

FACTORS INFLUENCING THE DECISION TO USE THE SERVICES OF SUAN SUNANDHA PALACE HOTEL, SUAN SUNANDHA RAJABHAT UNIVERSