resource management.

Secondly, the unique contribution of the study has been made to theoretical knowledge in being the first study to demonstrate a relationship between TQM, guest satisfaction and staff selection. Little research has been carried out on staff selection and until now, no research has been identified on staff selection based upon TQM principles.

Thirdly, the study identified significant differences between Western and Thai hotels in terms of staff perceptions of staff selection, training, self-commitment to service quality, hotel competency in service quality and guest contact competency, as well as guest satisfaction with service quality. In addition, the relationships of these perceptions were also found to be significantly different.

These different perceptions and their relationships are useful constructs for explaining human resource performance and guest satisfaction.

Fourthly, the study has modelled the relationship between TQM staff selection and training and guest satisfaction. These models can be used in future research on TQM, human resource management, hospitality management and service management. The use and effectiveness of the models have been confirmed through the accuracy of the research methodology and the conduct of an extensive literature review. As is appropriate for investigating complex concepts, the study has used multivariate statistical techniques to investigate perceptions, behaviors and satisfaction. This combination of methods has proven very helpful in identifying the relationship.

Fifthly, most of the instruments used in this study were developed specifically to assess the relationship between TQM staff selection, TQM training and guest satisfaction with service quality: Quality Orientation Questionnaire (QQQ) in the sections of staff selection and training as well as Guest Contact Competency Questionnaire (GCC) and Hotel Guest Satisfaction Survey (GSS). These instruments can be used in future research in the areas of TQM, human resource management, hospitality management and service management.

Sixthly, the research was multidimensional and multinational. It combined theories from various disciplines, such as total quality management, hospitality management, service management, behavioral sciences and psychology. The surveys have been undertaken in USA, Australia and Thailand. This approach has enabled the researcher to cope with the diversity of the phenomena under study. This diversity is beneficial for further research in these fields and in these countries. In particular, it is notable that very little research has been undertaken in the hospitality industry of Thailand.

Lastly, as mentioned in Section 7.3, the study provided several key implications for the hospitality industry and has demonstrated that it is worthwhile to apply TQM principles in the hospitality industry, particularly in human resource management. The specific areas of staff selection and training based on TQM principles that should be in the attention are identified in this study for both the Western hotels and the Thai hotels. The critical staff perceptions of guest-

orientation quality in the aspects of self-commitment to service quality, hotel competency in service quality and guest contact competency are also included. Importantly, the finding that hotel guests assessed the frontline staff in the three departments differently is useful for hospitality managers in determining the appropriate plans and strategies to improve their guest service. The specific service quality areas and skills needed for the frontline staff are also recommended for both Western and Thai hotels to improve their service quality and guest relations skills.

7.5 LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Although many significant relationships were found in this study, there were several limitations that can be improved upon in future studies. The sizes of the staff samples in the Western and Thai hotels were too small when undertaking specific analysis by department. This analysis had to be done in correlational way, so the direction of causality for each of the three departments in the hotels was not demonstrated. The relatively small number of staff in each department prevented the use of causal modeling techniques such as path analysis. Future studies in the similar theme as the present study should attempt to include larger number of staff in each of the three departments to allow for the application of multivariate analyses such as multiple regression and structural equation modeling.

Another limitation was that the hotel samples in this study were selected on a nonrandom basis. As a consequence, hotels, frontline staff and guests may not be representative of the entire population. However, the possibility to cover all the population in the studies like this one is unseen. For the present study, the American hotel and the two Thai hotels are in the same hotel chain and the findings revealed the significant differences in the guest and staff samples. Future research might concentrate on a single hotel chain with more hotels in more countries or make comparisons across a number of hotel chains.

The original intention of the study to compare TQM hotels with Non-TQM hotels was unsuccessful due to the refusal of TQM hotels to participate. The main reason for the refusal was the contracts that exist between the hotels and various consulting companies. Nevertheless,

further research would be useful to include TQM hotels in their studies to gain clearer insights about applying TQM in hotels. Another alternative is the conduct of qualitative research. In approaching hotels to encourage their participation in the current study, the researcher found that TQM hotels were more receptive to participation in qualitative studies. This can be done in the form of interviewing their human resource managers by using checklists of staff selection and training processes and procedures based on TQM principles.

The present survey covered only hotels in Thailand to represent hotels in the Asian countries. There are likely to be differences with other Asian countries which have not been identified in the survey. This research should be seen as a starting point rather than as definitive. It is also recommended that hotels in other Western countries or in other regions be included in future studies.

Other human resource management areas still need to be explored. For example, employee relations based on TQM principles may be worthy for future research. Although they need further refinement, the instruments of measurement used and developed for the present study has promising properties in terms of both reliability and validity. Further research should deploy these instruments for use in replication studies with the same target population to refine the instruments or in studies with other target populations, such as hotel managers and hotel owners. Specifically, Guest Contact Competency Questionnaire (GCC) is possible for the evaluation of applicants for customer service positions and new customer service staff before and after the probation. As some wordings in the questionnaire may however have to be modified. In addition, this questionnaire was linked with Hotel Guest Satisfaction Survey (GSS), so the model comparison between guests, staff and supervisors or managers will be interesting for the purposes of further research. Quality Orientation Questionnaire (QOQ) for future research can be used by deploying only the indicator variables of the factors extracted by the PCA instead of using all the items like this study.

The findings of this research cannot automatically be generalized beyond the specific setting of the study. To assess the external validity of the findings, the study should be replicated and conducted in other settings such as the other service industries.

Although the statistical tests were conducted to confirm the reliability of the individual scales in all the hotels in the three countries, it is possible that there may be stronger and different underlying models in each country. Therefore, further research should explore the identified models, analyze their overall goodness-of-fit results, modify them if necessary, and determine the final model for each country in order to support the initially identified models. However, the modifications that may improve the model results can be made only if theoretically justified. The models should be tested on new data or new sample group to ensure the generalization for uses across multiple samples. The model of the relationship between TQM training and guest contact competency might be tested by supervisors or managers.

Finally, the study used multivariate statistical techniques that may be useful to other researchers and may form the basis for future research in the similar fields in analyzing data. TQM and human resource management stills have been a long journey for the hospitality industry and future research in these fields are needed to enlighten the industry.

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APPENDIX 1

THREE QUESTIONNAIRES:

- 1. QUALITY ORIENTATION QUESTIONNAIRE:**
- 2. GUEST CONTACT COMPETENCY QUESTIONNAIRE**
- 3. GUEST SATISFACTION SURVEY WITH A COVER LETTER**

QUALITY ORIENTATION QUESTIONNAIRE (QOQ)

Please rate by ticking one number only for each statement ✓.

GUEST-ORIENTATION QUALITY

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1) I feel strongly about improving the quality of my hotel's services.	①	②	③	④	⑤
2) I enjoy discussing quality-related issues with people in my hotel.	①	②	③	④	⑤
3) I gain a sense of personal accomplishment in providing quality services to my hotel guests.	①	②	③	④	⑤
4) I often discuss quality-related issues with people outside of my hotel.	①	②	③	④	⑤
5) Providing high quality services to our hotel guests should be the number one priority of my hotel.	①	②	③	④	⑤
6) I am willing to put in a great deal of effort beyond that normally expected in order to help my hotel deliver high quality services to our hotel guests.	①	②	③	④	⑤
7) The way I feel about quality is very similar to the way my hotel feels about quality.	①	②	③	④	⑤
8) I really care about the quality of my hotel's services.	①	②	③	④	⑤
9) My hotel is totally committed to create satisfied guests.	①	②	③	④	⑤
10) My hotel's goals exceed guests' expectations.	①	②	③	④	⑤
11) Managers demonstrate with their actions that guest satisfaction is important.	①	②	③	④	⑤
12) Hotel staff know which attributes of the products or services the hotel's guests value most.	①	②	③	④	⑤
13) Information from guests is used in designing hotel's products and services.	①	②	③	④	⑤
14) Guests are often asked to sit in on product design or service planning meetings to give their insights, reactions, and advice.	①	②	③	④	⑤
15) My hotel monitors guest complaints.	①	②	③	④	⑤
16) My hotel asks guests to give feedback about hotel's performance.	①	②	③	④	⑤
17) My hotel constantly track guest satisfaction in hotel's products and services.	①	②	③	④	⑤
18) The hotel knows how guests perceive quality.	①	②	③	④	⑤
19) Top management frequently contacts guests.	①	②	③	④	⑤
20) The guests' complaints are resolved.	①	②	③	④	⑤
21) Hotel staff are encouraged to satisfy guests.	①	②	③	④	⑤
22) It is the hotel policy to follow up with each guest after check out, to check on satisfaction and determine whether there are any problems.	①	②	③	④	⑤

PLEASE TURN OVER ➡

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
23) My hotel studies the best practices of other hotels to get ideas about how to do things better.	①	②	③	④	⑤
24) My hotel compares the current quality levels for products and services features with those Of competitors.	①	②	③	④	⑤
25) My hotel compares the current quality levels for products and services features with those of world leaders.	①	②	③	④	⑤
26) My hotel compares the current process quality levels with those of competitors.	①	②	③	④	⑤
27) My hotel compares the current process quality levels with those of world leaders.	①	②	③	④	⑤

STAFF SELECTION

28) Our job descriptions and person specifications are often rushed or ignored.	①	②	③	④	⑤
29) Our job descriptions and person specifications are out of date.	①	②	③	④	⑤
30) Our job descriptions and person specifications are too detailed, vague, and full of management jargon.	①	②	③	④	⑤
31) Voluntary separations of staff from the hotel (staff turnover) has increased.	①	②	③	④	⑤
32) Our staff selection focuses on attitudes to flexibility and customer service rather than skill levels.	①	②	③	④	⑤
33) Our hotel selects people who are guest-oriented.	①	②	③	④	⑤
34) The hotel staff is selected on the basis of their past experience.	①	②	③	④	⑤
35) Our hotel selects staff by identifying common experiences, values and personal goals matching with the hotel's ones.	①	②	③	④	⑤
36) Little emphasis is given to evaluating interpersonal skills in the selection process.	①	②	③	④	⑤
37) The hotel gives applicants no chance to learn about the expectations that the hotel has of them.	①	②	③	④	⑤
38) The applicants have no chance to reveal their own expectations of working life.	①	②	③	④	⑤
39) The applicants usually have no ideas about the hotel and the jobs they are applying.	①	②	③	④	⑤
40) The hotel often fills positions as quickly as possible, rather than waits and carefully selects from a reasonable number of applicants.	①	②	③	④	⑤
41) There are some operational staff joining in the new staff selection process.	①	②	③	④	⑤
42) Only Human Resources Department has the duties and responsibilities in selecting staff.	①	②	③	④	⑤

	Strongly Disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
43) The costs of training are upfront and obvious, while the benefits appear to be remote and unmeasurable.	①	②	③	④	⑤
44) Training takes employees off direct customer service.	①	②	③	④	⑤
45) Training makes employees more employable and well-trained employees will take their skills to another hotel.	①	②	③	④	⑤
46) The training function is in the last row of importance and other main operational functions are considered to be more important.	①	②	③	④	⑤
47) We follow formal processes to design, deliver, reinforce, evaluate, and improve our education and training, including reinforcing knowledge and skills through on-the-job application.	①	②	③	④	⑤
48) Managers and supervisors take time to explain to staff why things work the way they do.	①	②	③	④	⑤
49) For new employee training, supervisors or colleagues are expected to provide coaching over and above their duties, whether they are well-trained or willing to do or not.	①	②	③	④	⑤
50) Training is a single event, not a continuous process.	①	②	③	④	⑤
51) The tangible components (such as facilities) are easier to manage than intangible training.	①	②	③	④	⑤
52) Training is an expense, not a long-term investment.	①	②	③	④	⑤
53) Training is a waste of time; therefore no time is committed to it.	①	②	③	④	⑤
54) Training is offered for staff to teach them how to do their present technical jobs better.	①	②	③	④	⑤
55) Training is offered for staff when something goes wrong	①	②	③	④	⑤
56) Training is offered for staff when there are needs to fill new positions and to promote staff.	①	②	③	④	⑤
57) The hotel has no evaluation and follow up system for each training program.	①	②	③	④	⑤
58) Training for our frontline staff is not geared to providing customer satisfaction.	①	②	③	④	⑤
59) Our hotel always or often uses request from line supervisors and managers as well as performance appraisal to analyze the training needs.	①	②	③	④	⑤

PLEASE TURN OVER →

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
60) Management spend more time trying to automate, eliminate, and simplify the necessary technical skills needed rather than developing guest service skills.	①	②	③	④	⑤
61) Staff training in our hotel centers on helping staff solve problems and improve the work processes.	①	②	③	④	⑤
62) Seminars and meetings that discuss quality in our hotel are parts of a larger strategic plan to improve quality.	①	②	③	④	⑤
63) Staff receive training in quality tools and techniques	①	②	③	④	⑤
64) Staff in our hotel are provided opportunities to improve the competence and experience through well-designed training.	①	②	③	④	⑤
65) Training objectives for each program held are unclear.	①	②	③	④	⑤
66) When comparing guest relations skills, our staff is better than the staff in other hotels.	①	②	③	④	⑤
67) Managers feel satisfied with the staff's guest relations skills.	①	②	③	④	⑤
68) Considering the full range of training requirements in the hotel, management would be prepared to commit time and resources to guest relations skills training of the frontline staff.	①	②	③	④	⑤
69) The timing of training is on a "just-in-time" basis that it can be applied in the workplace by staff as soon as possible after the training.	①	②	③	④	⑤
70) Our training is up-to-date to keep up with the pace of change and technology.	①	②	③	④	⑤

Thank you very much for your help and cooperation.

GUEST CONTACT COMPETENCY QUESTIONNAIRE (GCC)

Please check the appropriate response that reflects your feelings (one per question)

	Hardly ever	Sometimes	Often	Nearly always	Always
1) Relating to guests: I quickly build rapport and easily establish relationships with guests. I relate well to different types of guests, listen and get on with them.	①	②	③	④	⑤
2) Convincing: I present the key points of an argument persuasively. I negotiate and convince others. I change people's views and influence their decisions.	①	②	③	④	⑤
3) Communicating orally: I speak confidently and fluently. I talk at a suitable pace and level. I hold others' attention when speaking.	①	②	③	④	⑤
4) Team working: I Fit in with the team. I develop effective and supportive relationships with colleagues. I am considerate towards them and create a sense of team spirit.	①	②	③	④	⑤
* In which one of the above 4 skills, 1-2-3-4, are you: (Write only one number in the box.) most competent? <input type="checkbox"/> least competent? <input type="checkbox"/>					
5) Fact finding: I know where to find relevant information. I check facts and data. I retrieve and absorb information quickly.	①	②	③	④	⑤
6) Problem solving: I identify potential difficulties and their causes. I generate workable solutions and make rational judgements.	①	②	③	④	⑤
7) Specialist knowledge: I have background knowledge and a thorough grasp of products and services. I have expertise in my own area.	①	②	③	④	⑤

*** In which one of the above 3 skills, 5-6-7, are you: (Write only one number in the box.)**
most competent? ☐ least competent? ☐

PLEASE TURN OVER◊

	Hardly ever	Sometimes	Often	Nearly always	Always
8) Quality orientation: I provide a quality service. I maintain high professional standards and get work right first time.	①	②	③	④	⑤
9) Organisation: Organises own time effectively and creates own work schedules. Prioritises and prepares in advance. Sets realistic time-scales.	①	②	③	④	⑤
10) Reliability: I am reliable; follow directions from supervisors and respect policies and procedures. I show commitment to the organization and task completion.	①	②	③	④	⑤

* In which one of the above 3 skills, 8-9-10, are you: (Write only one number in the box.)
 most competent? ☐ least competent? ☐

11) Guest focus: I put the guest first and am eager to please them. I work hard to meet guest needs and look after their interests.	①	②	③	④	⑤
12) Resilient: I remain calm and self-controlled under pressure. I react well to change and stay positive despite setbacks. I keep difficulties in perspective.	①	②	③	④	⑤
13) Results driven: I get results and willingly tackle demanding tasks. I set and exceed challenging personal targets.	①	②	③	④	⑤
14) Using initiative: I take responsibility for my own actions and make decisions without referring to others. I act on own initiative.	①	②	③	④	⑤

* In which one of the above 4 skills, 11-12-13-14, are you: (Write only one number in the box.)
 most competent? ☐ least competent? ☐

14) How long have you been employed with this hotel? ☐ days ☐ months ☐ years

15) Your experience in the hotel industry ☐ years.

16) Your position _____ Department _____

17) Your Staff I.D. Number _____

Thank you very much for your help and cooperation.

Dear Guest,

You are requested to participate in a guest satisfaction survey, which is a part of the Ph.D. research, "The relationship between customer satisfaction and staff selection and training in TQM and non-TQM hotels".

The results of the research are to provide the important insights for the hotel industry in the application of Total Quality Management (TQM) in staff selection and training and to assess the impact of staff selection and training on guest satisfaction. Therefore, your time and your kind effort to complete the questionnaire at the end of your stay will help the hotel under your patronage and the world hotel industry to serve you better with better-selected and better-trained staff. The survey will be conducted in Washington, DC, Sydney, Melbourne, Singapore and Bangkok.

You can be assured that all information will be kept strictly confidential and anonymous. We shall use the information only for the purposes of the study and the benefits of the hotel industry. Please return the completed questionnaire to the reception desk.

Thank you very much for taking part in this survey. We greatly appreciate the time you spend giving us your valuable opinion.

Sincerely yours,

General Manager

HOTEL GUEST SATISFACTION SURVEY (GSS)

Please rate the hotel staff for the service you received using the following scale: 1 = poor, 2 = not good, 3 = average, 4 = good, 5 = outstanding and 9 = no idea. Tick one box only for each item.

The hotel staff:	FRONT OFFICE ☹ → → → → ☺ ☹	HOUSEKEEPING ☹ → → → → ☺ ☹	FOOD & BEVERAGE ☹ → → → → ☺ ☹
1) Greet guests	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
2) Are courteous and friendly	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
3) Have eye contact with guests	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
4) Show Neatness and tidiness in work	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
5) Are Competent and professional	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
6) Deliver prompt service	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
7) Serve you right at the first time	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
8) Are consistent in giving good service standard	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
9) Are Willing to provide service	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
10) Are Helpful	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
11) Feel Appreciated for the guest's business	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
12) Are Sympathetic / reassuring	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
13) Make a personal recognition	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
14) Treat as a valued guest	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
15) Are able to make you feel important	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
16) Have your best interests at heart	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
17) Understand your needs	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
18) Give individual attention	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨

Please turn over →

	FRONT OFFICE ☹ → → → → ☺ ☹	HOUSEKEEPING ☹ → → → → ☺ ☹	FOOD & BEVERAGE ☹ → → → → ☺ ☹
19) Are always available	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
20) Provide extras on request	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
21) Give service when promised	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
22) Respond to guests' needs	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
23) Are Trustworthy	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
24) Are Dependable	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
25) Have good standard of English in communication	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
26) Provide information about services and activities	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
27) Have knowledge in hotel products and services	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
28) Are able to handle guests' problems and complaints alone	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
29) Make contribution to enjoyment of stay	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨
30) Share overall quality of Service	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨	① ② ③ ④ ⑤ ⑨

Additional comments on quality of service:

Your gender ☐ male ☐ female

Your age _____

Your length of stay _____

Your nationality _____

Your main purpose of visit ☐ Business ☐ Pleasure ☐ Group ☐ Conference/Meeting

Thank you very much for your kind help. Please leave the completed questionnaire at the Reception desk and select a gift as a token of appreciation for your time.

APPENDIX 2

THAI VERSION OF THE TWO QUESTIONNAIRES:

- 1. QUALITY ORIENTATION QUESTIONNAIRE:**
- 2. GUEST CONTACT COMPETENCY QUESTIONNAIRE**

แบบสอบถามเรื่องการเน้นคุณภาพในการบริการ (QOQ)

โปรดแสดงความคิดเห็นของท่านที่มีต่อข้อความต่อไปนี้ โดยทำเครื่องหมาย (/) ในช่องหมายเลขที่เหมาะสมเพียงหมายเลขเดียว

คุณภาพในส่วนที่คำนึงถึงแขก

	ไม่เห็นด้วย อย่างยิ่ง	ค่อนข้าง ไม่เห็นด้วย	เฉย ๆ	ค่อนข้าง เห็นด้วย	เห็นด้วย อย่างยิ่ง
1. ข้าพเจ้ารู้สึกจริงจังในการปรับปรุงคุณภาพของการบริการในโรงแรมของข้าพเจ้า	①	②	③	④	⑤
2. ข้าพเจ้าชอบพูดคุยกับคนในโรงแรมของข้าพเจ้าในประเด็นต่าง ๆ เกี่ยวกับคุณภาพ	①	②	③	④	⑤
3. ข้าพเจ้าเกิดความรู้สึกว่าประสบความสำเร็จโดยส่วนตัวในการให้บริการต่าง ๆ ที่มีคุณภาพกับแขกในโรงแรมของข้าพเจ้า	①	②	③	④	⑤
4. ข้าพเจ้ามักจะพูดคุยกับคนนอกโรงแรมในประเด็นเกี่ยวกับคุณภาพบ่อย ๆ	①	②	③	④	⑤
5. การให้บริการที่มีคุณภาพสูงแก่แขกของโรงแรมควรจะเป็นสิ่งสำคัญอันดับหนึ่งของโรงแรมของข้าพเจ้า	①	②	③	④	⑤
6. ข้าพเจ้ายินดีที่จะใช้ความพยายามมากกว่าที่ควรทำตามปกติ เพื่อช่วยให้โรงแรมให้บริการที่มีคุณภาพดีแก่แขกของโรงแรม	①	②	③	④	⑤
7. แนวทางที่ข้าพเจ้ารู้สึกเกี่ยวกับคุณภาพนั้นสอดคล้องกับแนวทางของโรงแรมที่เกี่ยวกับคุณภาพ	①	②	③	④	⑤
8. ข้าพเจ้าใส่ใจอย่างจริงจังเกี่ยวกับคุณภาพของการบริการของโรงแรมของข้าพเจ้า	①	②	③	④	⑤
9. โรงแรมของข้าพเจ้าทุ่มเทอย่างเต็มที่ เพื่อให้แขกผู้มาพักพอใจ	①	②	③	④	⑤
10. เป้าหมายของโรงแรมของข้าพเจ้าสูงกว่าสิ่งที่แขกคาดหวังไว้	①	②	③	④	⑤
11. ผู้จัดการทุกท่านแสดงให้เห็นด้วยการกระทำว่าความพึงพอใจของแขกเป็นสิ่งสำคัญ	①	②	③	④	⑤
12. พนักงานของโรงแรมรู้ว่าคุณสมบัติใดของสินค้าและบริการที่แขกเห็นคุณค่ามากที่สุด	①	②	③	④	⑤
13. ข้อมูลจากแขกจะนำไปใช้ในการออกแบบสินค้าและบริการของโรงแรม	①	②	③	④	⑤

ไม่เห็นด้วย
อย่างยิ่ง

ค่อนข้าง
ไม่เห็นด้วย

เฉย ๆ

ค่อนข้าง
เห็นด้วย

เห็นด้วย
อย่างยิ่ง

14. แคมป์จะได้รับเชิญให้เข้าร่วมในการประชุมออกแบบสินค้าหรือวางแผนการบริการอยู่บ่อย ๆ เพื่อให้ขอคิดเห็น ให้การตอบรับและขอเสนอแนะต่าง ๆ	①	②	③	④	⑤
15. โรงแรมของข้าพเจ้าดูแลบันทึกข้อร้องเรียนของแขก	①	②	③	④	⑤
16. โรงแรมของข้าพเจ้าขอให้แขกให้ข้อมูลตอบกลับในเรื่องการปฏิบัติงานของโรงแรม	①	②	③	④	⑤
17. โรงแรมของข้าพเจ้าติดตามความพอใจของแขกทั้งในเรื่องของสินค้าและบริการอย่างสม่ำเสมอ	①	②	③	④	⑤
18. โรงแรมรู้ว่าแคมป์มีความรู้สึกต่อคุณภาพในรูปแบบใด	①	②	③	④	⑤
19. ฝ่ายบริหารระดับสูงของโรงแรมติดต่อกับแขกบ่อย ๆ	①	②	③	④	⑤
20. ข้อร้องเรียนของแขกได้รับการแก้ไข	①	②	③	④	⑤
21. พนักงานของโรงแรมได้รับการสนับสนุนในการทำให้แขกพึงพอใจ	①	②	③	④	⑤
22. โรงแรมถือเป็นนโยบายในการติดตามผลจากแขกแต่ละคนหลังจากที่แขกออกจากโรงแรมไปแล้วว่าแขกพึงพอใจในการบริการหรือมีปัญหาประการใดหรือไม่	①	②	③	④	⑤
23. โรงแรมของข้าพเจ้าศึกษาวิธีการที่ดีที่สุดของโรงแรมอื่น เพื่อให้ได้แนวคิดในการปรับปรุงงานให้ดีขึ้น	①	②	③	④	⑤
24. โรงแรมของข้าพเจ้ามีการเปรียบเทียบระดับคุณภาพของสินค้าและการบริการในปัจจุบันกับระดับคุณภาพของโรงแรมคู่แข่ง	①	②	③	④	⑤
25. โรงแรมของข้าพเจ้ามีการเปรียบเทียบระดับคุณภาพของสินค้าและการบริการในปัจจุบันกับระดับคุณภาพของโรงแรมชั้นนำของโลก	①	②	③	④	⑤
26. โรงแรมของข้าพเจ้ามีการเปรียบเทียบกับโรงแรมคู่แข่งในเรื่องของระดับคุณภาพของกระบวนการในการปฏิบัติงาน	①	②	③	④	⑤

	ไม่เห็นด้วย อย่างยิ่ง	ค่อนข้าง ไม่เห็นด้วย	เฉย ๆ	ค่อนข้าง เห็นด้วย	เห็นด้วย อย่างยิ่ง
27. โรงแรมของข้าพเจ้ามีการเปรียบเทียบกับโรงแรมชั้นนำของโลกในเรื่องระดับคุณภาพของกระบวนการในการปฏิบัติงาน	①	②	③	④	⑤
การคัดเลือกพนักงาน					
28. เรามักจะเร่งรัดหรือละเลยในส่วนของการบรรยายลักษณะงาน (Job descriptions) และการระบุคุณสมบัติของตำแหน่งงาน (Person Specifications)	①	②	③	④	⑤
29. การบรรยายลักษณะงานและการระบุคุณสมบัติของตำแหน่งงานของเราล้าสมัย	①	②	③	④	⑤
30. การบรรยายลักษณะงานและการระบุคุณสมบัติของตำแหน่งงานของเราละเอียดเกินไป กลุ่มเครือข่ายชัดเจนและเต็มไปด้วยศัพท์เทคนิคทางด้านบริหาร	①	②	③	④	⑤
31. การลาออกของพนักงานมีเพิ่มมากขึ้น	①	②	③	④	⑤
32. การคัดเลือกพนักงานของเราเน้นเรื่องทัศนคติที่มีต่อการยึดหยุ่นตามสถานการณ์และการบริการลูกค้ามากกว่าระดับความเชี่ยวชาญในงาน	①	②	③	④	⑤
33. โรงแรมของเราเลือกคนที่ถือว่าซกสำคัญที่สุด	①	②	③	④	⑤
34. โรงแรมเลือกพนักงานโดยใช้ประสบการณ์ในการทำงานเป็นหลัก	①	②	③	④	⑤
35. โรงแรมของเราคัดเลือกพนักงานโดยพิจารณาจากประสบการณ์ ค่านิยมและจุดมุ่งหมายส่วนตัวของผู้สมัครที่เข้ากับค่านิยมและจุดมุ่งหมายของโรงแรม	①	②	③	④	⑤
36. ในกระบวนการคัดเลือกพนักงาน เราแทบไม่ได้ให้ความสำคัญกับการประเมินทักษะในการติดต่อผู้คนเลย	①	②	③	④	⑤
37. โรงแรมไม่ได้ให้โอกาสแก่ผู้สมัครงานในการรับรู้ถึงความคาดหวังของโรงแรมที่มีต่อพวกเขา	①	②	③	④	⑤
38. ผู้สมัครงานไม่มีโอกาสที่จะได้แสดงความคาดหวังของตนที่มีต่อชีวิตการทำงาน	①	②	③	④	⑤
39. โดยปกติ ผู้สมัครงานไม่มีความรู้เกี่ยวกับโรงแรมและงานที่มาสมัครเลย	①	②	③	④	⑤

	ไม่เห็นด้วย อย่างยิ่ง	ค่อนข้าง ไม่เห็นด้วย	เฉย ๆ	ค่อนข้าง เห็นด้วย	เห็นด้วย อย่างยิ่ง
40. โรงแรมมักจะรับรอนรับพนักงานเข้าทำงานในทันที ทันใดแทนที่จะคัดเลือกจากผู้สมัครงานจำนวน มากพอสมควร อย่างละเอียดรอบคอบเสียก่อน	①	②	③	④	⑤
41. พนักงานในระดับปฏิบัติการได้เข้าร่วมในกระบวนการ คัดเลือกพนักงานใหม่	①	②	③	④	⑤
42. แผนกทรัพยากรบุคคลเท่านั้นที่มีหน้าที่และความ รับผิดชอบในการคัดเลือกพนักงาน	①	②	③	④	⑤
การฝึกอบรม					
43. ค่าใช้จ่ายในการฝึกอบรมถือเป็นงบใช้จ่ายโดยตรง ที่เห็นได้ชัด ในขณะที่ประโยชน์ที่ได้รับดูเหมือนจะ ห่างไกลและประเมินผลไม่ได้	①	②	③	④	⑤
44. การฝึกอบรมทำให้พนักงานต้องละจากงานบริการ ลูกค้าโดยตรง	①	②	③	④	⑤
45. การฝึกอบรมทำให้พนักงานมีคุณสมบัติเหมาะที่ จะถูกดึงตัวได้มากขึ้น และพนักงานที่ฝึกอบรม อย่างดีแล้วจะนำความสามารถที่ได้รับการอบรม ไปใช้ในโรงแรมอื่น	①	②	③	④	⑤
46. งานฝึกอบรมเป็นสิ่งที่ได้รับความสำคัญหลังสุด ส่วนงานหลักอื่น ๆ ถือว่ามีความสำคัญมากกว่า	①	②	③	④	⑤
47. โรงแรมทำตามขั้นตอนอย่างเป็นทางการในการ ออกแบบการฝึกอบรม จัดการอบรม ขยายผล ประเมินการอบรมและปรับปรุงการศึกษาและ การอบรมของโรงแรม รวมทั้งการเพิ่มพูนความรู้ และความชำนาญงานจากวิธีการสอนงาน	①	②	③	④	⑤
48. ผู้จัดการและหัวหน้างานใช้เวลาในการอธิบายให้ พนักงานเข้าใจถึงเหตุผลและกระบวนการในการ ปฏิบัติงาน	①	②	③	④	⑤
49. ในการฝึกอบรมพนักงานใหม่ หัวหน้างานและ เพื่อนร่วมงาน มักจะถูกคาดหวังให้ฝึกสอน พนักงานใหม่ โดยไม่คำนึงถึงความเชี่ยวชาญและ ความเต็มใจของผู้สอน	①	②	③	④	⑤
50. การฝึกอบรมจัดทำกันเพียงครั้งเดียว ไม่ได้ทำเป็น กระบวนการต่อเนื่อง	①	②	③	④	⑤

ไม่เห็นด้วย
อย่างยิ่ง

ค่อนข้าง
ไม่เห็นด้วย

เฉย ๆ

ค่อนข้าง
เห็นด้วย

เห็นด้วย
อย่างยิ่ง

51. องค์ประกอบที่เห็นได้ชัดเช่น สิ่งอำนวยความสะดวกต่าง ๆ นั้น ดูแลจัดการได้ง่ายกว่าการฝึกอบรมซึ่งจับต้องไม่ได้และไม่ชัดเจน	①	②	③	④	⑤
52. การฝึกอบรมถือเป็นงบประมาณ มีใช้การลงทุนระยะยาว	①	②	③	④	⑤
53. การฝึกอบรมเป็นการเสียเวลา ดังนั้นจึงไม่มีการอุทิศเวลาให้กับการฝึกอบรม	①	②	③	④	⑤
54. การฝึกอบรมจัดเพื่อให้พนักงานได้เรียนรู้ว่าจะทำงานในหน้าที่ปัจจุบันให้ดีขึ้นได้อย่างไร	①	②	③	④	⑤
55. โรงแรมจัดการฝึกอบรมพนักงาน เมื่อพนักงานปฏิบัติงานผิดพลาด	①	②	③	④	⑤
56. โรงแรมจัดการฝึกอบรมเมื่อมีความจำเป็นต้องบรรจุพนักงานใหม่และการเลื่อนตำแหน่งพนักงาน	①	②	③	④	⑤
57. โรงแรมไม่มีระบบการประเมินและติดตามผลของการฝึกอบรมในแต่ละหลักสูตร	①	②	③	④	⑤
58. การฝึกอบรมพนักงานแนวหน้าที่ต้องต้อนรับแขกไม่ได้มุ่งเน้นไปในการสร้างความพึงพอใจให้กับแขก	①	②	③	④	⑤
59. โรงแรมของเรามักใช้คำร้องขอจากหัวหน้างานและผู้จัดการในสายงาน รวมทั้งการประเมินผลการปฏิบัติงานของพนักงานในการวิเคราะห์ความจำเป็นในการฝึกอบรม	①	②	③	④	⑤
60. ฝ่ายบริหารใช้เวลาในความพยายามที่จะทำให้งานเป็นไปโดยอัตโนมัติเหมือนเครื่องจักร พยายามจัดขั้นตอนและทำให้วิธีการต่าง ๆ ง่ายขึ้นในการปฏิบัติงานมากกว่าที่จะพัฒนาทักษะในการบริการแขก	①	②	③	④	⑤
61. การฝึกอบรมพนักงานของโรงแรมของเราเป็นการช่วยให้พนักงานรู้จักแก้ปัญหาและปรับปรุงกระบวนการทำงานให้ดีขึ้น	①	②	③	④	⑤
62. การสัมมนาและการประชุมอภิปรายเรื่องคุณภาพในโรงแรมเป็นส่วนหนึ่งของแผนกลยุทธ์โดยรวมที่จะปรับปรุงคุณภาพของโรงแรม	①	②	③	④	⑤

	ไม่เห็นด้วย อย่างยิ่ง	ค่อนข้าง ไม่เห็นด้วย	เฉย ๆ	ค่อนข้าง เห็นด้วย	เห็นด้วย อย่างยิ่ง
51. องค์ประกอบที่เห็นได้ชัดเช่น สิ่งอำนวยความสะดวกต่าง ๆ นั้น ดูแลจัดการได้ง่ายกว่าการฝึกอบรมซึ่งจับต้องไม่ได้และไม่ชัดเจน	①	②	③	④	⑤
52. การฝึกอบรมถือเป็นงบค่าใช้จ่าย มิใช่การลงทุนระยะยาว	①	②	③	④	⑤
53. การฝึกอบรมเป็นการเสียเวลา ดังนั้นจึงไม่มีการอุทิศเวลาให้การฝึกอบรม	①	②	③	④	⑤
54. การฝึกอบรมจัดเพื่อให้พนักงานได้เรียนรู้ว่าจะทำงานในหน้าที่ปัจจุบันให้ดีขึ้นได้อย่างไร	①	②	③	④	⑤
55. โรงแรมจัดการฝึกอบรมพนักงาน เมื่อพนักงานปฏิบัติงานผิดพลาด	①	②	③	④	⑤
56. โรงแรมจัดการฝึกอบรมเมื่อมีความจำเป็นต้องบรรจุพนักงานใหม่และการเลื่อนตำแหน่งพนักงาน	①	②	③	④	⑤
57. โรงแรมไม่มีระบบการประเมินและติดตามผลของการฝึกอบรมในแต่ละหลักสูตร	①	②	③	④	⑤
58. การฝึกอบรมพนักงานแนวหน้าที่ต้องต้อนรับแขกไม่ได้มุ่งเน้นไปในการสร้างความพึงพอใจให้กับแขก	①	②	③	④	⑤
59. โรงแรมของเรามักใช้คำร้องขอจากหัวหน้างานและผู้จัดการในสายงาน รวมทั้งการประเมินผลการปฏิบัติงานของพนักงานในการวิเคราะห์ความจำเป็นในการฝึกอบรม	①	②	③	④	⑤
60. ฝ่ายบริหารใช้เวลาในความพยายามที่จะทำให้งานเป็นไปโดยอัตโนมัติเหมือนเครื่องจักร พยายามจัดขั้นตอนและทำให้วิธีการต่าง ๆ ง่ายขึ้นในการปฏิบัติงานมากกว่าที่จะพัฒนาทักษะในการบริการแขก	①	②	③	④	⑤
61. การฝึกอบรมพนักงานของโรงแรมของเราเป็นการช่วยให้พนักงานรู้จักแก้ปัญหาและปรับปรุงกระบวนการทำงานให้ดีขึ้น	①	②	③	④	⑤
62. การสัมมนาและการประชุมอภิปรายเรื่องคุณภาพในโรงแรมเป็นส่วนหนึ่งของแผนกลยุทธ์โดยรวมที่จะปรับปรุงคุณภาพของโรงแรม	①	②	③	④	⑤

	ไม่เห็นด้วย อย่างยิ่ง	ค่อนข้าง ไม่เห็นด้วย	เฉย ๆ	ค่อนข้าง เห็นด้วย	เห็นด้วย อย่างยิ่ง
63. พนักงานได้รับการฝึกอบรมในเรื่องวิธีการและเครื่องมือที่ใช้ในการวัดคุณภาพ	①	②	③	④	⑤
64. พนักงานในโรงแรมมีโอกาสที่จะพัฒนาความสามารถและเพิ่มพูนประสบการณ์ โดยการเข้าร่วมการฝึกอบรมที่วางแผนมาเป็นอย่างดี	①	②	③	④	⑤
65. วัตถุประสงค์ในการฝึกอบรมแต่ละครั้งนั้นไม่ใช่เฉพาะเจาะจง	①	②	③	④	⑤
66. เมื่อเปรียบเทียบกับในเรื่องทักษะการต้อนรับแขก พนักงานของเราเชี่ยวชาญกว่าพนักงานของโรงแรมอื่น	①	②	③	④	⑤
67. ผู้จัดการหลายท่านรู้สึกพอใจกับทักษะในการต้อนรับแขกของพนักงาน	①	②	③	④	⑤
68. เมื่อคำนึงถึงความจำเป็นในการฝึกอบรมแบบเต็มรูปแบบของโรงแรม ฝ่ายบริหารน่าจะเตรียมพร้อมที่จะทุ่มเทเวลาและทรัพยากรเพื่อการฝึกอบรมความชำนาญในการต้อนรับแขกให้กับพนักงานแนวหน้า	①	②	③	④	⑤
69. ช่วงเวลาในการฝึกอบรมให้หลัก"เวลาที่ต้องการใช้" เพื่อให้พนักงานสามารถนำไปประยุกต์ใช้ได้ทันที หลังจากการฝึกอบรม	①	②	③	④	⑤
70. การฝึกอบรมของเราทันสมัยเพื่อให้สอดคล้องกับการเปลี่ยนแปลงและเทคโนโลยี	①	②	③	④	⑤

ขอขอบพระคุณในความร่วมมือของท่านในการตอบแบบสอบถาม

แบบสอบถามความสามารถในการติดต่อกับแขก (GCC)

กรุณาทำเครื่องหมายในช่องที่แสดงความรู้สึกของท่านเพียงตัวเลือกเดียวในแต่ละข้อ

	แทบไม่เคย	บางครั้ง	บ่อยครั้ง	เกือบตลอด เวลา	ตลอด เวลา
1. การติดต่อกับแขก ข้าพเจ้าทักทายและสร้างความสัมพันธ์กับ แขกได้โดยง่าย ข้าพเจ้าเข้าได้ดีกับแขกประ- เภทต่าง ๆ รับฟังแขกและมีความสัมพันธ์ที่ดี	①	②	③	④	⑤
2. การโน้มน้าวใจ ข้าพเจ้านำเสนอประเด็นสำคัญในการโต้แย้ง ได้อย่างน่าเชื่อถือ สามารถเจรจาต่อรองและ ทำให้ผู้อื่นเชื่อถือได้ ข้าพเจ้าสามารถเปลี่ยน ทัศนคติของผู้อื่นและมีอิทธิพลต่อการตัดสินใจ ของเขาได้	①	②	③	④	⑤
3. การพูดจาสื่อสาร ข้าพเจ้าพูดจาได้อย่างมั่นใจและคล่องแคล่ว ด้วยความเร็วและระดับที่เหมาะสม สามารถ สร้างความสนใจของผู้ฟังได้ได้ในขณะที่พูด	①	②	③	④	⑤
4. การทำงานเป็นทีม ข้าพเจ้าเข้ากับทีมงานได้ดี มีความสัมพันธ์ที่ดี และช่วยเหลือซึ่งกันและกันในหมู่เพื่อนพนักงาน เอาใจเขามาใส่ใจเรา และช่วยสร้างความรู้สึก ของการทำงานเป็นทีม	①	②	③	④	⑤
<p>* ในทักษะ 4 ข้อข้างต้น ข้อ 1-2-3-4 ข้อใดที่ท่านมีความสามารถมากที่สุดและน้อยที่สุด กรุณาใส่ตัวเลขเพียงตัวเดียวลงในช่อง <input type="checkbox"/></p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">มีความสามารถมากที่สุด <input type="checkbox"/></div> <div style="text-align: center;">มีความสามารถน้อยที่สุด <input type="checkbox"/></div> </div>					
5. การหาข้อมูล ข้าพเจ้ารู้แหล่งข้อมูล ตรวจสอบข้อมูลและ ข้อเท็จจริง สามารถรื้อฟื้นและหามาข้อมูล ได้อย่างรวดเร็ว	①	②	③	④	⑤
6. การแก้ปัญหา ข้าพเจ้าเข้าใจปัญหาและสาเหตุของปัญหา ได้ หาทางแก้ที่เป็นไปได้และตัดสินใจได้ อย่างมีประสิทธิภาพ	①	②	③	④	⑤

แทบไม่เคย บางครั้ง บ่อยครั้ง เกือบตลอด ตลอด
เวลา เวลา

7. ความรู้ของผู้ชำนาญงาน

ข้าพเจ้ามีความรู้พื้นฐานและเข้าใจลึกซึ้งในเรื่องของสินค้าและการบริการ มีความชำนาญในเรื่องที่รับผิดชอบโดยตรง

* ในทักษะ 3 ข้อ ข้างต้น ข้อ 5-6-7 ข้อใดที่ท่านมีความสามารถมากที่สุดและน้อยที่สุด กรุณาใส่ตัวเลขเพียงตัวเดียวลงในช่อง ☐

มีความสามารถมากที่สุด ☐

มีความสามารถน้อยที่สุด ☐

8. การใส่ใจในคุณภาพ

ข้าพเจ้าให้บริการที่มีคุณภาพ รักษามาตรฐานระดับมืออาชีพ และทำงานถูกต้องตั้งแต่ครั้งแรก โดยไม่ต้องมีการแก้ไข

9. การบริหารงาน

ข้าพเจ้าบริหารเวลาในการทำงานของตนเองได้อย่างมีประสิทธิภาพและสามารถจัดตารางเวลาในการทำงานได้เอง รู้จักจัดลำดับความสำคัญของงานและจัดเตรียมงานล่วงหน้า สามารถวางแผนเวลาในการทำงานในสภาวะที่เป็นจริงได้

10. ความไว้วางใจได้

ข้าพเจ้าเป็นผู้ที่ไว้วางใจได้ ทำตามคำสั่งของหัวหน้างานและเคารพนโยบายและขั้นตอนในการปฏิบัติงาน มีความรับผิดชอบต่อองค์กรและรับผิดชอบต่องานเสร็จสิ้น

* ในทักษะ 2 ข้อ ข้างต้น คือข้อ 8, 9, 10 ข้อใดที่ท่านมีความสามารถมากที่สุดและน้อยที่สุด กรุณาใส่ตัวเลขเพียงข้อเดียวลงในช่อง ☐

มีความสามารถมากที่สุด ☐

มีความสามารถน้อยที่สุด ☐

11. การให้ความสำคัญกับแขก

ข้าพเจ้าให้ความสำคัญกับแขกเป็นอันดับแรก และกระตือรือร้นที่จะทำให้แขกพึงพอใจ มีความพยายามอย่างมากที่จะตอบสนองต่อความต้องการของแขก และดูแลผลประโยชน์ของแขก

12. การระงับอารมณ์

ข้าพเจ้าไม่แสดงอารมณ์และควบคุมตนเองได้ดี เมื่ออยู่ในสภาวะที่กดดัน ปรับตัวเข้ากับการเปลี่ยนแปลงได้ดีและยังคงมองหาในแง่ดี แม้จะมีอุปสรรค

แทบไม่เคย	บางครั้ง	บ่อยครั้ง	เกือบตลอด	ตลอด
			เวลา	เวลา

13. การดำเนินงานให้สำเร็จตามวัตถุประสงค์ ข้าพเจ้าทำงานได้ผลและเต็มใจจะทำงานที่ ต้องใช้ความพยายามสูง รู้จักตั้งเป้าหมาย ส่วนตัวที่ท้าทาย และทำได้เกินเป้าหมายนั้น	①	②	③	④	⑤
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14. การใช้ความคิดริเริ่ม ข้าพเจ้ารับผิดชอบการกระทำของตนเอง และตัดสินใจได้โดยไม่ต้องอ้างอิงถึงผู้อื่น ทำงานได้โดยคิดริเริ่มเอง	①	②	③	④	⑤
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• ในทักษะ 4 ข้อ ข้างต้น คือข้อ 11, 12, 13 ,14 ข้อใดที่ท่านมีความสามารถมากที่สุดและน้อยที่สุด กรุณาใส่ตัวเลขเพียง
ข้อเดียวลงในช่อง ☐

มีความสามารถมากที่สุด ☐
มีความสามารถน้อยที่สุด ☐

15. ท่านทำงานที่โรงแรมนี้มานานเท่าไร ☐ วัน ☐ เดือน ☒ ปี

16. ท่านมีประสบการณ์ในธุรกิจการโรงแรมมานานเท่าไร ☐ ปี

17. ตำแหน่งงาน.....แผนก.....

18. เลขประจำตัวพนักงาน.....

ขอขอบคุณในความร่วมมือของท่านในการตอบแบบสอบถาม

APPENDIX 3

HOTEL GUEST SATISFACTION SURVEY (GSS) AFTER THE PILOT TEST

HOTEL GUEST SATISFACTION SURVEY (GSS)

Please rate the hotel staff for the service you received using the following scale: 1 = poor, 2 = not good, 3 = average, 4 = good, 5 = outstanding and 9 = no idea. Tick one box only for each item.

The hotel staff:	FRONT OFFICE ☹ → → → → ☺ ☹	HOUSEKEEPING ☹ → → → → ☺ ☹	FOOD & BEVERAGE ☹ → → → → ☺ ☹
1) Are courteous and friendly	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
2) Have eye contact with guests	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
3) Show Neatness and tidiness in work	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
4) Provide information about services and activities	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
5) Are Competent and professional	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
6) Deliver prompt service	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
7) Are consistent in giving good service standard	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
8) Are able to solve guests' problems alone	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
9) Are able to handle guests' complaints	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
10) Are Helpful	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
11) Feel Appreciated for the guest's business	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
12) Are Sympathetic/ reassuring	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
13) Treat as a valued guest	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
14) Give individual attention	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
15) Are always available	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
16) Give service when promised	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
17) Respond to guests' needs	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
18) Are Dependable	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
19) Make contribution to enjoyment of stay	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9
20) Share overall quality of service	1 2 3 4 5 9	1 2 3 4 5 9	1 2 3 4 5 9

Additional comments on quality of service:

Your gender ☐ male ☐ female Your age _____

Your length of stay _____ Your nationality _____

Your main purpose of visit ☐ Business ☐ Pleasure ☐ Group ☐ Conference/Meeting

Thank you very much for your kind help. Please leave the completed questionnaire at the Reception desk and select a gift as a token of appreciation for your time.

APPENDIX 4

COMPETENCY SCALE DESCRIPTIONS

CUSTOMER CONTACT COMPETENCY INVENTORY

Usage: Development, Appraisal, or Restructuring Roles

The Customer Contact Competency Inventory provides a direct rating of an individual's performance broken down by the 16 Customer Contact competencies. The questionnaire can be completed by the individual, his/her manager, supervisor, peers or other suitable contacts allowing full 360° profiling if desired.

Each respondent completing the inventory, rates the individual on 32 sets of 4 statements and then also gives "Most" and "Least" ratings. The statements all list behaviours typical of the given competency and ratings are made on a 5 point scale relating to the frequency with which the type of behaviour is exhibited.

Computer analysis produces profiles from each perspective for feedback and developmental use. Where there are multiple responses from one types of respondent (eg the person has been rated by 3 peers), a single profile giving the average for the group is provided.

The **Competency Inventory Development Profile** allows the individual and manager to work through a number of stages which help them to understand the results and to plan personal development activities to improve performance.

Competency Scale Descriptions

The following pages provide descriptions of each of the CCCI dimensions, including contrasts of high and low sten scores. As the instrument is normed separately for self rating and managers' ratings there will be no differences in average profiles for the two sets of raters. However, examination of raw scores for the two groups reveals some differences.

PEOPLE FOCUS

RELATING TO CUSTOMERS (P1)

The **Relating to Customers** scale is concerned with the extent to which individuals can quickly build rapport and establish relationships with their customers. Typical items include "listens to customers", "makes customers feel welcome" and "treats customers as individuals".

High Stens

Easily build relationships with customers, listen to customers, are able to reduce customer frustration and can put new customers at ease.

Low Stens

Often fail to build rapport, treat all customers in a similar way and take no particular steps to make customers feel welcome.

CONVINCING (P2)

The **Convincing** scale is concerned with the extent to which individuals can present the key points of an argument, gain agreement and convince others. Typical items include "influences the outcomes of negotiations", "changes people's views" and "answers objections convincingly".

High Stens

Can typically change people's views, gain the agreement of others and act in a persuasive and influential way.

Low Stens

Often lack the ability to steer a discussion, fail to put over the essential points of an argument, are unable to answer objections or get people to accept their point of view.

COMMUNICATING ORALLY (P3)

The **Communicating Orally** scale is concerned with the extent to which individuals are fluent and articulate in oral communications and keep the attention of others. Typical items include, "is fluent in speech", "talks to others at a suitable pace" and "speaks expressively".

High Stens

Are effective oral communicators. Speak clearly, expressively and fluently, and hold the attention of others when speaking. Can put forward a message in a straightforward but engaging manner.

Low Stens

Have difficulty communicating orally. May speak too hesitantly or too quickly, express themselves in a flat or monotonous tone, or communicate their message unnecessarily.

COMMUNICATING IN WRITING (P4)

The **Communicating in Writing** scale is concerned with the extent to which individuals can express themselves clearly, fluently and succinctly in writing. Typical items include "writes in an uncomplicated way", "produces logically structured correspondence" and "uses correct spelling and grammar in writing".

High Stens

Produce logically structured memos, avoid jargon, write to others fluently but succinctly taking into account the reader's level of understanding.

Low Stens

Do not express ideas clearly in writing. Often fail to write at the level of their readers, take little time to structure their correspondence, allow the intrusion of jargon and write unclearly. May make grammatical and spelling errors.

TEAM WORKING (P5)

The **Team Working** scale is concerned with the extent to which individuals fit in with the team, show consideration towards their colleagues and support team objectives. Typical items include "is considerate towards work colleagues", "helps others to achieve team objectives" and "relates well to team members".

High Stens

Are supportive of team colleagues, fit in and identify with the team and work to foster a sense of harmony and team spirit.

Low Stens

Are more likely to withhold support from others, consider personal goals before those of the team and remain remote or distant from collective team objectives.

INFORMATION HANDLING**FACT FINDING (I1)**

The **Fact Finding** scale is concerned with the extent to which an individual can retrieve relevant information, check facts and absorb key points. Typical items include "retrieves appropriate facts", "notices gaps in information" and "absorbs relevant facts quickly".

High Stens

Probe and seek out relevant information, notice gaps or changes in data and absorb and remember key facts.

Low Stens

Can overlook significant information, not check or probe contradictory facts and can be slow at remembering or retrieving key data.

PROBLEM SOLVING (I2)

The **Problem Solving** scale is concerned with the extent to which individuals can identify and analyse work-related problems and generate innovative or appropriate solutions. Typical items include "identifies potential difficulties", "analyses problems in depth" and "generates workable solutions".

High Stens

Analyse problems in depth, identify and establish the main causes, produce a range of options and come up with workable and effective solutions.

Low Stens

May fail to recognise or fully analyse the key issues in a situation, are unable to offer alternatives and hence only come up with limited or impractical solutions.

BUSINESS AWARENESS (I3)

The **Business Awareness** scale is concerned with the extent to which individuals view their work and the work of their organisation in terms of profits, costs and competitor activity. Typical items include "appreciates the impact of own work on profits", "tries to reduce costs", "is aware of competitor activity" and "is aware of market trends".

High Stens

Understand the business significance of their work, are profit and cost conscious, know the market and who their competitors are.

Low Stens

Typically fail to grasp the business significance of their activities, may overlook opportunities to increase profits, and are unfamiliar with external competitors or market trends as a whole.

SPECIALIST KNOWLEDGE (I4)

The **Specialist Knowledge** scale is concerned with the extent to which individuals have the knowledge, skills and expertise associated with their own product or service area. Typical items include "knows the features of own products and services", "knows the advantages of own products and services" and "is equipped to answer specialist questions".

High Stens

Are viewed as having expertise in their area, demonstrate a good knowledge of their products or services, understand the product benefits, and keep up-to-date with product advances.

Low Stens

Often lack detailed product knowledge, will not necessarily be able to cope with customer questions, are unaware of particular features or benefits of products, are unlikely to take steps to keep their knowledge up-to-date.

DEPENDABILITY

QUALITY ORIENTATION (D1)

The **Quality Orientation** scale is concerned with the extent to which individuals maintain and pay attention to issues of quality and high standards. Typical items include "produces very high quality work", "ensures work is totally correct" and "pays close attention to quality issues".

High Stens

Are aware of the importance of quality and maintain high professional standards. Ensure that their work is accurate and correct.

Low Stens

Tend to be less concerned about quality, do not always check on the accuracy of their own output, and may be tempted to take shortcuts and produce work of a variable standard.

ORGANISATION (D2)

The **Organisation** scale is concerned with the extent to which individuals plan, organise and structure their time and activities. Typical items include "prioritises tasks accurately", "prepares in advance" and "creates schedules for tasks".

High Stens

Organise their time effectively, schedule and prioritise tasks, plan ahead in the short and medium term and set realistic time scales.

Low Stens

Tend to be somewhat haphazard about planning, misjudge priorities or time scales, and fail to structure their time properly.

RELIABILITY (D3)

The **Reliability** scale is concerned with the individual's commitment and respect for the organisation and its procedures. Typical items include "arrives promptly at work", "completes tasks on time" and "follows directions from supervisors".



High Stens

Respect company policies and procedures, are punctual, follow instructions from above and diligently see tasks through to completion.

Low Stens

Are less likely to accept the need for formal procedures, may not always persevere with tasks, may fail to carry out all their obligations or demonstrate loyalty to their organisation.

ENERGY

CUSTOMER FOCUS (E1)

The **Customer Focus** scale is concerned with being eager to please customers, looking after their interests, and working hard to put them first. Typical items include "works hard to meet customer needs", "aims to please the customer" and "protects the customer's interest within the organisation".

High Stens

Are typically focused on, and driven by, customer demands. Work hard to ensure total customer satisfaction. May act as the customer's advocate ensuring the organisation meets the customer's needs.

Low Stens

Are less likely to focus on the needs of particular customers, may be indifferent to the way that customers are handled by the organisation and derive no special pleasure from pleasing customers or receiving positive feedback from them.

RESILIENT (E2)

The **Resilient** scale is concerned with the extent to which individuals can cope with pressure, setbacks and difficulties. Typical items include "stays calm under pressure", "recovers from setbacks easily" and "stays optimistic".

High Stens

Stay calm and self-controlled during crises, shrug off or cope with setbacks and keep difficulties in perspective. Remain positive, resilient and cope well with change.

Low Stens

Are more likely to express negative reactions when put under pressure, lose their composure and are adversely affected by disappointments or setbacks.

RESULTS DRIVEN (E3)

The **Results Driven** scale is concerned with the extent to which individuals meet their targets, show drive in their work and willingly take on demanding tasks or additional responsibilities. Typical items include "gets outstanding results", "willingly accepts difficult targets" and "works hard to develop new skills".

High Stens

Consistently meet or even exceed their targets. Have a goal-focused approach to work, develop new skills, seek responsibility and aim to achieve targets and improve on past performance.

Low Stens

Tend to avoid difficult or demanding work, are complacent and shy away from additional responsibility or challenge.

USING INITIATIVE (E4)

The **Using Initiative** scale is concerned with the extent to which individuals are prepared to act on their own initiative, are decisive and take responsibility for their actions. Typical items include "can make decisions without referring to others", "acts without being prompted" and "only refers upwards when absolutely necessary".

High Stens

Are typically prepared to act on their own account, handle issues with minimal guidance and take initiatives even if the responsibility for them is not clear. Can be relied on to take action when necessary without prompting.

Low Stens

Will hesitate to act without authority, hold back on decision-making and avoid risk. May need prompting to take action.

APPENDIX 5

TOTAL RESULTS OF THE MANN-WHITNEY U TEST OF THE DIFFERENCES BETWEEN HOTELS IN EACH DIMENSION OF THE STUDY MODEL

TABLE 5.7 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN TQM STAFF SELECTION

COMPONENTS OF STAFF SELECTION	RUSHED OR IGNORED JD AND JOB SPEC	OUT OF DATE JD AND JOB SPEC	VAGUE JD AND JOB SPEC	STAFF TURN OVER	SELECTION FOCUS ON ATTITUDES	GUEST- ORIENTED STAFF SELECTION	PAST EXPERIENCE FOCUS	MATCHING GOALS WITH THE HOTEL
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-1.280	-1.569	-1.252	-0.655	-0.657	-0.041	-0.495	-0.991
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.173	-1.437	-0.228	-2.522*	-1.404	-3.238**	-1.521	-1.899
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-1.210	-2.651**	-2.394*	-1.968*	-0.044	-3.637***	-0.285	-1.168

COMPONENTS OF GUEST SATISFACTION	INTERPERSONAL SKILLS	HOTEL'S EXPECTATION LEARNING	OWN EXPECTATION REVEAL	HOTEL AND JOB IDEAS	POSITION FILLING	STAFF JOINING IN NEW STAFF SELECTION PROCESS	ONLY HRD IN SELECTION
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-1.297	-1.293	-0.211	-0.209	-0.476	-0.485	-2.939**
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-0.748	-0.094	-0.678	-1.172	-0.147	-1.822	-0.529
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-0.062	-2.150*	-1.260	-1.669	-1.172	-2.934**	-0.755

*P<0.05 **P<0.01 ***P<0.001

TABLE 5.8 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN TQM TRAINING

COMPONENTS IN TRAINING	TRAINING COSTS AND BENEFITS	TAKING OFF DIRECT GUEST SERVICE	MORE EMPLOYABLE	LAST ROW OF IMPORTANCE	ONLY ON- THE-JOB TRAINING	EXPLAIN TO STAFF	NEW STAFF COACHING	SINGLE EVENT, NOT PROCESS
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-1.295	-766	-1.008	-.715	-1.591	-.850	-.203	-2.199*
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.706	-.467	-.258	-1.944	-3.544***	-3.946***	-1.055	-2.262*
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-1.430	-3.049**	-2.266*	-2.359*	-5.353***	-1.331	-4.869***	-.669

COMPONENTS IN TRAINING	DIFFICULT TO MANAGE DUE TO INTANGIBILITY	EXPENSE, NOT LONG-TERM INVESTMENT	TIME WASTE	DOING JOB BETTER	SOMETHING WRONG	FILLING NEW POSITIONS	EVALUATION AND FOLLOW UP	FRONTLINE STAFF TRAINING
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-1.122	-1.469	-2.587*	-.821	-.355	-.782	-.026	-.975
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-.504	-.444	-1.681	-4.270***	-1.815	-2.243*	-2.027*	-.611
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-.146	-5.463***	-5.844***	-1.114	-.478	-.096	-1.485	-.539

CONTINUE P.3

TABLE 5.8 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN TQM TRAINING (CONTINUED)

COMPONENTS IN TRAINING	TRAINING NEEDS FINDING	MANAGEMENT'S ACTIONS IN TRAINING	HELPING SOLVE PROBLEMS AND IMPROVE WORK PROCESSES	SEMINARS AND MEETING ABOUT QUALITY	QUALITY TOOLS AND TECHNIQUES TRAINING	OPPORTUNITIES IN TRAINING	TRAINING OBJECTIVES FOR EACH PROGRAM
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	- .830	- .030	- .924	- .812	- 1.968*	- 1.531	- .092
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	- 2.896**	- 2.051*	- 3.215**	- 3.061**	- 3.885***	- 3.316**	- .743
- WESTERN HOTELS & THAI HOTELS - Z-TEST	- .993	- 1.785	- 4.595***	- .685	- .186	- 4.039***	- 3.220**

COMPONENTS IN TRAINING	GUEST RELATIONS SKILL	MANAGERS' SATISFACTION IN STAFF'S GUEST RELATIONS SKILLS	MANAGEMENT COMMITMENT IN TRAINING	JUST-IN-TIME TRAINING	UP-TO-DATE TRAINING
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	- 1.703	- 1.035	- .794	- .837	- .669
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	- 1.704	- 3.096**	- 3.411**	- 4.017***	- 2.707**
- WESTERN HOTELS & THAI HOTELS - Z-TEST	- 1.348	- .012	- 3.943***	- 6.596***	- 1.332

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.9 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN GUEST ORIENTATION QUALITY

COMPONENTS OF GUEST ORIENTATION QUALITY	FEEL QUALITY	ENJOY DISCUSSING QUALITY	SENSE OF PERSONAL ACCOMPLISHMENT	DISCUSS WITH PEOPLE OUTSIDE	QUALITY PRIORITY	EFFORT IN QUALITY DELIVERY	SAME QUALITY FEELING WITH THE HOTEL	SERVICE QUALITY CARE
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-811	-005	-1.381	-536	-232	-206	-.724	-.027
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.164	-.910	-2.863**	-1.607	-1.782	-1.437	-2.668**	-1.544
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-.623	-2.855**	-5.856***	-.390	-1.674	-.271	-1.340	-2.657**

COMPONENTS OF GUEST ORIENTATION QUALITY	SATISFIED GUEST COMMITMENT	HOTEL'S GOALS	MANAGERS' ACTIONS	KNOWLEDGE OF STAFF IN SERVICES	INFO FROM GUEST IN DESIGNING	MEETINGS WITH GUEST	GUEST COMPLAINT MONITOR	GUESTS' FEEDBACK
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-.722	-1.215	-1.162	-1.166	-.709	-2.709**	-3.116**	-1.052
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.749	-3.055**	-1.578	-1.234	-.215	-.828	-3.027**	-1.773
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-.854	-.361	-.272	-.853	-1.009	-.281	-.603	-2.284*

CONTINUE P.5

TABLE 5.9 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN GUEST ORIENTATION QUALITY (CONTINUED)

COMPONENTS OF GUEST ORIENTATION QUALITY	GUEST SATISFACTION TRACKING	GUESTS' PERCEPTION OF QUALITY	TOP MANAGEMENT CONTACT GUESTS	GUESTS' COMPLAINTS RESOLVED	ENCOURAGING TO SATISFY GUESTS	HOTEL POLICY	BEST PRACTICES
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-476	-.711	-1.691	-.794	-.143	-.588	-.822
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-2.162*	-1.924	-2.602**	-1.296	-2.879**	-2.276*	-.815
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-.919	-3.410**	-1.668	-1.238	-.605	-.320	-3.757***

COMPONENTS OF GUEST ORIENTATION QUALITY	CURRENT QUALITY COMPARED WITH THE COMPETITORS	CURRENT QUALITY COMPARED WITH WORLD LEADERS	PROCESS QUALITY COMPARED WITH COMPETITORS	PROCESS QUALITY COMPARED WITH WORLD LEADERS
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-278	-1.925	-1.690	-1.624
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-474	-.681	-2.428*	-2.972**
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-3.411**	-.340	-2.328*	-.783

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.10 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN GUEST CONTACT COMPETENCY

COMPONENTS OF GUEST CONTACT COMPETENCY	RELATING TO GUESTS	CONVINCING	COMMUNICATING ORALLY	TEAM WORKING	FACT FINDING	PROBLEM SOLVING	SPECIALIST KNOWLEDGE	QUALITY ORIENTATION
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-0.806	-1.624	-2.830**	-.357	-4.861***	-2.483*	-.891	-1.798
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-3.290**	-2.419*	-4.056***	-.428	-2.501*	-2.614**	-1.467	-1.637
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-1.370	-0.867	-3.003**	-0.550	-2.396*	-1.515	-0.039	-2.209*

COMPONENTS OF GUEST CONTACT COMPETENCY	ORGANISATION	RELIABILITY	GUEST FOCUS	RESILIENT	RESULTS DRIVEN	USING INITIATIVE
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-2.636**	-2.808**	-.740	-.864	-3.473**	-3.879***
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.251	-1.912	-2.134*	-2.045*	-1.046	-1.040
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-2.951**	-3.821***	-0.408	-0.653	-0.118	-0.468

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.11 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN GUEST SATISFACTION IN SERVICE QUALITY

COMPONENTS OF GUEST SATISFACTION	COURTESY AND FRIENDLINESS	EYE CONTACT WITH GUEST	NEATNESS & TIDINESS	INFORMATION PROVIDED BY STAFF	COMPETENCE & PROFESSIONALISM	SPEED OF SERVICE	CONSISTENCY OF STANDARDS
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-3.131**	-2.024*	-5.298***	-3.464**	-.968	-.015	-2.492*
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-2.090*	-2.961**	-2.875**	-.465	-1.930	-.291	-2.100*
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-3.946***	-2.252*	-2.948**	-6.446***	-6.105***	-4.421***	-4.328***

COMPONENTS OF GUEST SATISFACTION	PROBLEM SOLVING	COMPLAINT HANDLING	HELPFULNESS	APPRECIATION FOR THE GUEST'S BUSINESS	EMPATHY/ REASSURANCE	TREATMENT AS A VALUED GUEST	INDIVIDUAL ATTENTION
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-2.297*	-2.687**	-3.631***	-.597	-1.650	-1.674	-.364
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.608	-1.314	-.195	-.667	-1.595	-1.886	-2.007*
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-6.001***	-6.039***	-3.490***	-5.052***	-4.293***	-4.861***	-4.509***

CONTINUE P.8

TABLE 5.11 COMPARISON OF THE MANN-WHITNEY TEST BETWEEN HOTELS OF THE DIFFERENCES IN GUEST SATISFACTION IN SERVICE QUALITY (CONTINUED)

COMPONENTS OF GUEST SATISFACTION	AVAILABILITY OF STAFF	SERVICE WHEN PROMISED	RESPONSIVENESS	DEPENDABILITY	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
- AUSTRALIAN HOTEL & AMERICAN HOTEL - Z-TEST	-3.246**	-1.858	-1.921	-1.646	-.606	-1.440
- THAI HOTEL1 & THAI HOTEL2 - Z-TEST	-1.786	-1.416	-.316	-.870	-.050	-.966
- WESTERN HOTELS & THAI HOTELS - Z-TEST	-3.906***	-4.350***	-4.843***	-5.561***	-5.334***	-5.030***

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

APPENDIX 6

TOTAL RESULTS OF THE ANOVA TEST OF THE DIFFERENCES BETWEEN THE THREE DEPARTMENTS IN EACH DIMENSION OF THE STUDY MODEL

TABLE 5.14 THE ANOVA TEST OF THE DIFFERENCES IN TQM STAFF SELECTION BETWEEN THE THREE DEPARTMENTS

COMPONENTS OF STAFF SELECTION	RUSHED OR IGNORED JD AND JOB SPEC	OUT OF DATE JD AND JOB SPEC	VAGUE JD AND JOB SPEC	STAFF TURN OVER	SELECTION FOCUS ON ATTITUDES	GUEST- ORIENTED STAFF SELECTION	PAST EXPERIENCE FOCUS	MATCHING GOALS WITH THE HOTEL	INTERPERSONAL SKILLS
ALL HOTELS - F-TEST	4.689*	4.758*	4.541*	0.017	1.730	7.834**	6.103**	2.199	0.209
WESTERN HOTELS - F-TEST	0.761	0.036	0.141	1.833	2.244	1.582	5.723**	2.688	0.633
THAI HOTELS - F-TEST	2.235	1.044	3.518*	0.045	1.211	0.255	1.662	0.279	0.175

COMPONENTS OF GUEST SATISFACTION	HOTEL'S EXPECTATION LEARNING	OWN EXPECTATION REVEAL	HOTEL AND JOB IDEAS	POSITION FILLING	STAFF JOINING IN NEW STAFF SELECTION PROCESS	ONLY HRD IN SELECTION
ALL HOTELS - F-TEST	3.110*	1.373	1.616	2.994	3.367*	0.071
WESTERN HOTELS - F-TEST	0.271	0.807	0.192	0.057	0.900	4.615*
THAI HOTELS - F-TEST	1.066	1.616	0.247	3.692*	2.356	1.652

TABLE 5.15 THE ANOVA TEST OF THE DIFFERENCES IN TQM TRAINING BETWEEN THE THREE DEPARTMENTS

COMPONENTS IN TRAINING	TRAINING COSTS AND BENEFITS	TAKING OFF DIRECT GUEST SERVICE	MORE EMPLOYABLE	LAST ROW OF IMPORTANCE	ONLY ON- THE-JOB TRAINING	EXPLAIN TO STAFF	NEW STAFF COACHING	SINGLE EVENT, NOT PROCESS
- ALL HOTELS - F-TEST	2.643	4.733*	2.104	5.387**	10.421***	5.402**	6.592**	1.042
- WESTERN HOTELS - F-TEST	0.375	0.649	2.625	0.183	3.305*	2.326	0.094	1.301
- THAI HOTELS - F-TEST	0.487	0.089	0.838	0.524	0.647	1.487	0.554	1.221

COMPONENTS IN TRAINING	DIFFICULT TO MANAGE DUE TO INTANGIBILITY	EXPENSE, NOT LONG-TERM INVESTMENT	TIME WASTE	DOING JOB BETTER	SOMETHING WRONG	FILLING NEW POSITIONS	EVALUATION AND FOLLOW UP	FRONTLINE STAFF TRAINING
- ALL HOTELS - F-TEST	2.263	14.181***	17.557***	1.722	0.934	1.503	0.635	2.997
- WESTERN HOTELS - F-TEST	2.445	0.920	4.226*	0.802	0.967	2.869	3.235*	1.311
- THAI HOTELS - F-TEST	2.186	2.103	1.565	0.271	0.314	0.498	5.699**	1.850

CONTINUE P. 3

TABLE 5.15 THE ANOVA TEST OF THE DIFFERENCES IN TQM TRAINING BETWEEN THE THREE DEPARTMENTS
(CONTINUED)

COMPONENTS IN TRAINING	TRAINING NEEDS FINDING	MANAGEMENT'S ACTIONS IN TRAINING	HELPING SOLVE PROBLEMS AND IMPROVE WORK PROCESSES	SEMINARS AND MEETING ABOUT QUALITY	QUALITY TOOLS AND TECHNIQUES TRAINING	OPPORTUNITIES IN TRAINING	TRAINING OBJECTIVES FOR EACH PROGRAM
- ALL HOTELS - F-TEST	1.253	2.196	11.373***	0.406	0.514	6.240**	7.729**
- WESTERN HOTELS - F-TEST	0.600	1.778	1.951	0.713	1.136	1.010	3.694*
- THAI HOTELS - F-TEST	0.205	0.176	1.918	0.396	0.060	1.436	3.449*

COMPONENTS IN TRAINING	GUEST RELATIONS SKILL	MANAGERS' SATISFACTION IN STAFF'S GUEST RELATIONS SKILLS	MANAGEMENT COMMITMENT IN TRAINING	JUST-IN-TIME TRAINING	UP-TO-DATE TRAINING
- ALL HOTELS - F-TEST	0.011	0.443	4.206*	15.184***	2.448
- WESTERN HOTELS - F-TEST	0.337	0.151	1.051	0.332	1.121
- THAI HOTELS - F-TEST	0.855	0.642	0.211	0.510	0.482

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.16 THE ANOVA TEST OF THE DIFFERENCES IN GUEST ORIENTATION QUALITY BETWEEN THE THREE DEPARTMENTS

COMPONENTS OF GUEST ORIENTATION QUALITY	FEEL QUALITY	ENJOY DISCUSSING QUALITY	SENSE OF PERSONAL ACCOMPLISHMENT	DISCUSS WITH PEOPLE OUTSIDE	QUALITY PRIORITY	EFFORT IN QUALITY DELIVERY	SAME QUALITY FEELING WITH THE HOTEL	SERVICE QUALITY CARE
- ALL HOTELS - F-TEST	1.649	1.496	5.828**	1.690	1.997	2.022	0.897	0.451
- WESTERN HOTELS - F-TEST	1.113	3.345*	2.233	1.200	0.315	1.158	2.040	0.533
- THAI HOTELS - F-TEST	0.763	0.313	1.948	0.054	0.445	2.600	0.662	1.208

COMPONENTS OF GUEST ORIENTATION QUALITY	SATISFIED GUEST COMMITMENT	HOTEL'S GOALS	MANAGERS' ACTIONS	KNOWLEDGE OF STAFF IN SERVICES	INFO FROM GUEST IN DESIGNING	MEETINGS WITH GUEST	GUEST COMPLAINT MONITOR	GUESTS' FEEDBACK
- ALL HOTELS - F-TEST	0.422	2.477	1.126	0.303	0.171	0.459	0.632	2.023
- WESTERN HOTELS - F-TEST	1.233	0.193	0.497	0.696	3.113	1.803	0.187	0.454
- THAI HOTELS - F-TEST	0.220	1.110	0.790	0.286	0.488	0.085	0.528	2.977

CONTINUE P.5

TABLE 5.16 THE ANOVA TEST OF THE DIFFERENCES IN GUEST ORIENTATION QUALITY BETWEEN THE THREE DEPARTMENTS (CONTINUED)

COMPONENTS OF GUEST ORIENTATION QUALITY	GUEST SATISFACTION TRACKING	GUESTS' PERCEPTION OF QUALITY	TOP MANAGEMENT CONTACT GUESTS	GUESTS' COMPLAINTS RESOLVED	ENCOURAGING TO SATISFY GUESTS	HOTEL POLICY	BEST PRACTICES
- ALL HOTELS - F-TEST	1.543	4.562*	6.382**	2.847	1.329	1.667	6.816**
- WESTERN HOTELS - F-TEST	0.534	2.303	0.139	3.215*	0.102	3.225*	2.459
- THAI HOTELS - F-TEST	0.716	0.805	4.610*	3.613*	2.536	0.382	2.044

COMPONENTS OF GUEST ORIENTATION QUALITY	CURRENT QUALITY COMPARED WITH THE COMPETITORS	CURRENT QUALITY COMPARED WITH WORLD LEADERS	PROCESS QUALITY COMPARED WITH COMPETITORS	PROCESS QUALITY COMPARED WITH WORLD LEADERS
- ALL HOTELS - F-TEST	5.218**	0.369	3.013	1.015
- WESTERN HOTELS - F-TEST	2.584	2.442	3.215*	1.608
- THAI HOTELS - F-TEST	0.895	2.216	0.589	1.389

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.17 THE ANOVA TEST OF THE DIFFERENCES IN GUEST CONTACT COMPETENCY BETWEEN THE THREE DEPARTMENTS

COMPONENTS OF GUEST CONTACT COMPETENCY	RELATING TO GUESTS	CONVINCING	COMMUNICATING ORALLY	TEAM WORKING	FACT FINDING	PROBLEM SOLVING	SPECIALIST KNOWLEDGE	QUALITY ORIENTATION
- ALL HOTELS - F-TEST	1.167	5.139**	9.437***	0.187	7.693**	5.267**	1.322	10.640***
- WESTERN HOTELS - F-TEST	1.160	0.734	0.365	0.750	0.436	1.185	0.350	1.380
- THAI HOTELS - F-TEST	4.725*	2.894	2.279	1.326	2.010	2.846	0.056	4.035*

COMPONENTS OF GUEST CONTACT COMPETENCY	ORGANISATION	RELIABILITY	GUEST FOCUS	RESILIENT	RESULTS DRIVEN	USING INITIATIVE
- ALL HOTELS - F-TEST	10.311***	11.329***	1.309	2.807	1.467	2.992
- WESTERN HOTELS - F-TEST	2.568	3.210*	0.400	1.041	0.040	2.001
- THAI HOTELS - F-TEST	1.867	0.803	0.343	0.395	1.465	5.621**

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 5.18 THE ANOVA TEST OF THE DIFFERENCES IN GUEST SATISFACTION IN SERVICE QUALITY BETWEEN THE THREE DEPARTMENTS

COMPONENTS OF GUEST SATISFACTION	COURTESY AND FRIENDLINESS	EYE CONTACT WITH GUEST	NEATNESS & TIDINESS	INFORMATION PROVIDED BY STAFF	COMPETENCE & PROFESSIONALISM	SPEED OF SERVICE	CONSISTENCY OF STANDARDS
- ALL HOTELS - F-TEST	11.217***	8.383***	9.891***	8.123***	8.536***	12.403***	11.934***
- WESTERN HOTELS - F-TEST	3.469*	1.627	2.787	0.859	2.704	9.035***	5.551**
- THAI HOTELS - F-TEST	7.282**	6.832**	6.346**	7.411**	6.414**	4.286*	5.475**

COMPONENTS OF GUEST SATISFACTION	PROBLEM SOLVING	COMPLAINT HANDLING	HELPFULNESS	APPRECIATION FOR THE GUEST'S BUSINESS	EMPATHY/ REASSURANCE	TREATMENT AS A VALUED GUEST	INDIVIDUAL ATTENTION
- ALL HOTELS - F-TEST	9.481***	6.371**	9.269***	6.752**	4.384*	4.839**	8.238***
- WESTERN HOTELS - F-TEST	3.393*	1.237	2.090	1.822	2.037	2.982	3.751*
- THAI HOTELS - F-TEST	5.227**	4.630*	6.658**	4.365*	2.636	1.680	3.772*

COMPONENTS OF GUEST SATISFACTION	AVAILABILITY OF STAFF	SERVICE WHEN PROMISED	RESPONSIVENESS	DEPENDABILITY	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
- ALL HOTELS - F-TEST	11.007**	5.306***	10.491***	7.803***	7.800***	12.949***
- WESTERN HOTELS - F-TEST	4.181*	3.690*	6.433**	3.762*	4.093*	7.717***
- THAI HOTELS - F-TEST	6.725**	2.960	3.824*	3.648*	3.658*	4.777**

*P<0.05 **P<0.01 ***P<0.001

APPENDIX 7

THE T-TEST RESULTS OF THE DIMENSION OF GUEST SATISFACTION WITH SERVICE QUALITY WHEN COMPARED AGAINST THE DIMENSION OF GUEST-ORIENTATION QUALITY

TABLE 6.2 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.85	8.47***	4.85	7.47***	4.85	8.02***	4.85	7.81***	4.85	7.47***	4.85	6.92***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
effort in quality delivery	STAFF	4.59	4.09***	4.59	3.03**	4.59	3.82***	4.59	3.37**	4.59	3.23**	4.59	2.55*
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
same quality feeling with the hotel	STAFF	4.08	-4.26***	4.08	-5.44***	4.08	-4.24***	4.08	-5.09***	4.08	-4.91***	4.08	-5.80***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
Quality care enjoy discussing quality	STAFF	4.16	-3.09**	4.16	-4.28***	4.16	-3.12**	4.16	-3.93***	4.16	-3.79***	4.16	-4.66***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
discuss with people outside	STAFF	3.34	-15.82***	3.34	-17.19***	3.34	-15.43***	3.34	-16.82***	3.34	-16.23***	3.34	-17.40***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
Benchmarking current quality compared with world leaders	STAFF	3.87	-7.58***	3.87	-8.82***	3.87	-7.46***	3.87	8.46***	3.87	-8.17***	3.87	-9.13***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
process quality compared with world leaders	STAFF	3.84	-7.97***	3.84	-9.21***	3.84	-7.84***	3.84	-8.85***	3.84	-8.54***	3.84	-9.52***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
process quality compared with competitors	STAFF	4.13	-3.49***	4.13	-4.67***	4.13	-3.50***	4.13	-4.32***	4.13	-4.17***	4.13	-5.04***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
best practices	STAFF	4.07	-4.40***	4.07	-5.58***	4.07	-4.38***	4.07	-5.23***	4.07	-5.05***	4.07	-5.93***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.62	4.56***	4.62	3.50***	4.62	4.26***	4.62	3.84***	4.62	3.68***	4.62	3.02**
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
hotel's goals	STAFF	4.08	-4.29***	4.08	-5.49***	4.08	-4.28***	4.08	-5.13***	4.08	-4.95***	4.08	-5.85***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
managers' actions	STAFF	4.51	2.68**	4.51	1.61	4.51	2.46*	4.51	1.95	4.51	1.87	4.51	1.17
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	

Continue p.2

TABLE 6.2 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.85	8.47***	4.85	7.47***	4.85	8.02***	4.85	7.81***	4.85	2.99**	4.85	-3.81***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
	STAFF	4.59	4.09***	4.59	3.03**	4.59	3.82***	4.59	3.37**	4.59	0.57	4.59	-0.17
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
guest satisfaction tracking	STAFF	4.08	-4.26***	4.08	-5.44***	4.08	-4.24***	4.08	-5.09***	4.08	1.19	4.08	0.46
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
<u>Information handling</u> results driven	STAFF	4.16	-3.09**	4.16	-4.28***	4.16	-3.12**	4.16	-3.93***	4.16	-13.22***	4.16	-14.28***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
	STAFF	3.34	-15.82***	3.34	-17.19***	3.34	-15.43***	3.34	-16.82***	3.34	-15.40***	3.34	-16.52***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
fact finding	STAFF	3.87	-7.58***	3.87	-8.82***	3.87	-7.46***	3.87	8.46***	3.87	-18.53***	3.87	-19.71***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
problem solving	STAFF	4.13	-3.49***	4.13	-4.67***	4.13	-3.50***	4.13	-4.32***	4.13	-17.40***	4.13	-18.58***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
<u>Energy</u> guest focus	STAFF	3.84	-7.97***	3.84	-9.21***	3.84	-7.84***	3.84	-8.85***	3.84	-0.22	3.84	-0.97
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
resilient	STAFF	4.07	-4.40***	4.07	-5.58***	4.07	-4.38***	4.07	-5.23***	4.07	-7.45***	4.07	-8.37***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
quality orientation	STAFF	4.62	4.56***	4.62	3.50***	4.62	4.26***	4.62	3.84***	4.62	-9.24***	4.62	10.20***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
team working	STAFF	4.08	-4.29***	4.08	-5.49***	4.08	-4.28***	4.08	-5.13***	4.08	-0.43	4.08	-1.19
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
<u>People focus</u> relating to guests	STAFF	4.51	2.68**	4.51	1.61	4.51	2.46*	4.51	1.95	4.51	12.10***	4.51	-13.10***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
convincing	STAFF	2.41	-30.44***	2.41	-32.07***	2.41	-29.58***	2.41	-31.66***	2.41	-30.54***	2.41	-32.11***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
communicating orally	STAFF	3.27	-16.35***	3.27	-17.67***	3.27	-15.98***	3.27	-17.31***	3.27	-16.75***	3.27	-17.88***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
<u>Dependability</u> organization	STAFF	3.53	-12.72***	3.53	-14.01***	3.53	-12.44***	3.53	-13.65***	3.53	-13.19***	3.53	-14.26***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	
reliability	STAFF	4.19	-2.50*	4.19	-3.65***	4.19	-2.55*	4.19	-3.31**	4.19	-3.20**	4.19	-4.03***
	GUEST	4.35		4.42		4.36		4.39		4.39		4.44	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.3 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FRONT OFFICE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.90	4.31***	4.90	3.63***	4.90	3.82***	4.90	3.56***	4.90	3.60***	4.90	3.20**
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.66	2.18*	4.66	1.40	4.66	1.76	4.66	1.47	4.66	1.46	4.66	0.91
effort in quality delivery	STAFF	4.60		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.22	-1.54	4.22	-2.45*	4.22	-1.83	4.22	-2.18*	4.22	-2.25*	4.22	-3.02**
same quality feeling with the hotel	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.32	-0.74	4.32	-1.63	4.32	-1.06	4.32	-1.40	4.32	-1.46	4.32	-2.20*
Quality care enjoy discussing quality	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.43	-7.98***	3.43	-9.15***	3.43	-8.08***	3.43	-8.52***	3.43	-8.71***	3.43	-9.88***
discuss with people outside	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.61	-6.44***	3.61	-7.53***	3.61	-6.59***	3.61	-6.99***	3.61	-7.16***	3.61	-8.20***
Benchmarking current quality compared with world leaders	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.68	-5.91***	3.68	-6.99***	3.68	-6.07***	3.68	-6.48***	3.68	-6.63**	3.68	-7.66***
process quality compared with world leaders	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.95	-3.77***	3.95	-4.77***	3.95	-3.99***	3.95	-4.37***	3.95	-4.49***	3.95	-5.40***
process quality compared with competitors	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.78	-5.11***	3.78	-6.16***	3.78	-5.30***	3.78	-5.69***	3.78	-5.83***	3.78	-6.81***
best practices	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.95	-3.77***	3.95	-4.77***	3.95	-3.99***	3.95	-4.37***	3.95	-4.49***	3.95	-5.40***
Hotel commitment in service quality	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.66	2.15*	4.66	1.39	4.66	1.74	4.66	1.45	4.66	1.45	4.66	0.90
satisfied guest commitment	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		3.95	-3.82***	3.95	-4.84***	3.95	-4.04***	3.95	-4.43***	3.95	-4.55***	3.95	-5.48***
hotel's goals	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.44	0.29	4.44	-0.55	4.44	-0.06	4.44	-0.38	4.44	-0.42	4.44	-1.09
managers' actions	STAFF	4.40		4.50		4.45		4.48		4.49		4.56	
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
		4.44	0.29	4.44	-0.55	4.44	-0.06	4.44	-0.38	4.44	-0.42	4.44	-1.09

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TABLE 6.3 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FRONT OFFICE) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.27	-1.13	4.27	-2.02*	4.27	-1.44	4.27	-1.77	4.27	-1.84	4.27	-2.58*
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
guests' feedback	STAFF	4.56	1.32	4.56	0.52	4.56	0.94	4.56	0.64	4.56	0.62	4.56	0.02
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
guest satisfaction tracking	STAFF	4.34	-0.53	4.34	-1.40	4.34	-0.85	4.34	-1.18	4.34	-1.24	4.34	-1.95
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
<u>Information handling</u> results driven	STAFF	3.61	-6.50***	3.61	-7.60***	3.61	-6.65***	3.61	-7.06***	3.61	-7.22***	3.61	-8.29***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
using initiative	STAFF	3.51	-7.14***	3.51	-8.23***	3.51	-7.27***	3.51	-7.68***	3.51	-7.85***	3.51	-8.91***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
fact finding	STAFF	3.36	-8.39***	3.36	-9.56***	3.36	-8.49***	3.36	-8.93***	3.36	-9.12***	3.36	-10.28***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
problem solving	STAFF	3.36	-8.47***	3.36	-9.65***	3.36	-8.56***	3.36	-9.01***	3.36	-9.20***	3.36	-10.38***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
<u>Energy</u> guest focus	STAFF	4.39	-0.12	4.39	-0.96	4.39	-0.45	4.39	-0.77	4.39	-0.82	4.39	-1.49
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
resilient	STAFF	4.00	-3.32**	4.00	-4.29***	4.00	-3.56***	4.00	-3.92***	4.00	-4.03***	4.00	-4.90***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
quality orientation	STAFF	3.93	-3.90***	3.93	-4.89***	3.93	-4.12***	3.93	-4.50***	3.93	-4.61***	3.93	-5.51***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
team working	STAFF	4.27	-1.14	4.27	-2.03*	4.27	-1.44	4.27	-1.78	4.27	-1.84	4.27	-2.59*
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
<u>People focus</u> relating to guests	STAFF	3.41	-7.67***	3.41	-8.74***	3.41	-7.79***	3.41	-8.20***	3.41	-8.36***	3.41	-9.40***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
convincing	STAFF	2.54	-15.22***	2.54	-16.68***	2.54	-15.12***	2.54	-15.67***	2.54	-15.99***	2.54	-17.58***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
communicating orally	STAFF	3.39	-8.05***	3.39	-9.17***	3.39	-8.15***	3.39	-8.58***	3.39	-8.76***	3.39	-9.86***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
<u>Dependability</u> organization	STAFF	3.67	-6.06***	3.67	-7.16***	3.67	-6.22***	3.67	-6.63***	3.67	-6.79***	3.67	-7.85***
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	
reliability	STAFF	4.36	-0.32	4.36	-1.19	4.36	-0.65	4.36	-0.98	4.36	-1.03	4.36	-1.73
	GUEST	4.40		4.50		4.45		4.48		4.49		4.56	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.4 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY HOUSEKEEPING)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.80	4.91***	4.80	4.45***	4.80	4.83***	4.80	5.01***	4.80	4.41***	4.80	4.20***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
effort in quality delivery	STAFF	4.46	1.01	4.46	0.62	4.46	1.02	4.46	1.07	4.46	0.72	4.46	0.33
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
same quality feeling with the hotel	STAFF	4.12	-2.64**	4.12	-2.98**	4.12	-2.56*	4.12	-2.61**	4.12	-2.76**	4.12	-3.33**
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
Quality care enjoy discussing quality	STAFF	4.03	-3.68**	4.03	-4.01***	4.03	-3.57***	4.03	-3.66***	4.03	-3.74***	4.03	-4.38***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
discuss with people outside	STAFF	3.25	-11.21***	3.25	-11.43***	3.25	-10.98***	3.25	-11.24***	3.25	-10.96***	3.25	-11.86***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
Benchmarking current quality compared with world leaders	STAFF	4.05	-3.25**	4.05	-3.58***	4.05	-3.16**	4.05	-3.23**	4.05	-3.34**	4.05	-3.92***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
process quality compared with world leaders	STAFF	4.02	-3.57***	4.02	-3.89***	4.02	-3.48**	4.02	-3.55***	4.02	-3.65***	4.02	-4.23***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
process quality compared with competitors	STAFF	4.24	-1.34	4.24	-1.69	4.24	-1.29	4.24	-1.30	4.24	-1.52	4.24	-2.01*
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
best practices	STAFF	4.25	-1.20	4.25	-1.55	4.25	-1.15	4.25	-1.16	4.25	-1.38	4.25	-1.86
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.66	3.24**	4.66	2.81**	4.66	3.20**	4.66	3.32**	4.66	2.83**	4.66	2.53*
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
hotel's goals	STAFF	4.12	-2.59*	4.12	-2.92**	4.12	-2.51*	4.12	-2.56*	4.12	-2.70**	4.12	-3.26**
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
managers' actions	STAFF	4.55	2.01*	4.55	1.60	4.55	1.99*	4.55	2.07*	4.55	1.67	4.55	1.32
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	

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TABLE 6.4 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY HOUSEKEEPING) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.24	-1.27	4.24	-1.62	4.24	-1.23	4.24	-1.24	4.24	-1.45	4.24	-1.94
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
guests' feedback	STAFF	4.47	1.15	4.47	0.76	4.47	-1.15	4.47	1.21	4.47	0.85	4.47	0.46
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
guest satisfaction tracking	STAFF	4.55	2.03*	4.55	-1.62	4.55	-2.01*	4.55	-2.10*	4.55	1.68	4.55	1.33
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
<u>Information handling</u> results driven	STAFF	3.58	-7.66***	3.58	-7.92***	3.58	-7.51***	3.58	-7.67***	3.58	-7.58***	3.58	-8.29***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
using initiative	STAFF	3.43	-9.09***	3.43	-9.34***	3.43	-8.92***	3.43	-9.11***	3.43	-8.95***	3.43	-9.73***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
fact finding	STAFF	3.17	-11.43***	3.17	-11.64***	3.17	-11.22***	3.17	-11.45***	3.17	-11.20***	3.17	-12.05***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
problem solving	STAFF	3.28	-10.79***	3.28	-11.02***	3.28	-10.58***	3.28	-10.82***	3.28	-10.57***	3.28	-11.43***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
<u>Energy</u> guest focus	STAFF	4.40	0.40	4.40	0.04	4.40	0.42	4.40	0.45	4.40	0.15	4.40	-0.25
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
resilient	STAFF	3.92	-4.46***	3.92	-4.76***	3.92	-4.35***	3.92	-4.44***	3.92	-4.50***	3.92	-5.10***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
quality orientation	STAFF	3.99	-3.81***	3.99	-4.12***	3.99	-3.72***	3.99	-3.79***	3.99	-3.88***	3.99	-4.46***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
team working	STAFF	4.51	1.61	4.51	1.21	4.51	1.60	4.51	1.67	4.51	1.29	4.51	0.92
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
<u>People focus</u> relating to guests	STAFF	3.59	-7.40***	3.59	-7.66***	3.59	7.26***	3.59	-7.41***	3.59	-7.34***	3.59	-8.02***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
convincing	STAFF	2.43	-19.64***	2.43	-19.76***	2.43	-19.25***	2.43	-19.73***	2.43	-19.02***	2.43	-20.30***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
communicating orally	STAFF	3.34	-9.93***	3.34	-10.16***	3.34	-9.74***	3.34	-9.95***	3.34	-9.76***	3.34	-10.56***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
<u>Dependability</u> organization	STAFF	3.69	-6.54***	3.69	-6.81***	3.69	-6.41***	3.69	-6.54***	3.69	-6.50***	3.69	-7.17***
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	
reliability	STAFF	4.24	-1.33	4.24	-1.68	4.24	-1.28	4.24	-1.29	4.24	-1.51	4.24	-1.99*
	GUEST	4.36		4.40		4.36		4.36		4.39		4.43	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.5 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.86	5.61***	4.86	5.19***	4.86	5.57***	4.86	5.40***	4.86	5.26***	4.86	5.04***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
		4.71	4.13***	4.71	3.67***	4.71	4.17***	4.71	3.83***	4.71	3.83***	4.71	3.62***
effort in quality delivery	STAFF	4.25		4.32		4.23		4.31		4.28		4.30	
	GUEST	3.95	-2.54*	3.95	-3.16**	3.95	-2.23*	3.95	-3.20**	3.95	-2.71**	3.95	-2.86**
		4.25		4.32		4.23		4.31		4.28		4.30	
Quality care enjoy discussing quality	STAFF	4.21	-0.36	4.21	-0.94	4.21	-0.14	4.21	-0.92	4.21	-0.57	4.21	-0.74
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
		3.39	-7.41***	3.39	-8.19***	3.39	-6.89***	3.39	-8.36***	3.39	-7.50***	3.39	-7.61***
discuss with people outside	STAFF	4.25		4.32		4.23		4.31		4.28		4.30	
	GUEST	3.82	-3.78***	3.82	-4.45***	3.82	-3.41**	3.82	-4.53***	3.82	-3.92***	3.82	-4.07***
		4.25		4.32		4.23		4.31		4.28		4.30	
Benchmarking current quality compared with world leaders	STAFF	3.74	-4.40***	3.74	-5.09***	3.74	-4.01***	3.74	-5.18***	3.74	-4.54***	3.74	-4.68***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
		4.12	-1.17	4.12	-1.78	4.12	-0.90	4.12	-1.78	4.12	-1.37	4.12	-1.53
process quality compared with competitors	STAFF	4.04	-1.81	4.04	-2.44*	4.04	-1.53	4.04	-2.46*	4.04	-2.00*	4.04	-2.16*
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.56	2.72**	4.56	2.22*	4.56	2.82**	4.56	2.34*	4.56	2.45*	4.56	2.26*
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
		4.12	-1.16	4.12	-1.76	4.12	-0.90	4.12	-1.76	4.12	-1.35	4.12	-1.52
hotel's goals	STAFF	4.25		4.32		4.23		4.31		4.28		4.30	
	GUEST	4.51	2.25*	4.51	1.75	4.51	2.37*	4.51	1.85	4.51	2.00*	4.51	1.81
		4.25		4.32		4.23		4.31		4.28		4.30	

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TABLE 6.5 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.12	-1.14	4.12	-1.74	4.12	-0.89	4.12	-1.74	4.12	-1.34	4.12	-1.50
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
	STAFF	4.30	0.43	4.30	-0.13	4.30	0.62	4.30	-0.08	4.30	0.20	4.30	0.03
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
guests' feedback	STAFF	4.45	1.78	4.45	1.25	4.45	1.92	4.45	1.34	4.45	1.52	4.45	1.34
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
<u>Information handling</u> results driven	STAFF	3.40	-7.18***	3.40	-7.92***	3.40	-6.69***	3.40	-8.08***	3.40	-7.27***	3.40	-7.39***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
	STAFF	3.22	-8.80***	3.22	-9.60***	3.22	-8.24***	3.22	-9.80***	3.22	-8.86***	3.22	-8.97***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
fact finding	STAFF	3.00	-10.44***	3.00	-11.27***	3.00	-9.83***	3.00	-11.50***	3.00	-10.47***	3.00	-10.57***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
problem solving	STAFF	3.15	-9.31***	3.15	-10.12***	3.15	-8.73***	3.15	-10.33***	3.15	-9.36***	3.15	-9.46***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
<u>Energy</u> guest focus	STAFF	3.35	0.83	4.35	0.28	4.35	1.01	4.35	0.34	4.35	0.60	4.35	0.42
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
resilient	STAFF	3.83	-3.52***	3.83	-4.16***	3.83	-3.18**	3.83	-4.22***	3.83	-3.67***	3.83	-3.81***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
quality orientation	STAFF	3.46	-6.56***	3.46	-7.27***	3.46	-6.10***	3.46	-7.41***	3.46	-6.66***	3.46	-6.78***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
team working	STAFF	4.26	0.07	4.26	-0.49	4.26	0.28	4.26	-0.46	4.26	-0.15	4.26	-0.32
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
<u>People focus</u> relating to guests	STAFF	3.67	-4.97***	3.67	-5.66***	3.67	-4.56***	3.67	-5.76***	3.67	-5.10***	3.67	-5.23***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
convincing	STAFF	2.30	-16.67***	2.30	-17.70***	2.30	-15.78***	2.30	-18.11***	2.30	-16.59***	2.30	-16.64***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
communicating orally	STAFF	3.11	-9.46***	3.11	-10.25***	3.11	-8.90***	3.11	-10.45***	3.11	-9.51***	3.11	-9.62***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
<u>Dependability</u> organization	STAFF	3.25	-8.60***	3.25	-9.40***	3.25	-8.04***	3.25	-9.60***	3.25	-8.66***	3.25	-8.77***
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	
reliability	STAFF	4.03	-1.93	4.03	-2.55	4.03	-1.64	4.03	-2.57*	4.03	-2.11*	4.03	-2.27*
	GUEST	4.25		4.32		4.23		4.31		4.28		4.30	

*P<0.05 **P<0.01 ***P<0.001

TABLE 6.6 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.79	4.26***	4.79	3.41**	4.79	3.91***	4.79	3.44**	4.79	3.40**	4.79	3.04**
	GUEST	4.44		4.52		4.45		4.51		4.51		4.54	
effort in quality delivery	STAFF	4.54	1.08	4.54	0.18	4.54	0.95	4.54	0.25	4.54	0.34	4.54	-0.04
	GUEST	4.44		4.52		4.45		4.51		4.51		4.54	
same quality feeling with the hotel	STAFF	4.11	-3.73**	4.11	-4.73***	4.11	-3.59***	4.11	-4.60***	4.11	-4.34***	4.11	-4.75***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Quality care enjoy discussing quality	STAFF	4.30	-1.63	4.30	-2.61**	4.30	-1.59	4.30	-2.51*	4.30	-2.31*	4.30	-2.71**
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
discuss with people outside	STAFF	3.41	-11.63***	3.41	-12.85***	3.41	-11.04***	3.41	-12.62***	3.41	-12.06***	3.41	-12.56***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Benchmarking current quality compared with world leaders	STAFF	3.88	-6.53***	3.88	-7.64***	3.88	-6.21***	3.88	7.47***	3.88	-7.08***	3.88	-7.54***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
process quality compared with world leaders	STAFF	3.78	-7.41***	3.78	-8.50***	3.78	-7.07***	3.78	-8.33***	3.78	-7.94***	3.78	-8.38***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
process quality compared with competitors	STAFF	3.99	-5.29***	3.99	-6.37***	3.99	-5.04***	3.99	-6.21***	3.99	-5.87***	3.99	-6.31***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
best practices	STAFF	3.80	-7.32***	3.80	-8.44***	3.80	-6.96***	3.80	-8.27***	3.80	-7.85***	3.80	-8.31***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.55	1.24	4.55	0.33	4.55	1.10	4.55	0.39	4.55	0.48	4.55	0.10
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
hotel's goals	STAFF	4.10	-3.99***	4.10	-5.03***	4.10	-3.83***	4.10	-4.90***	4.10	-4.61***	4.10	-5.03***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
managers' actions	STAFF	4.50	0.65	4.50	-0.26	4.50	0.55	4.50	-0.18	4.50	-0.08	4.50	-0.45
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	

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TABLE 6.6 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Monitoring guest satisfaction guest complaint monitor	STAFF	4.21	-2.67**	4.21	-3.65***	4.21	-2.59*	4.21	-3.54***	4.21	-3.31**	4.21	-3.71***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
guests' feedback	STAFF	4.57	1.53	4.57	0.63	4.57	1.37	4.57	0.69	4.57	0.77	4.57	0.39
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
guest satisfaction tracking	STAFF	4.52	0.96	4.52	0.03	4.52	0.83	4.52	0.10	4.52	0.20	4.52	0.18
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Information handling results driven	STAFF	3.51	-10.43***	3.51	-11.60***	3.51	-9.92***	3.51	-11.39***	3.51	-10.89***	3.51	-11.36***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
using initiative	STAFF	3.41	-11.43***	3.41	-12.61***	3.41	-10.87***	3.41	-12.39***	3.41	-11.86***	3.41	-12.34***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
fact finding	STAFF	3.37	-11.99***	3.37	-13.20***	3.37	-11.40***	3.37	-12.98***	3.37	-12.41***	3.37	-12.90***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
problem solving	STAFF	3.38	-11.98***	3.38	-13.20***	3.38	-11.37***	3.38	-12.97***	3.38	-12.40***	3.38	-12.89***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Energy guest focus	STAFF	4.43	-0.20	4.43	-1.13	4.43	-0.25	4.43	-1.04	4.43	-0.90	4.43	-1.29
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
resilient	STAFF	4.00	-5.10***	4.00	-6.17***	4.00	-4.87***	4.00	-6.02***	4.00	-5.69***	4.00	-6.12***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
quality orientation	STAFF	4.00	-5.07***	4.00	-6.12***	4.00	-4.84***	4.00	-5.97***	4.00	-5.65***	4.00	-6.08***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
team working	STAFF	4.42	-0.31	4.42	-1.26	4.42	-0.36	4.42	-1.18	4.42	-1.03	4.42	-1.42
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
People focus relating to guests	STAFF	3.72	-7.95***	3.72	-9.02***	3.72	-7.58***	3.72	-8.85***	3.72	-8.45***	3.72	-8.89***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
convincing	STAFF	2.49	-22.05***	2.49	-23.55***	2.49	-20.88***	2.49	-23.19***	2.49	-22.25***	2.49	-22.84***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
communicating orally	STAFF	3.56	-9.75***	3.56	-10.89***	3.56	-9.29***	3.56	-10.69***	3.56	-10.22***	3.56	-10.68***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
Dependability organization	STAFF	3.79	-7.46***	3.79	-8.57***	3.79	-7.10***	3.79	-8.40***	3.79	-7.98***	3.79	-8.44***
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	
reliability	STAFF	4.46	0.23	4.46	-0.71	4.46	0.15	4.46	-0.63	4.46	-0.50	4.46	-0.89
	GUEST	4.44		4.52		4.45		4.54		4.51		4.54	

*P<0.05 **P<0.01 ***P<0.001

TABLE 6.7 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.89	7.65***	4.89	7.07***	4.89	7.41***	4.89	7.59***	4.89	7.12***	4.89	6.71***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
effort in quality delivery	STAFF	4.64	4.63***	4.64	4.00***	4.64	4.43***	4.64	4.48***	4.64	4.16***	4.64	3.62***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
same quality feeling with the hotel	STAFF	4.06	-2.24*	4.06	-2.95**	4.06	-2.32*	4.06	-2.56*	4.06	-2.57*	4.06	-3.38**
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
Quality care enjoy discussing quality	STAFF	4.04	-2.47*	4.04	-3.19**	4.04	-2.55*	4.04	-2.80**	4.04	-2.80**	4.04	-3.62**
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
discuss with people outside	STAFF	3.29	-10.76***	3.29	-11.56***	3.29	-10.72***	3.29	-11.27***	3.29	-10.94***	3.29	-12.04***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
Benchmarking current quality compared with world leaders	STAFF	3.86	-4.32***	3.86	-5.03***	3.86	-4.38***	3.86	-4.68***	3.86	-4.61***	3.86	-5.46***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
process quality compared with world leaders	STAFF	3.89	-4.04***	3.89	-4.77***	3.89	-4.10***	3.89	-4.40***	3.89	-4.34***	3.89	-5.20***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
process quality compared with competitors	STAFF	4.25	-0.06	4.25	-0.73	4.25	-0.18	4.25	0.32	4.25	-0.43	4.25	-1.14
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
best practices	STAFF	4.29	0.38	4.29	-0.27	4.29	0.26	4.29	0.14	4.29	0.02	4.29	-0.67
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.68	5.08***	4.68	4.47***	4.68	4.88***	4.68	4.95***	4.68	4.61***	4.68	4.09***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
hotel's goals	STAFF	4.07	-2.10*	4.07	-2.80**	4.07	-2.19*	4.07	-2.41*	4.07	-2.43*	4.07	-3.23**
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
managers' actions	STAFF	4.52	3.12**	4.52	2.49*	4.52	2.96**	4.52	2.94**	4.52	2.70**	4.52	2.11*
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	

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TABLE 6.7 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.20	-0.57	4.20	-1.25	4.20	-0.68	4.20	-0.85	4.20	-0.93	4.20	-1.66
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
	STAFF	4.32	0.72	4.32	0.07	4.32	0.60	4.32	0.48	4.32	0.35	4.32	-0.33
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
guest satisfaction tracking	STAFF	4.42	1.98*	4.42	1.34	4.42	1.84	4.42	1.77	4.42	1.58	4.42	0.95
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
<u>Information handling</u> results driven	STAFF	3.53	-7.82***	3.53	-8.55***	3.53	-7.83***	3.53	-8.23***	3.53	-8.04***	3.53	-8.99***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
	STAFF	3.34	-9.85***	3.34	-10.62***	3.34	-9.84***	3.34	-10.32***	3.34	-10.05***	3.34	-11.07***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
fact finding	STAFF	2.98	-13.53***	2.98	-14.33***	2.98	-13.47***	2.98	-14.06***	2.98	-13.67***	2.98	-14.80***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
problem solving	STAFF	3.15	-12.04***	3.15	-12.84***	3.15	-11.99***	3.15	-12.56***	3.15	-12.20***	3.15	-13.32***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
<u>Energy</u> guest focus	STAFF	4.34	1.02	4.34	0.38	4.34	0.89	4.34	0.79	4.34	0.64	4.34	-0.01
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
resilient	STAFF	3.83	-4.53***	3.83	-5.22***	3.83	-4.58***	3.83	-4.88***	3.83	-4.81***	3.83	-5.64***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
quality orientation	STAFF	3.61	-6.89***	3.61	-7.61***	3.61	-6.91***	3.61	-7.29***	3.61	-7.13***	3.61	-8.04***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
team working	STAFF	4.33	0.87	4.33	0.21	4.33	0.74	4.33	0.63	4.33	0.49	4.33	-0.18
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
<u>People focus</u> relating to guests	STAFF	3.46	-8.34***	3.46	-9.06***	3.46	-8.34***	3.46	-8.76***	3.46	-8.56***	3.46	-9.50***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
convincing	STAFF	2.35	-21.15***	2.35	-22.10***	2.35	-20.98***	2.35	-21.90***	2.35	-21.17***	2.35	-22.66***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
communicating orally	STAFF	3.03	-13.04***	3.03	-13.83***	3.03	-12.98***	3.03	-13.56***	3.03	-13.19***	3.03	-14.30***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
<u>Dependability</u> organization	STAFF	3.32	-10.18***	3.32	-10.95***	3.32	-10.15***	3.32	-10.65***	3.32	-10.37***	3.32	-11.41***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	
reliability	STAFF	3.97	-3.15**	3.97	-3.85***	3.97	-3.22**	3.97	-3.48**	3.97	-3.46**	3.97	-4.27***
	GUEST	4.25		4.31		4.26		4.27		4.28		4.34	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.8 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FRONT OFFICE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.86	2.50*	4.86	1.94	4.86	2.08*	4.86	1.80	4.86	1.87	4.86	1.53
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.71	1.60	4.71	0.99	4.71	1.21	4.71	0.94	4.71	0.95	4.71	0.53
effort in quality delivery	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	4.24	-1.32	4.24	-2.05*	4.24	-1.61	4.24	-1.84	4.24	-1.98*	4.24	-2.64*
		4.46		4.56		4.51		4.56		4.56		4.64	
Quality care enjoy discussing quality	STAFF	4.48	0.11	4.48	-0.56	4.48	-0.22	4.48	-0.47	4.48	-0.54	4.48	-1.08
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		3.52	-5.63***	3.52	-6.56***	3.52	-5.79***	3.52	-5.98***	3.52	-6.35***	3.52	-7.38***
discuss with people outside	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	3.76	-4.18***	3.76	-5.04***	3.76	-4.38***	3.76	-4.58***	3.76	-4.88***	3.76	-5.79***
		4.46		4.56		4.51		4.56		4.56		4.64	
Benchmarking current quality compared with world leaders	STAFF	3.71	-3.92***	3.71	-5.26***	3.71	-4.60***	3.71	-4.80***	3.71	-5.10***	3.71	-6.01***
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		3.81	-4.40***	3.81	-4.78***	3.81	-4.13***	3.81	-4.34***	3.81	-4.63***	3.81	-5.53***
process quality compared with world leaders	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	3.62	-5.02***	3.62	-5.92***	3.62	-5.19***	3.62	-5.39***	3.62	-5.73***	3.62	-6.71***
		4.46		4.56		4.51		4.56		4.56		4.64	
best practices	STAFF	4.57	0.70	4.57	0.05	4.57	0.34	4.57	0.09	4.57	0.05	4.57	0.45
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.05	-2.53*	4.05	-3.35**	4.05	-2.79**	4.05	-3.01**	4.05	-3.23**	4.05	-4.03***
Hotel commitment in service quality satisfied guest commitment	STAFF	4.52	0.40	4.52	-0.25	4.52	0.06	4.52	-0.19	4.52	-0.25	4.52	-0.77
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.05		4.05		4.05		4.05		4.05		4.05	
hotel's goals	STAFF	4.52		4.52		4.52		4.52		4.52		4.52	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.05		4.05		4.05		4.05		4.05		4.05	
managers' actions	STAFF	4.52		4.52		4.52		4.52		4.52		4.52	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.05		4.05		4.05		4.05		4.05		4.05	

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TABLE 6.8 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FRONT OFFICE) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.19	-1.61	4.19	-2.35*	4.19	-1.89	4.19	-2.11*	4.19	-2.28*	4.19	-2.96**
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
		4.57	0.70	4.57	0.05	4.57	0.34	4.57	0.09	4.57	0.05	4.57	-0.45
<u>guests' feedback</u> guest satisfaction tracking	STAFF	4.46	-0.18	4.56	-0.87	4.51	-0.51	4.56	-0.75	4.56	-0.84	4.64	-1.42
	STAFF	4.43		4.43		4.43		4.43		4.43		4.43	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
<u>Information handling</u> results driven	STAFF	3.48	-5.94***	3.48	-6.90***	3.48	-6.09***	3.48	-6.28***	3.48	-6.68***	3.48	-7.75***
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	3.48	-5.73***	3.48	-6.63***	3.48	-5.89***	3.48	-6.07***	3.48	-6.43***	3.48	-7.42***
using initiative	STAFF	4.46	-6.15***	4.56	-7.11***	4.51	-6.30***	4.56	-6.48***	4.56	-6.88***	4.64	-7.95***
	STAFF	3.43		3.43		3.43		3.43		3.43		3.43	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
problem solving	STAFF	3.28	-7.03***	3.28	-8.03***	3.28	-7.14***	3.28	-7.32***	3.28	-7.77***	3.28	-8.92***
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	3.28		4.56		4.51		4.56		4.56		4.64	
<u>Energy</u> guest focus	STAFF	4.57	0.70	4.57	0.05	4.57	0.34	4.57	0.09	4.57	0.05	4.57	-0.45
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	4.00	-2.78**	4.00	-3.59***	4.00	-3.03**	4.00	-3.24**	4.00	-3.47**	4.00	-4.28***
resilient	STAFF	4.46	-3.64***	4.56	-4.49***	4.51	-3.86***	4.56	-4.07***	4.56	-4.35***	4.64	-5.22***
	STAFF	3.86		3.86		3.86		3.86		3.86		3.86	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
quality orientation	STAFF	4.28	-1.04	4.28	-1.76	4.28	-1.34	4.28	-1.57	4.28	-1.70	4.28	-2.34*
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
<u>People focus</u> relating to guests	STAFF	4.05	-2.47*	4.05	-3.25**	4.05	-2.72**	4.05	-2.94**	4.05	-3.15**	4.05	-3.91***
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	2.48	-11.99***	2.48	-13.25***	2.48	-11.95***	2.48	-12.09***	2.48	-12.82***	2.48	-14.43***
convincing	STAFF	4.46	-5.73***	4.56	-6.63***	4.51	-5.89***	4.56	-6.07***	4.56	-6.43***	4.64	-7.42***
	STAFF	3.48		3.48		3.48		3.48		3.48		3.48	
	GUEST	4.46		4.56		4.51		4.56		4.56		4.64	
<u>Communicating orally</u> communicating orally	STAFF	3.69	-4.62***	3.69	-5.51***	3.69	-4.81***	3.69	-5.01***	3.69	-5.35***	3.69	-6.29***
	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	GUEST	4.52	0.40	4.52	-0.25	4.52	0.06	4.52	-0.19	4.52	-0.25	4.52	-0.77
reliability	STAFF	4.46		4.56		4.51		4.56		4.56		4.64	
	STAFF												
	GUEST												

*P<0.05 **P<0.01 ***P<0.001

TABLE 6.9 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY HOUSEKEEPING)

STAFF VARIABLES		GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
				MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF			4.75	2.11*	4.75	1.79	4.75	2.13*	4.75	2.04*	4.75	1.68	4.75	1.63
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
effort in quality delivery	STAFF			4.39	-0.89	4.39	-1.15	4.39	-0.65	4.39	-1.03	4.39	-1.21	4.39	-1.31
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
same quality feeling with the hotel	STAFF			4.28	-1.79	4.28	-2.05*	4.28	-1.48	4.28	-1.96	4.28	-2.09*	4.28	-2.21*
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
Quality care enjoy discussing quality	STAFF			4.05	-3.67***	4.05	-3.93***	4.05	-3.21**	4.05	-3.91***	4.05	-3.94***	4.05	-4.10***
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
discuss with people outside	STAFF			3.22	-9.57***	3.22	-9.76***	3.22	-8.79***	3.22	-9.92***	3.22	-9.69***	3.22	-9.92***
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
Benchmarking current quality compared with world leaders	STAFF			4.11	-3.13**	4.11	-3.39**	4.11	-2.73**	4.11	-3.35**	4.11	-3.41**	4.11	-3.55**
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
process quality compared with world leaders	STAFF			4.00	-3.88***	4.00	-4.12***	4.00	-3.44**	4.00	-4.10***	4.00	-4.13***	4.00	-4.28***
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
process quality compared with competitors	STAFF			4.25	-2.05*	4.25	-2.31*	4.25	-1.71	4.25	-2.23*	4.25	-2.35*	4.25	-2.48*
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
best practices	STAFF			4.05	-3.48**	4.05	-3.73***	4.05	-3.06**	4.05	-3.69***	4.05	-3.74***	4.05	-3.89***
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
Hotel commitment in service quality satisfied guest commitment	STAFF			4.67	1.39	4.67	1.08	4.67	1.47	4.67	1.30	4.67	0.98	4.67	0.92
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
hotel's goals	STAFF			4.17	-2.63**	4.17	-2.88**	4.17	-2.27*	4.17	-2.82**	4.17	-2.91**	4.17	-3.04**
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	
managers' actions	STAFF			4.58	0.67	4.58	0.38	4.58	0.81	4.58	0.56	4.58	0.29	4.58	0.21
	GUEST			4.50		4.54		4.48		4.52		4.55		4.56	

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TABLE 6.9 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY HOUSEKEEPING) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.28	-1.73	4.28	-1.98*	4.28	-1.43	4.28	-1.89	4.28	-2.02*	4.28	-2.14*
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
		4.50	-0.02	4.50	-0.29	4.50	0.17	4.50	-0.14	4.50	-0.37	4.50	-0.45
guests' feedback	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
guest satisfaction tracking	STAFF	4.61	0.90	4.61	0.61	4.61	1.02	4.61	0.80	4.61	0.51	4.61	0.44
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
<u>Information handling</u> results driven	STAFF	3.50	-7.36***	3.50	-7.56***	3.50	-6.74***	3.50	-7.64***	3.50	-7.53***	3.50	-7.72***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
		3.17	-9.88***	3.17	-10.07***	3.17	-9.09***	3.17	-10.23***	3.17	-10.00***	3.17	-10.23***
using initiative	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
fact finding	STAFF	3.25	-9.20***	3.25	-9.39***	3.25	-8.46***	3.25	-9.53***	3.25	-9.33***	3.25	-9.55***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
problem solving	STAFF	3.25	-9.20***	3.25	-9.39***	3.25	-8.46***	3.25	-9.53***	3.25	-9.33***	3.25	-9.55***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
<u>Energy</u> guest focus	STAFF	4.39	-0.85	4.39	-1.11	4.39	-0.62	4.39	-0.99	4.39	-1.17	4.39	-1.26
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
		4.14	-2.90**	4.14	-3.16**	4.14	-2.51*	4.14	-3.11**	4.14	-3.18**	4.14	-3.32**
resilient	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
quality orientation	STAFF	4.19	-2.36*	4.19	-2.61*	4.19	-2.03*	4.19	-2.54*	4.19	-2.65**	4.19	-2.77**
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
team working	STAFF	4.53	0.25	4.53	-0.03	4.53	0.41	4.53	0.13	4.53	-0.11	4.53	-0.19
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
<u>People focus</u> relating to guests	STAFF	3.61	-6.36***	3.61	-6.57***	3.61	-5.83***	3.61	-6.61***	3.61	-6.55***	3.61	-6.72***
	GUEST	4.50		4.54		4.48		4.52		4.56		4.56	
convincing	STAFF	2.36	-16.38***	2.36	-16.53***	2.36	-15.13***	2.36	-16.92***	2.36	-16.36***	2.36	-16.71***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
communicating orally	STAFF	3.50	-7.30***	3.50	-7.51***	3.50	-6.69***	3.50	-7.58***	3.50	-7.48***	3.50	-7.66***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
<u>Dependability</u> organization	STAFF	4.04	-3.56***	4.04	-3.80***	4.04	-3.14**	4.04	-3.77***	4.04	-3.82***	4.04	-3.96***
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	
reliability	STAFF	4.64	1.14	4.64	0.84	4.64	1.24	4.64	1.05	4.64	0.75	4.64	0.68
	GUEST	4.50		4.54		4.48		4.52		4.55		4.56	

***P<0.05 **P<0.01 ***P<0.001**

TABLE 6.10 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.80	2.79**	4.80	2.36*	4.80	2.77**	4.80	2.41*	4.80	2.50*	4.80	2.40*
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
effort in quality delivery	STAFF	4.60	1.44	4.60	0.99	4.60	1.54	4.60	0.96	4.60	1.26	4.60	1.23
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
same quality feeling with the hotel	STAFF	3.76	-3.25**	3.76	-3.81***	3.76	-2.84**	3.76	-4.01***	3.76	-3.17**	3.76	-3.00**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
Quality care enjoy discussing quality	STAFF	4.52	0.97	4.52	-0.50	4.52	1.11	4.52	0.45	4.52	0.82	4.52	0.81
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
discuss with people outside	STAFF	3.60	-4.46***	3.60	-5.13***	3.60	-3.92***	3.60	-5.42***	3.60	-4.29***	3.60	-4.05***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
Benchmarking current quality compared with world leaders	STAFF	3.64	-4.26***	3.64	-4.93***	3.64	-3.73***	3.64	-5.22***	3.64	-4.10***	3.64	-3.86***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
process quality compared with world leaders	STAFF	3.52	-4.71***	3.52	-5.35***	3.52	-4.19***	3.52	-5.63***	3.52	-4.55***	3.52	-4.31***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
process quality compared with competitors	STAFF	3.76	-3.53***	3.76	-4.17***	3.76	-3.06**	3.76	-4.43***	3.76	-3.42**	3.76	-3.22**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
best practices	STAFF	3.60	-4.53***	3.60	-5.21***	3.60	-3.97***	3.60	-5.52***	3.60	-4.35***	3.60	-4.10***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
Hotel commitment in service quality satisfied guest commitment	STAFF		0.02	4.36	0.48		0.22		-0.57		-0.07	4.36	-0.04
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
hotel's goals	STAFF	4.04	-1.83	4.04	-2.39*	4.04	-1.49	4.04	-2.56*	4.04	-1.82	4.04	-1.70
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
managers' actions	STAFF	4.36	0.02	4.36	-0.46	4.36	0.22	4.36	-0.55	4.36	-0.07	4.36	-0.04
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	

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TABLE 6.10 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.12	-1.35	4.12	-1.88	4.12	-1.05	4.12	-2.03*	4.12	-1.37	4.12	-1.27
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
guests' feedback	STAFF	4.68	2.00*	4.68	1.55	4.68	2.06*	4.68	1.55	4.68	1.78	4.68	1.71
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
guest satisfaction tracking	STAFF	4.48	0.75	4.48	0.26	4.48	0.91	4.48	0.20	4.48	0.61	4.48	0.61
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
<u>Information handling</u> results driven	STAFF	3.56	-4.56***	3.56	-5.20***	3.56	-4.03***	3.56	-5.47***	3.56	-4.39***	3.56	-4.15***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
using initiative	STAFF	3.72	-3.74***	3.72	-4.37***	3.72	-3.25**	3.72	-4.63***	3.72	-3.61***	3.72	-3.40**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
fact finding	STAFF	3.49	-4.98***	3.49	-5.64***	3.49	-4.41***	3.49	-5.94***	3.49	-4.78***	3.49	-4.53***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
problem solving	STAFF	3.64	-4.23***	3.64	-4.89***	3.64	-3.70***	3.64	-5.17***	3.64	-4.07***	3.64	-3.84***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
<u>Energy</u> guest focus	STAFF	4.36	0.02	4.36	-0.50	4.36	0.23	4.36	-0.60	4.36	-0.08	4.36	-0.04
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
resilient	STAFF	3.80	-3.21**	3.80	-3.81***	3.80	-2.77**	3.80	-4.04***	3.80	-3.12**	3.80	-2.94**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
quality orientation	STAFF	3.84	-3.03**	3.84	-3.64***	3.84	-2.60*	3.84	-3.87***	3.84	-2.94**	3.84	-2.77**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
team working	STAFF	4.36	0.02	4.36	-0.51	4.36	0.23	4.36	-0.60	4.36	-0.08	4.36	-0.04
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
<u>People focus</u> relating to guests	STAFF	3.60	-4.24***	3.60	-4.85***	3.60	-3.75***	3.60	-5.11***	3.60	-4.10***	3.60	-3.88***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
convincing	STAFF	2.68	-9.47***	2.68	-10.27***	2.68	-8.62***	2.68	-10.74***	2.68	-9.04***	2.68	-8.60***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
communicating orally	STAFF	3.72	-3.68***	3.72	-4.30***	3.72	-3.21**	3.72	-4.55***	3.72	-3.56***	3.72	-3.36**
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
<u>Dependability</u> organization	STAFF	3.50	-4.98***	3.50	-5.64***	3.50	-4.41***	3.50	-5.95***	3.50	-4.78***	3.50	-4.52***
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	
reliability	STAFF	4.16	-1.17	4.16	-1.73	4.16	-0.87	4.16	-1.87	4.16	-1.19	4.16	-1.11
	GUEST	4.36		4.44		4.32		4.45		4.37		4.37	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.11 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FRONT OFFICE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.95	3.64***	4.95	3.26**	4.95	3.39**	4.95	3.37**	4.95	3.30**	4.95	3.04**
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
effort in quality delivery	STAFF	4.60	1.52	4.60	1.05	4.60	1.34	4.60	1.21	4.60	1.18	4.60	0.82
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
same quality feeling with the hotel	STAFF	4.20	-0.82	4.20	-1.38	4.20	-0.94	4.20	-1.18	4.20	-1.15	4.20	-1.61
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
Quality cure enjoy discussing quality	STAFF	4.15	-1.13	4.15	-1.72	4.15	-1.24	4.15	-1.51	4.15	-1.48	4.15	-1.96
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
discuss with people outside	STAFF	3.35	-5.62***	3.35	-6.35***	3.35	-5.61***	3.35	-6.08***	3.35	-5.95***	3.35	-6.60***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
Benchmarking current quality compared with world leaders	STAFF	3.45	-4.88***	3.45	-5.56***	3.45	-4.90***	3.45	-5.31***	3.45	-5.21***	3.45	-5.79***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
process quality compared with world leaders	STAFF	3.65	-3.92***	3.65	-4.59***	3.65	-3.96***	3.65	-4.34***	3.65	-4.25***	3.65	-4.83***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
process quality compared with competitors	STAFF	4.10	-1.38	4.10	-1.96	4.10	-1.48	4.10	-1.75	4.10	-1.72	4.10	-2.19*
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
best practices	STAFF	3.95	-2.20*	3.95	-2.80**	3.95	-2.28*	3.95	-2.58*	3.95	-2.53*	3.95	-3.03**
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.75	2.40*	4.75	1.97	4.75	2.19*	4.75	2.11*	4.75	2.06*	4.75	1.75
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
hotel's goals	STAFF	3.85	-2.82**	3.85	-3.46**	3.85	-2.89**	3.85	-3.23**	3.85	-3.16**	3.85	-3.70***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
managers' actions	STAFF	4.35	0.05	4.35	-0.48	4.35	-0.09	4.35	-0.30	4.35	-0.29	4.35	-0.71
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	

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TABLE 6.11 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FRONT OFFICE) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.35	0.05	4.35	-0.47	4.35	-0.09	4.35	-0.29	4.35	-0.29	4.35	-0.70
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
guests' feedback	STAFF	4.55	1.20	4.55	0.73	4.55	1.03	4.55	0.89	4.55	0.87	4.55	0.50
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
guest satisfaction tracking	STAFF	4.25	-0.52	4.25	-1.07	4.25	-0.65	4.25	-0.88	4.25	-0.86	4.25	-1.29
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
<u>Information handling</u> results driven	STAFF	3.75	-3.27**	3.75	-3.90***	3.75	-3.33**	3.75	-3.67***	3.75	-3.60***	3.75	-4.13***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
using initiative	STAFF	3.55	-4.33***	3.55	-4.99***	3.55	-4.37***	3.55	-4.75***	3.55	-4.66***	3.55	-5.22***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
fact finding	STAFF	3.30	-5.68***	3.30	-6.38***	3.30	-5.68***	3.30	-6.12***	3.30	-6.00***	3.30	-6.62***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
problem solving	STAFF	3.45	-4.94***	3.45	-5.64***	3.45	-4.96***	3.45	-5.38***	3.45	-5.27***	3.45	-5.87***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
<u>Energy</u> guest focus	STAFF	4.20	-0.78	4.20	-1.32	4.20	-0.90	4.20	-1.13	4.20	-1.11	4.20	-1.54
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
resilient	STAFF	4.00	-1.89	4.00	-2.46*	4.00	-1.98*	4.00	-2.26*	4.00	-2.21*	4.00	-2.69**
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
quality orientation	STAFF	4.00	-1.88	4.00	-2.44*	4.00	-1.97	4.00	-2.24*	4.00	-2.20*	4.00	-2.67**
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
team working	STAFF	4.25	-0.53	4.25	-1.07	4.25	-0.65	4.25	-0.88	4.25	-0.86	4.25	-1.30
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
<u>People focus</u> relating to guests	STAFF	2.75	-8.33***	2.75	-9.09***	2.75	-8.28***	2.75	-8.80***	2.75	-8.65***	2.75	-9.32***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
convincing	STAFF	2.60	-9.54***	2.60	-10.39***	2.60	-9.45***	2.60	-10.06***	2.60	-9.87***	2.60	-10.64***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
communicating orally	STAFF	3.30	-5.61***	3.30	-6.30***	3.30	-5.61***	3.30	-6.04***	3.30	-5.93***	3.30	-6.53***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
<u>Dependability</u> organization	STAFF	3.65	-3.92***	3.65	-4.59***	3.65	-3.96***	3.65	-4.34***	3.65	-4.25***	3.65	-4.83***
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	
reliability	STAFF	4.20	-0.81	4.20	-1.37	4.20	-0.93	4.20	-1.17	4.20	-1.15	4.20	-1.60
	GUEST	4.34		4.43		4.37		4.40		4.40		4.47	

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 6.12 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY HOUSEKEEPING)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.85	4.72***	4.85	4.35***	4.85	4.64***	4.85	4.91***	4.85	4.39***	4.85	4.17***
	GUEST	4.24		4.26		4.26		4.22		4.24		4.31	
effort in quality delivery	STAFF	4.52	2.14*	4.52	1.83	4.52	2.03*	4.52	2.31*	4.52	1.98*	4.52	1.59
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
same quality feeling with the hotel	STAFF	3.97	-1.98*	3.97	-2.21*	3.97	-2.14*	3.97	-1.82	3.97	-1.90	3.97	-2.53*
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
Quality care enjoy discussing quality	STAFF	4.00	-1.79	4.00	-2.02*	4.00	-1.95	4.00	-1.62	4.00	-1.72	4.00	-2.34*
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
discuss with people outside	STAFF	3.27	-6.72***	3.27	-6.87***	3.27	-6.93***	3.27	-6.58***	3.27	-6.40***	3.27	-7.25***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
Benchmarking current quality compared with world leaders	STAFF	4.00	-1.70	4.00	-1.92	4.00	-1.84	4.00	-1.54	4.00	-1.63	4.00	-2.21*
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
process quality compared with world leaders	STAFF	4.04	-1.45	4.04	-1.68	4.04	-1.60	4.04	-1.29	4.04	-1.40	4.04	-1.97*
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
process quality compared with competitors	STAFF	4.22	-0.11	4.22	-0.36	4.22	-0.24	4.22	0.05	4.22	-0.14	4.22	-0.62
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
best practices	STAFF	4.42	1.32	4.42	1.04	4.42	-1.20	4.42	1.48	4.42	1.22	4.42	0.80
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.65	3.11**	4.65	2.78**	4.65	3.01**	4.65	3.29**	4.65	2.88**	4.65	2.56*
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
hotel's goals	STAFF	4.07	-1.20	4.07	-1.44	4.07	-1.35	4.07	-1.04	4.07	-1.16	4.07	-1.73
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
managers' actions	STAFF	4.52	2.07*	4.52	1.77	4.52	1.96	4.52	2.24*	4.52	1.92	4.52	1.54
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	

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TABLE 6.12 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY HOUSEKEEPING) (CONTINUED)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.21	-0.21	4.21	-0.47	4.21	-0.35	4.21	-0.05	4.21	-0.23	4.21	-0.74
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
		4.45	1.53	4.45	1.24	4.45	1.42	4.45	1.70	4.45	1.41	4.45	1.00
guests' feedback	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
guest satisfaction tracking	STAFF	4.50	1.92	4.50	1.62	4.50	1.81	4.50	2.10*	4.50	1.78	4.50	1.39
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
<u>Information handling</u> results driven	STAFF	3.65	-3.95***	3.65	-4.13***	3.65	-4.11***	3.65	-3.81***	3.65	-3.79***	3.65	-4.45***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
		3.67	-3.83***	3.67	-4.01***	3.67	-3.99***	3.67	-3.68***	3.67	-3.66***	3.67	-4.33***
using initiative	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
fact finding	STAFF	3.10	-7.39***	3.10	-7.53***	3.10	-7.59***	3.10	-7.20***	3.10	-7.08***	3.10	-7.88***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
problem solving	STAFF	3.30	-6.47***	3.30	-6.62***	3.30	-6.67***	3.30	-6.33***	3.30	-6.17***	3.30	-6.99***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
<u>Energy</u> guest focus	STAFF	4.42	1.26	4.42	0.99	4.42	1.15	4.42	1.42	4.42	1.16	4.42	0.75
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
		3.72	-3.46**	3.72	-3.65***	3.72	-3.62***	3.72	-3.31**	3.72	-3.32**	3.72	-3.96***
resilient	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
quality orientation	STAFF	3.80	-3.05**	3.80	-3.25**	3.80	-3.21**	3.80	-2.90**	3.80	-2.92**	3.80	-3.56***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
team working	STAFF	4.50	1.92	4.50	1.62	4.50	1.81	4.50	2.10*	4.50	1.78	4.50	1.39
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
<u>People focus</u> relating to guests	STAFF	3.57	-4.40***	3.57	-4.57***	3.57	-4.57***	3.57	-4.26***	3.57	-4.22***	3.57	-4.89***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
		2.50	-12.19***	2.50	-12.24***	2.50	-12.45***	2.50	-12.05***	2.50	-11.57***	2.50	-12.73***
convincing	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
communicating orally	STAFF	3.20	-6.97***	3.20	-7.11***	3.20	-7.17***	3.20	-6.83***	3.20	-6.66***	3.20	-7.48***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
<u>Dependability</u> organization	STAFF	3.37	-5.67***	3.37	-5.83***	3.37	-5.85***	3.37	-5.53***	3.37	-5.43***	3.37	-6.16***
	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	
		3.87	-2.56*	3.87	-2.77**	3.87	-2.72**	3.87	-2.40*	3.87	-2.45*	3.87	-3.07**
reliability	GUEST	4.24		4.28		4.26		4.22		4.24		4.31	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.13 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
Quality focus quality priority	STAFF	4.90	4.98***	4.90	4.82***	4.90	4.95***	4.90	5.07***	4.90	4.80***	4.90	4.63***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
effort in quality delivery	STAFF	4.78	4.19***	4.78	3.99***	4.78	4.17***	4.78	4.23***	4.78	4.00***	4.78	3.80***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
same quality feeling with the hotel	STAFF	4.07	-0.60	4.07	0.94	4.07	-0.50	4.07	-0.83	4.07	-0.82	4.07	-1.13
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
Quality care enjoy discussing quality	STAFF	4.02	-0.91	4.02	-1.25	4.02	-0.80	4.02	-1.15	4.02	-1.13	4.02	-1.44
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
discuss with people outside	STAFF	3.27	-5.70***	3.27	-6.17***	3.27	-5.49***	3.27	-6.18***	3.27	-5.96***	3.27	-6.37***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
Benchmarking current quality compared with world leaders	STAFF	3.93	-1.52	3.93	-1.87	3.93	-1.40	3.93	-1.79	3.93	-1.74	3.93	-2.06*
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
process quality compared with world leaders	STAFF	3.88	-1.88	3.88	-2.25*	3.88	-1.74	3.88	-2.17*	3.88	-2.11*	3.88	-2.45*
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
process quality compared with competitors	STAFF	4.34	-1.17	4.34	0.88	4.34	1.23	4.34	1.04	4.34	0.96	4.34	0.69
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
best practices	STAFF	4.32	0.99	4.32	0.70	4.32	1.05	4.32	0.85	4.32	0.78	4.32	0.51
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
Hotel commitment in service quality satisfied guest commitment	STAFF	4.68	3.47**	4.68	3.25**	4.68	3.47**	4.68	3.47**	4.68	3.28**	4.68	3.06**
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
hotel's goals	STAFF	4.17	0.04	4.17	-0.28	4.17	0.13	4.17	-0.16	4.17	-0.18	4.17	-0.47
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	
managers' actions	STAFF	4.61	2.90**	4.61	2.67**	4.61	2.92**	4.61	2.86**	4.61	2.71**	4.61	2.48*
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24	

Continue p.24

TABLE 6.13 THE T-TEST RESULTS OF GUEST ORIENTATION QUALITY COMPARING WITH GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED)

STAFF VARIABLES		GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
				MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE	MEAN	T-VALUE
<u>Monitoring guest satisfaction</u> guest complaint monitor	STAFF	4.12	-0.28	4.12	-0.60	4.12	-0.18	4.12	-0.49	4.12	-0.50	4.12	-0.50	4.12	-0.79
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
guests' feedback	STAFF	4.07	-0.58	4.07	-0.90	4.07	-0.48	4.07	-0.80	4.07	-0.80	4.07	-0.80	4.07	-1.09
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
guest satisfaction tracking	STAFF	4.44	1.77	4.44	1.51	4.44	1.82	4.44	1.68	4.44	1.57	4.44	1.57	4.44	1.33
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
<u>Information handling</u> results driven	STAFF	3.30	-5.36***	3.30	-5.81***	3.30	-5.16***	3.30	-5.80***	3.30	-5.61***	3.30	-5.61***	3.30	-6.00***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
using initiative	STAFF	2.91	-7.96***	2.91	-8.49***	2.91	-7.69***	2.91	-8.55***	2.91	-8.24***	2.91	-8.24***	2.91	-8.70***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
fact finding	STAFF	2.71	-9.09***	2.71	-9.64***	2.71	-8.81***	2.71	-9.72***	2.71	-9.37***	2.71	-9.37***	2.71	-9.84***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
problem solving	STAFF	2.85	-8.20***	2.85	-8.74***	2.85	-7.94***	2.85	-8.79***	2.85	-8.48***	2.85	-8.48***	2.85	-8.93***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
<u>Energy</u> guest focus	STAFF	4.34	1.12	4.34	0.85	4.34	1.19	4.34	0.99	4.34	0.92	4.34	0.92	4.34	0.66
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
resilient	STAFF	3.85	-1.91	3.85	-2.25*	3.85	-1.78	3.85	-2.18*	3.85	-2.12*	3.85	-2.12*	3.85	-2.43*
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
quality orientation	STAFF	3.23	-5.63***	3.23	-6.07***	3.23	-5.44***	3.23	-6.07***	3.23	-5.88***	3.23	-5.88***	3.23	-6.26***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
team working	STAFF	4.20	0.23	4.20	-0.06	4.20	0.31	4.20	0.06	4.20	0.03	4.20	0.03	4.20	-0.24
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
<u>People focus</u> relating to guests	STAFF	3.71	-2.91**	3.71	-3.30**	3.71	-2.75**	3.71	-3.24**	3.71	-3.14**	3.71	-3.14**	3.71	-3.49**
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
convincing	STAFF	2.07	-13.60***	2.07	-14.33***	2.07	-13.19***	2.07	-14.52***	2.07	-13.94***	2.07	-13.94***	2.07	-14.54***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
communicating orally	STAFF	2.73	-8.83***	2.73	-9.37***	2.73	-8.56***	2.73	-9.43***	2.73	-9.10***	2.73	-9.10***	2.73	-9.56***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
<u>Dependability</u> organization	STAFF	3.10	-6.79***	3.10	-7.30***	3.10	-6.55***	3.10	-7.33***	3.10	-7.06***	3.10	-7.06***	3.10	-7.50***
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	
reliability	STAFF	3.95	-1.35	3.95	-1.70	3.95	-1.24	3.95	-1.61	3.95	-1.58	3.95	-1.58	3.95	-1.89
	GUEST	4.16		4.21		4.15		4.19		4.20		4.24		4.24	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

APPENDIX 8

THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN THE DIMENSION OF GUEST-ORIENTATION QUALITY AND THE DIMENSION OF GUEST SATISFACTION WITH SERVICE QUALITY

TABLE 6.15 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (183 STAFF AND 1, 339 GUESTS)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
Quality focus quality priority	71.72***	55.78***	64.29***	60.97***	55.85***	47.87***
	16.75***	9.17**	14.56***	11.36***	10.41**	6.52*
	18.13***	29.64***	18.00***	25.91***	24.15***	33.62***
Quality care enjoy discussing quality	9.58***	18.36***	9.71**	15.42***	14.35***	21.72***
	250.23***	295.57***	238.12***	282.76***	263.30***	302.85***
Benchmarking current quality compared with world leaders	57.53***	77.75***	55.68***	71.57***	66.68***	83.33***
process quality compared with world leaders	63.56***	84.85***	12.25***	78.37***	73.02***	90.58***
process quality compared with competitors	12.18***	21.81***	61.42***	18.63***	17.37***	25.36***
best practices	19.36***	31.13***	19.19***	27.33***	25.50***	35.16***
Hotel commitment in service quality satisfied guest commitment	20.76***	12.24***	18.17***	14.76***	13.53***	9.10**
hotel's goals	18.44***	30.17***	18.28***	26.37***	24.55***	34.20***
managers' actions	7.21**	2.60	6.07*	3.82	3.49	1.36
Monitoring guest satisfaction guest complaint monitor	5.24*	11.81**	5.47*	9.54**	8.92**	14.55***
guests' feedback	1.84	0.067	1.39	0.36	0.32	0.03
guest satisfaction tracking	3.99*	0.81	3.23	1.56	1.41	0.21

CONTINUE P.2

TABLE 6.15 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (183 STAFF AND 1, 339 GUESTS) (CONTINUED)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Information handling</u> results driven using initiative fact finding problem solving	162.55***	196.94***	155.64***	186.97***	174.68***	203.91***
	224.35***	265.62***	214.22***	253.87***	237.19***	272.85***
	330.15***	381.32***	314.65***	367.08***	343.33***	388.54***
	289.60***	338.09***	275.71***	324.50***	302.76***	345.36***
<u>Energy</u> guest focus resilient quality orientation team working	0.28	0.31	0.15	0.05	0.05	0.94
	47.05***	64.88***	45.77***	59.37***	55.47***	70.07***
	75.61***	98.23***	73.05***	91.40***	85.45***	104.12***
	0.11	0.60	0.038	0.19	0.18	1.42
<u>People focus</u> relating to guests convincing communicating orally	134.87***	165.08***	129.63***	156.22***	146.37***	171.75***
	926.62***	1028.54***	875.17***	1002.28***	933.02***	1030.79***
	267.47***	312.27***	255.46***	299.64***	280.52***	319.55***
<u>Dependability</u> organization reliability	161.82***	196.41***	154.85***	186.38***	173.98***	203.39***
	6.26*	13.35***	6.48*	10.93**	10.21**	16.24***

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 6.16 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FRONT OFFICE)
(41 FRONT OFFICE STAFF AND 524 GUESTS ASSESSING FRONT OFFICE STAFF)

GUEST VARIABLES		STAFF VARIABLES		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST	
Quality focus quality priority		18.56***		13.18***		14.58***		12.68***		12.98***		10.22**	
effort in quality delivery		4.74*		1.97		3.10		2.15		2.15		0.84	
same quality feeling with the hotel		2.37		6.01*		3.36		4.74*		5.06*		9.14**	
Quality care		0.55		2.67		1.13		1.95		2.13		4.82*	
enjoy discussing quality		63.61***		83.71***		65.26***		72.58***		75.90***		97.58***	
discuss with people outside		41.49***		56.65***		43.42***		48.98***		51.23***		67.25***	
Benchmarking		34.94***		48.86***		36.89***		41.99***		44.00***		58.69***	
current quality compared with world leaders		14.19***		22.79***		15.95***		19.11***		20.14***		29.19***	
process quality compared with world leaders		26.12***		37.89***		28.06***		32.38***		33.97***		46.33***	
process quality compared with competitors		4.64*		1.93		3.04		2.11		2.10		0.82	
best practices		14.56***		23.45***		16.34***		19.61***		20.68***		30.08***	
Hotel commitment in service quality		0.08		0.31		0.00		0.14		0.18		1.18	
satisfied guest commitment		1.28		4.10*		2.06		3.14		3.38		6.68*	
hotel's goals		1.74		0.27		0.88		0.40		0.38		0.00	
managers' actions		0.28		1.97		0.73		1.40		1.53		3.81	
Monitoring guest satisfaction													
guest complaint monitor													
guests' feedback													
guest satisfaction tracking													

CONTINUE P.4

TABLE 6.16 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FRONT OFFICE) (CONTINUED)
(41 FRONT OFFICE STAFF AND 524 GUESTS ASSESSING FRONT OFFICE STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES		F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
		42.27***	57.81***	44.19***	49.87***	52.21***	68.69***
Information handling results driven		50.97***	67.81***	52.83***	59.01***	61.62***	79.43***
using initiative		70.48***	91.33***	72.05***	79.67***	83.17***	105.60***
fact finding		71.79***	93.18***	73.32***	81.12***	84.74***	107.84***
problem solving							
<u>Energy</u>							
guest focus		0.01	0.92	0.20	0.59	0.67	2.22
resilient		11.01**	18.41***	12.65***	15.39***	16.22***	23.98***
quality orientation		15.22***	23.94***	16.99***	20.21***	21.26***	30.36***
team working		1.29	4.13*	2.08	3.16	3.40	6.73*
<u>People focus</u>							
relating to guests		58.90***	76.47***	60.72***	67.19***	69.97***	88.43***
convincing		231.69***	278.23***	228.55***	245.41***	255.60***	309.06***
communicating orally		64.79***	84.05***	66.49***	73.56***	76.70***	97.20***
<u>Dependability</u>							
organization		36.75***	51.31***	38.69***	44.01***	46.15***	61.61***
reliability		0.10	1.41	0.43	0.96	1.07	3.00

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.17 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY HOUSEKEEPING)
(76 HOUSEKEEPING STAFF AND 421 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES		STAFF VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST	
<u>Quality focus</u> quality priority	effort in quality delivery	24.16***		19.79***		23.33***		25.14***		19.41***		17.62***			
	same quality feeling with the hotel	1.03		0.39		1.03		1.15		0.52		0.11			
		6.97**		8.89**		6.57*		6.82**		7.60**		11.08**			
<u>Quality care</u> enjoy discussing quality	discuss with people outside	13.52***		16.06***		12.78***		13.37***		14.01***		19.15***			
		125.59***		130.64***		120.57***		126.34***		120.17***		140.65***			
<u>Benchmarking</u> current quality compared with world leaders		10.58**		12.80***		10.02**		10.42**		11.17**		15.38***			
	process quality compared with world leaders	12.75***		15.13***		12.10**		12.59***		13.30***		17.94***			
	process quality compared with competitors	1.81		2.87		1.67		1.70		2.31		4.06*			
<u>Hotel commitment in service quality</u> satisfied guest commitment	best practices	1.43		2.39		1.32		1.34		1.90		3.47			
	hotel's goals	10.51**		7.87**		10.22**		11.05**		7.99**		6.41*			
	managers' actions	6.69*		8.53**		6.31*		6.53*		7.32**		10.62**			
<u>Monitoring guest satisfaction</u> guest complaint monitor		4.02*		2.57		3.96*		4.30*		2.78		1.74			
	guests' feedback	1.63		2.64		1.50		1.53		2.11		3.78			
	guest satisfaction tracking	1.31		0.57		1.32		1.45		0.72		0.22			
		4.11*		2.62		4.04*		4.40*		2.84		1.78			

CONTINUE P.6

TABLE 6.17 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY HOUSEKEEPING) (CONTINUED)
(76 HOUSEKEEPING STAFF AND 421 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
			F-TEST		F-TEST		F-TEST		F-TEST	
<u>Information handling</u> results driven using initiative fact finding problem solving	58.69***	62.72***	56.37***		58.77***		57.42***		68.74***	
	82.72***	87.21***	79.51***		83.01***		80.17***		94.64***	
	130.54***	135.53***	125.79***		131.22***		125.54***		145.14***	
	116.43***	121.37***	111.89***		117.06***		111.78***		130.74***	
<u>Energy</u> guest focus resilient quality orientation team working	0.16	0.00	0.17		0.20		0.02		0.06	
	19.87***	22.65***	18.96***		19.73***		20.24***		26.06***	
	14.54***	17.00***	13.85***		14.39***		15.06***		19.91***	
	2.59	1.46	2.56		2.80		1.66		0.85	
<u>People focus</u> relating to guests convincing communicating orally	54.81***	58.71***	52.70***		54.86***		53.83***		64.36***	
	385.61***	390.48***	370.56***		389.45***		361.77***		412.29***	
	98.58***	103.27***	94.84***		98.99***		95.21***		111.47***	
<u>Dependability</u> organization reliability	42.77***	46.39***	41.05***		42.75***		42.29***		51.37***	
	1.77	2.81	1.64		1.67		2.27		3.97*	

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 6.18 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (66 FOOD & BEVERAGE STAFF AND 394 GUESTS ASSESSING FOOD & BEVERAGE STAFF)

GUEST VARIABLES		STAFF VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
				F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Quality focus</u> quality priority effort in quality delivery same quality feeling with the hotel				31.43***	26.92***	30.98***	29.12***	27.72***	25.40***
				17.09***	13.51***	17.36***	14.68***	14.67***	13.11***
				6.45*	10.01**	4.98**	10.24**	7.33**	8.16**
				0.13	0.89	0.02	0.85	0.33	0.55
<u>Quality care</u> enjoy discussing quality discuss with people outside <u>Benchmarking</u> current quality compared with world leaders				54.95***	67.07***	47.55***	69.89***	56.20***	57.94***
				14.26***	19.83***	11.61**	20.49***	15.41***	16.55***
				19.39***	25.93***	16.09***	26.83***	20.61***	21.88***
				1.36	3.16	0.82	3.17	1.87	2.34
process quality compared with competitors best practices				3.29	5.94*	2.33	6.03*	3.99*	4.65*
				7.41**	4.95*	7.94**	5.46*	6.00*	5.09*
				1.34	3.11	0.80	3.11	1.83	2.30
				5.06*	3.07	5.60*	3.41	3.98*	3.28
<u>Monitoring guest satisfaction</u> guest complaint monitor guests' feedback guest satisfaction tracking				1.31	3.03	0.79	3.03	1.79	2.25
				0.18	0.02	0.39	0.01	0.04	0.00
				3.17	1.58	3.68	1.79	2.33	1.79

CONTINUE P.8

TABLE 6.18 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN ALL THE HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED) (66 FOOD&BEVERAGE STAFF AND 394 GUESTS ASSESSING FOOD&BEVERAGE STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES							
<u>Information handling</u> results driven using initiative fact finding problem solving				F-TEST	F-TEST	F-TEST	F-TEST
	51.58***	62.80***	56.37***	65.24***	52.86***	54.55***	
	77.46***	92.22***	79.51***	96.13***	78.52***	80.40***	
	108.98***	126.96***	125.79***	132.30***	109.70***	111.66***	
	86.64***	102.33***	111.89***	106.63***	87.62***	89.52***	
<u>Energy</u> guest focus resilient quality orientation team working							
	0.69	0.08	1.01	0.11	0.35	0.17	
	12.38***	17.30***	10.09**	17.79***	13.46***	14.51***	
	43.02***	52.91***	37.26***	54.85***	44.34***	45.93***	
	0.00	0.24	0.08	0.21	0.02	0.10	
<u>People focus</u> relating to guests convincing communicating orally							
	24.70***	32.04***	20.84***	33.17***	25.98***	27.33***	
	277.89***	313.30***	249.06***	328.10***	275.33***	276.97***	
	89.55***	105.04***	79.22***	109.22***	90.54***	92.44***	
<u>Dependability</u> organization reliability							
	73.96***	88.41***	64.63***	92.19***	75.05***	76.91***	
	3.73	6.51*	2.69	6.62*	4.46*	5.15*	

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

TABLE 6.19 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (82 STAFF AND 667 GUESTS)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES		F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Quality focus</u> quality priority effort in quality delivery same quality feeling with the hotel		18.14***	11.64**	15.32***	11.82**	11.55**	9.25**
		1.17	0.03	0.91	0.06	0.11	0.00
		13.94***	22.34***	12.89***	21.17***	18.82***	22.52***
<u>Quality care</u> enjoy discussing quality discuss with people outside		2.64	6.83**	2.54	6.28*	5.32*	7.35**
		135.35***	165.16***	122.00***	159.39***	145.57***	157.65***
<u>Benchmarking</u> current quality compared with world leaders process quality compared with world leaders process quality compared with competitors best practices		42.64***	58.37***	38.61***	55.82***	50.20***	56.80***
		54.96***	72.31***	49.96***	69.44***	62.99***	70.23***
		27.96***	40.56***	25.41***	38.63***	34.51***	39.88***
		53.59***	71.27***	48.48***	68.32***	61.69***	69.05***
<u>Hotel commitment in service quality</u> satisfied guest commitment hotel's goals managers' actions		1.53	0.11	1.20	0.16	0.23	0.01
		15.95***	25.32***	14.64***	23.98***	21.24***	25.34***
		0.42	0.07	0.30	0.03	0.01	0.21
<u>Monitoring guest satisfaction</u> guest complaint monitor guests' feedback guest satisfaction tracking		7.16**	13.35***	6.70*	12.53***	10.96**	13.79***
		2.35	0.39	1.88	0.48	0.59	0.15
		0.92	0.00	0.69	0.01	0.04	0.03

CONTINUE P.10

TABLE 6.19 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (CONTINUED)
(82 STAFF AND 667 GUESTS)

GUEST VARIABLES		APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES	EMPATHY/ REASSURING					
<u>Information handling</u> results driven	108.79***	134.64***	98.35***	129.85***	118.53***	129.08***
	130.55***	159.06***	118.09***	153.63***	140.63***	152.22***
	143.85***	174.38***	129.88***	168.44***	154.14***	166.51***
	143.44***	174.15***	129.36***	168.16***	153.74***	166.18***
<u>Energy</u> guest focus	0.04	1.28	0.06	1.09	0.82	1.66
resilient	26.03***	38.03***	23.73***	36.22***	32.37***	37.50***
quality orientation	25.66***	37.45***	23.42***	35.69***	31.93***	36.98***
team working	0.10	1.60	0.13	1.38	1.06	2.02
<u>People focus</u> relating to guests	63.14***	81.45***	57.53***	78.39***	71.43***	79.05***
convincing	486.31***	554.55***	436.03***	537.87***	494.97***	521.75***
communicating orally	95.14***	118.58***	86.31***	114.37***	104.50***	114.12***
<u>Dependability</u> organization	55.62***	73.47***	50.39***	70.49***	63.77***	71.20***
reliability	0.05	0.50	0.02	0.39	0.25	0.79

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 6.20 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (101 STAFF AND 672 GUESTS)

GUEST VARIABLES		EMPATHY/ REASSURING		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST		F-TEST	
<u>Quality focus</u> quality priority effort in quality delivery same quality feeling with the hotel		18.14***				54.86***		57.57***		50.74***		45.05***	
		1.17		0.03		19.66***		20.08***		17.33***		13.12***	
		13.94***		22.34***		5.40*		6.55*		6.61*		11.44**	
<u>Quality care</u> enjoy discussing quality discuss with people outside		2.64		6.83**		6.52*		7.84**		7.84**		13.13***	
		135.35***		165.16***		115.00***		126.94***		119.73***		145.04***	
		42.64***		58.37***		19.18***		21.88***		21.26***		29.79***	
<u>Benchmarking</u> current quality compared with world leaders process quality compared with world leaders		54.96***		72.31***		16.83***		19.38***		18.84***		27.08***	
		27.96***		40.56***		0.03		0.10		0.18		1.29	
		53.59***		71.27***		0.07		0.02		0.00		0.45	
<u>Hotel commitment in service quality</u> satisfied guest commitment hotel's goals managers' actions		1.53		0.11		23.85***		24.49***		21.26***		16.74***	
		15.95***		25.32***		4.78*		5.83*		5.92*		10.42**	
		0.42		0.07		8.76**		8.65**		7.29**		4.46*	
<u>Monitoring guest satisfaction</u> guest complaint monitor guests' feedback guest satisfaction tracking		7.16**		13.35***		0.47		0.72		0.87		2.76	
		2.35		0.39		0.35		0.23		0.12		0.11	
		0.92		0.00		3.37		3.13		2.50		0.89	

CONTINUE P.12

TABLE 6.20 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (101 STAFF AND 672 GUESTS)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES	F-TEST						
<u>Information handling</u> results driven using initiative fact finding problem solving							
	108.79***	134.64***	61.24***	67.80***	64.71***	80.81***	
	130.55***	159.06***	96.75***	106.48***	101.02***	122.62***	
	143.85***	174.38***	181.44***	197.80***	186.97***	219.05***	
	143.44***	174.15***	143.80***	157.75***	148.91***	177.35***	
<u>Energy</u> guest focus resilient quality orientation team working							
	0.04	1.28	0.79	0.62	0.41	0.00	
	26.03***	38.03***	21.01***	23.78***	23.13***	31.77***	
	25.66***	37.45***	47.80***	53.08***	50.88***	64.60***	
	0.10	1.60	0.55	0.40	0.24	0.03	
<u>People focus</u> relating to guests convincing communicating orally							
	63.14***	81.45***	69.59***	76.67***	73.21***	90.20***	
	486.31***	554.55***	440.05***	479.75***	448.17***	513.38***	
	95.14***	118.58***	168.55***	183.95***	173.92***	204.53***	
<u>Dependability</u> organization reliability							
	55.62***	73.47***	103.11***	113.50***	107.53***	130.23***	
	0.05	0.50	10.40**	12.13**	11.98**	18.27***	

* $P < 0.05$ ** $P < 0.01$ *** $P < 0.001$

TABLE 6.21 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FRONT OFFICE)
(21 FRONT OFFICE STAFF AND 284 GUESTS ASSESSING FRONT OFFICE STAFF)

GUEST VARIABLES		STAFF VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES				F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Quality focus</u> quality priority effort in quality delivery same quality feeling with the hotel				6.26*	3.75	4.32*	3.26	3.49	2.34
				2.55	0.98	1.45	0.89	0.91	0.28
				1.74	4.19*	2.58	3.37	3.93*	6.97**
				0.01	0.31	0.05	0.22	0.29	1.17
<u>Quality care</u> enjoy discussing quality discuss with people outside				31.69***	43.01***	33.49***	35.75***	40.34***	54.42***
				17.46***	25.43***	19.18***	21.02***	23.84***	33.52***
				19.40***	27.71***	21.15***	23.03***	26.02***	36.07***
				15.39***	22.89***	17.08***	18.85***	21.43***	30.55***
<u>Benchmarking</u> current quality compared with world leaders process quality compared with world leaders process quality compared with competitors best practices				25.19***	35.03***	26.98***	29.07***	32.86***	44.97***
				0.49	0.00	0.12	0.01	0.00	0.20
				6.41*	11.19**	7.77**	9.07**	10.45**	16.27***
				0.16	0.06	0.00	0.04	0.06	0.59
<u>Hotel commitment in service quality</u> satisfied guest commitment hotel's goals managers' actions <u>Monitoring guest satisfaction</u> guest complaint monitor guests' feedback guest satisfaction tracking				2.58	5.53*	3.56	4.47*	5.18*	8.77**
				0.49	0.00	0.12	0.01	0.00	0.20
				0.03	0.75	0.26	0.56	0.70	2.00

CONTINUE P.14

TABLE 6.21 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FRONT OFFICE)
(CONTINUED) (21 FRONT OFFICE STAFF AND 284 GUESTS ASSESSING FRONT OFFICE STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION		COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE
STAFF VARIABLES				F-TEST			F-TEST		
<u>Information handling</u> results driven using initiative fact finding problem solving									
	35.29***		47.61***	37.07***		39.42***	44.58***		60.11***
	32.86***		44.02***	34.65***		36.90***	41.41***		55.13***
	37.89***		50.53***	39.65***		42.04***	47.39***		63.29***
	49.39***		64.42***	51.02***		53.62***	60.39***		79.63***
<u>Energy</u> guest focus resilient quality orientation team working									
	0.49		0.00	0.12		0.01	0.00		0.20
	7.73**		12.89***	9.16**		10.53**	12.07***		18.28***
	13.27***		20.18***	14.91***		16.58***	18.89***		27.28***
	1.08		3.08	1.78		2.46	2.89		5.47*
<u>People focus</u> relating to guests convincing communicating orally									
	6.10*		10.59**	7.41**		8.66**	9.92**		15.31***
	143.85***		175.47***	142.91***		146.22***	164.30***		208.25***
	32.86***		44.02***	34.65**		36.90***	41.41***		55.13***
<u>Dependability</u> organization reliability									
	21.35***		30.41***	23.12***		25.10***	28.48***		39.63***
	0.16		0.06	0.00		0.04	0.06		0.59

*P<0.05 **P<0.01 ***P<0.001

TABLE 6.22 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY
AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY HOUSEKEEPING)
(36 HOUSEKEEPING STAFF AND 201 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES		APPRECIATION IN GUEST'S BUSINESS		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES		F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Quality focus</u> quality priority effort in quality delivery same quality feeling with the hotel		4.44*			4.18*		2.82		2.66
		0.79			1.07		1.47		1.72
		3.19			3.84		4.38*		4.88*
<u>Quality care</u> enjoy discussing quality discuss with people outside									
		13.50***			15.29***		15.53***		16.80***
<u>Benchmarking</u> current quality compared with world leaders process quality compared with world leaders process quality compared with competitors best practices		91.54***			98.32***		93.99***		98.50***
		9.83**					11.63**		12.62***
		15.07***			16.82***		17.08***		18.32***
<u>Hotel commitment in service quality</u> satisfied guest commitment hotel's goals managers' actions		4.20*			4.98*		5.53*		6.14*
		12.13**			13.66***		14.02***		15.11***
		1.93			1.70		0.97		0.85
<u>Monitoring guest satisfaction</u> guest complaint monitor guests' feedback guest satisfaction tracking		6.90**			7.94**		8.46**		9.23**
		0.45			0.31		0.08		0.05
		2.98			3.57		4.10*		4.56*
		0.00			0.02		0.13		0.20
		0.81			0.64		0.26		0.20

CONTINUE P.16

TABLE 6.22 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY HOUSEKEEPING)
(CONTINUED) (36 HOUSEKEEPING STAFF AND 201 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES		APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE
STAFF VARIABLES	EMPATHY/ REASSURING				F-TEST	F-TEST	
<u>Information handling</u> results driven	54.11***	57.20***	45.37***	58.39***	56.69***	59.58***	
	97.55***	101.37***	82.67***	104.57***	99.97***	104.63***	
	84.63***	88.26***	71.66***	90.79***	87.15***	91.26***	
	84.63***	88.26***	71.66***	90.79***	87.15***	91.26***	
<u>Energy</u> guest focus	0.73	1.23	0.39	0.98	1.36	1.59	
	8.43**	9.97**	6.31*	9.65**	10.13**	11.02**	
	5.59*	6.82*	4.12*	6.46*	7.01**	7.66**	
	0.06	0.00	0.17	0.02	0.01	0.04	
<u>People focus</u> relating to guests	40.49***	43.18***	33.94***	43.74***	42.96***	45.18***	
	268.46***	273.42***	228.83***	286.37***	267.67***	279.29***	
	53.31***	56.36***	44.77***	57.49***	55.89***	58.71***	
<u>Dependability</u> organization	12.67***	14.45***	9.86**	14.23***	14.58***	15.69***	
	1.30	0.71	1.55	1.10	0.56	0.46	

P*<0.05 *P*<0.01 ****P*<0.001

TABLE 6.23 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE)
(25 FOOD&BEVERAGE STAFF AND 182 GUESTS ASSESSING FOOD&BEVERAGE STAFF)

GUEST VARIABLES		APPRECIATION IN GUEST'S BUSINESS		INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES	F-TEST	F-TEST		F-TEST		F-TEST		F-TEST		F-TEST	
<u>Quality focus</u> quality priority	7.77**	5.58*	7.70**	5.79*	6.27*	5.74*					
effort in quality delivery	2.08	0.98	2.38	0.92	1.60	1.51					
same quality feeling with the hotel	10.55**	14.51***	8.08**	16.08***	10.03**	9.01**					
<u>Quality care</u> enjoy discussing quality	0.95	0.25	1.24	0.20	0.68	0.65					
discuss with people outside	19.90***	26.28***	15.36***	29.35***	18.40***	16.38***					
<u>Benchmarking</u> current quality compared	18.17***	24.29***	13.90***	27.21***	16.80***	14.92***					
with world leaders											
process quality compared	22.23***	28.63***	9.37**	31.65***	20.67***	18.57***					
with world leaders											
process quality compared	12.52***	17.43***	17.55***	19.60***	11.69**	10.36**					
with competitors											
best practices	20.54***	27.18***	15.78***	30.45***	18.91***	16.79***					
<u>Hotel commitment in service quality</u> satisfied guest commitment	0.00	0.23	0.05	0.33	0.01	0.00					
hotel's goals	3.36	5.72*	2.24	6.55*	3.31	2.90					
managers' actions	0.00	0.21	0.05	0.30	0.00	0.00					
<u>Monitoring guest satisfaction</u> guest complaint monitor	1.83	3.55	1.11	4.11*	1.87	1.62					
guests' feedback	4.01*	2.41	4.23*	2.41	3.16	2.93					
guest satisfaction tracking	0.57	0.07	0.83	0.04	0.37	0.37					

CONTINUE P.18

TABLE 6.23 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE WESTERN HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED) (25 FOOD&BEVERAGE STAFF AND 182 GUESTS ASSESSING FOOD&BEVERAGE STAFF)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
			F-TEST		F-TEST		F-TEST		F-TEST	
<u>Information handling</u> results driven	20.76***	27.02***	16.24***		29.98***		19.27***		17.26***	
	13.98***	19.14***	10.59**		21.45***		13.04***		11.59**	
	24.78***	31.86***	19.48***		35.35***		22.89***		20.48***	
	17.89***	23.89***	13.72***		26.71***		16.57***		14.74***	
<u>Energy</u> guest focus	0.00	0.25	0.05		0.36		0.01		0.00	
	10.30**	14.53***	7.70**		16.29***		9.72**		8.64**	
	9.19**	13.26***	6.75*		14.94***		8.67**		7.68**	
	0.00	0.26	0.05		0.37		0.01		0.00	
<u>People focus</u> relating to guests	17.96***	23.56***	14.06***		26.07***		16.79***		15.08***	
	89.75***	105.47***	74.25***		115.32***		81.79***		73.90***	
	13.57***	18.53***	10.32**		20.71***		12.70***		11.31**	
<u>Dependability</u> organization	24.76***	31.85***	19.46***		35.35***		22.87***		20.45***	
	1.38	2.98	0.76		3.51		1.43		1.22	

*P<0.05 **P<0.01 ***P<0.001

TABLE 6.24 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FRONT OFFICE)
(20 FRONT OFFICE STAFF AND 240 GUESTS ASSESSING FRONT OFFICE STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES	F-TEST						
<u>Quality focus</u>							
quality priority	13.26***		10.61**	11.52**	11.38**	10.87**	9.22**
effort in quality delivery	2.32		1.11	1.79	1.46	1.40	0.68
same quality feeling with the hotel	0.67		1.89	0.88	1.39	1.33	2.59
<u>Quality care</u>							
enjoy discussing quality	1.28		2.96	1.55	2.29	2.19	3.84
discuss with people outside	31.53***		40.39***	31.50***	36.94***	35.45***	43.58***
<u>Benchmarking</u>							
current quality compared with world leaders	23.83***		30.91***	24.01***	28.18***	27.11***	33.56***
process quality compared with world leaders	15.34***		21.05***	15.65***	18.85***	18.08***	23.31***
process quality compared with competitors	1.91		3.83	2.21	3.07	2.95	4.80*
best practices	4.84*		7.83**	5.21*	6.67*	6.41*	9.17**
<u>Hotel commitment in service quality</u>							
satisfied guest commitment	5.77*		3.87	4.81*	4.44*	4.25*	3.05
hotel's goals	7.97**		11.98**	8.35**	10.43**	9.99**	13.69***
managers' actions	0.00		0.23	0.01	0.09	0.08	0.50
<u>Monitoring guest satisfaction</u>							
guest complaint monitor	0.00		0.22	0.01	0.09	0.08	0.49
guests' feedback	1.45		0.53	1.06	0.78	0.75	0.25
guest satisfaction tracking	0.27		1.14	0.42	0.77	0.74	1.67

CONTINUE P.20

**TABLE 6.24 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FRONT OFFICE)
(CONTINUED) (20 FRONT OFFICE STAFF AND 240 GUESTS ASSESSING FRONT OFFICE STAFF)**

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
				F-TEST		F-TEST		F-TEST	
<u>Information handling</u> results driven	10.71**	15.20***	11.08**	13.47***		12.95***		17.05***	
	18.78***	24.92***	19.06***	22.56***		21.70***		27.28***	
	32.26***	40.76***	32.27***	37.47***		36.07***		43.82***	
	24.44***	31.77***	24.60***	28.94***		27.81***		34.50***	
<u>Energy</u> guest focus	0.62	1.74	0.81	1.28		1.23		2.37	
	3.56	6.06*	3.91*	5.09*		4.90*		7.22**	
	3.52	5.98*	3.86	5.03*		4.84*		7.12**	
	0.28	1.15	0.43	0.78		0.75		1.70	
<u>People focus</u> relating to guests	69.46***	82.62***	68.59***	77.49***		74.80***		86.92***	
	90.99***	107.97***	89.27***	101.26***		97.43***		113.26***	
	31.48***	39.69***	31.52***	36.52***		35.18***		42.67***	
<u>Dependability</u> organization	15.34***	21.05***	15.65***	18.85***		18.08***		23.31***	
	0.66	1.87	0.86	1.37		1.32		2.55	

P*<0.05 *P*<0.01 ****P*<0.001

**TABLE 6.25 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY
AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY HOUSEKEEPING)**
(40 HOUSEKEEPING STAFF AND 220 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST	F-TEST
<u>Quality focus</u>						
quality priority	22.29***	18.95**	21.57***	24.10***	19.24***	17.39***
effort in quality delivery	4.57*	3.35	4.11*	5.35*	3.91*	2.54
same quality feeling with the hotel	3.93*	4.89*	4.60*	3.30	3.59	6.40*
<u>Quality care</u>						
enjoy discussing quality	3.20	4.09*	3.80	2.64	2.94	5.46*
discuss with people outside	45.21***	47.15***	47.99***	43.28***	40.97***	52.53***
<u>Benchmarking</u>						
current quality compared	2.88	3.69	3.40	2.37	2.67	4.90*
with world leaders						
process quality compared	2.11	2.83	2.56	1.67	1.97	3.90*
with world leaders						
process quality compared	0.01	0.13	0.06	0.00	0.02	0.39
with competitors						
best practices	1.74	1.08	1.45	2.21	1.48	0.64
<u>Hotel commitment in service quality</u>						
satisfied guest commitment	9.66**	7.72**	9.06**	10.81**	8.32**	6.57*
hotel's goals	1.44	2.07	1.82	1.08	1.35	2.99
managers' actions	4.29*	3.15	3.85	5.03*	3.69	2.39
<u>Monitoring guest satisfaction</u>						
guest complaint monitor	0.04	0.22	0.12	0.00	0.05	0.55
guests' feedback	2.35	1.55	2.01	2.91	2.00	1.01
guest satisfaction tracking	3.70	2.64	3.29	4.40*	3.16	1.93

CONTINUE P.22

TABLE 6.25 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY HOUSEKEEPING)
(CONTINUED) (40 HOUSEKEEPING STAFF AND 220 GUESTS ASSESSING HOUSEKEEPING STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION		COMPLAINT HANDLING		CONTRIBUTION TO ENJOYMENT OF STAY		OVERALL QUALITY OF SERVICE	
STAFF VARIABLES				F-TEST		F-TEST		F-TEST		F-TEST	
<u>Information handling</u> results driven using initiative fact finding problem solving	15.61***	17.08***	16.93***			14.48***		14.34***		19.78***	
	14.64***	16.09***	15.93***			13.54***		13.43***		18.73***	
	54.69***	56.64***	57.56***			52.71***		50.18***		62.15***	
	41.87***	43.78***	44.47***			40.03***		38.05***		48.82***	
<u>Energy</u> guest focus resilient quality orientation team working	1.59	0.98	1.31			2.03		1.35		0.56	
	11.97**	13.31***	13.10***			10.98**		11.02**		15.65***	
	9.29**	10.55**	10.30**			8.39**		8.53**		12.67***	
	3.70	2.64	3.29			4.40*		3.16		1.93	
<u>People focus</u> relating to guests convincing communicating orally	19.36***	20.92***	20.85***			18.12***		17.80***		23.92***	
	148.49***	149.84***	155.09***			145.21***		133.86***		161.95***	
	48.61***	50.55***	51.38***			46.68***		44.36***		55.89***	
<u>Dependability</u> organization reliability	32.16***	33.94***	34.19***			30.60***		29.52***		37.95***	
	6.55*	7.66**	7.38**			5.78*		6.02*		9.45**	

P*<0.05 *P*<0.01 ****P*<0.001

TABLE 6.26 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (41 FOOD&BEVERAGE STAFF AND 212 GUESTS ASSESSING FOOD&BEVERAGE STAFF)

GUEST VARIABLES		EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
STAFF VARIABLES	F-TEST						
<u>Quality focus</u>							
quality priority	24.83***		23.20**	24.50***	25.70***	23.09***	21.42***
effort in quality delivery	17.53***		15.96***	17.42***	17.89***	16.01***	14.47***
same quality feeling with the hotel	0.36		0.88	0.25	0.68	0.68	1.27
<u>Quality care</u>							
enjoy discussing quality	0.83		1.57	0.64	1.32	1.28	2.08
discuss with people outside	32.52***		38.13***	30.10***	38.21***	35.55***	40.60***
<u>Benchmarking</u>							
current quality compared with world leaders	2.31		3.51	1.95	3.19	3.04	4.25*
process quality compared with world leaders	3.52		5.07*	1.52	4.73*	4.46*	5.99*
process quality compared with competitors	1.36		0.78	3.03	1.07	0.92	0.48
best practices	0.98		0.49	1.11	0.72	0.61	0.26
<u>Hotel commitment in service quality</u>							
satisfied guest commitment	12.04**		10.59**	12.08**	12.02	10.75**	9.39**
hotel's goals	0.00		0.08	0.02	0.02	0.03	0.22
managers' actions	8.40**		7.13**	8.52**	8.18**	7.33**	6.17*
<u>Monitoring guest satisfaction</u>							
guest complaint monitor	0.08		0.36	0.03	0.24	0.25	0.63
guests' feedback	0.34		0.82	0.23	0.64	0.63	1.19
guest satisfaction tracking	3.15		2.29	3.32	2.81	2.48	1.76

CONTINUE P.24

TABLE 6.26 THE ANOVA RESULTS OF THE RELATIONSHIP BETWEEN GUEST ORIENTATION QUALITY AND GUEST SATISFACTION IN THE THAI HOTELS IN THE STUDY (ONLY FOOD & BEVERAGE) (CONTINUED) (41 FOOD&BEVERAGE STAFF AND 212 GUESTS ASSESSING FOOD&BEVERAGE STAFF)

GUEST VARIABLES STAFF VARIABLES	EMPATHY/ REASSURING	APPRECIATION IN GUEST'S BUSINESS	INDIVIDUAL ATTENTION	COMPLAINT HANDLING	CONTRIBUTION TO ENJOYMENT OF STAY	OVERALL QUALITY OF SERVICE
			F-TEST	F-TEST	F-TEST	F-TEST
<u>Information handling</u>						
results driven	28.73***	33.71***	26.62***	33.65***	31.45***	35.95***
using initiative	63.31***	72.16***	59.13***	73.12***	67.83***	75.61***
fact finding	82.65***	93.03***	77.58***	94.48***	87.85***	96.89***
problem solving	67.31***	76.31***	63.02***	77.31***	71.90***	79.80***
<u>Energy</u>						
guest focus	1.26	0.72	1.41	0.98	0.85	0.44
resilient	3.63	5.07*	3.17	4.73*	4.51*	5.92*
quality orientation	31.75***	36.88***	29.55***	36.85***	34.55***	39.16***
team working	0.05	0.00	0.10	0.00	0.00	0.06
<u>People focus</u>						
relating to guests	8.46**	10.89**	7.59**	10.53**	9.88**	12.19**
convincing	184.98***	205.26***	174.00***	210.85***	194.24***	211.52***
communicating orally	77.96***	87.72***	73.22***	88.95***	82.88***	91.41***
<u>Dependability</u>						
organization	46.17***	53.29***	42.95***	53.74***	49.90***	56.23***
reliability	1.83	2.89	1.53	2.59	2.48	3.56

* $P<0.05$ ** $P<0.01$ *** $P<0.001$

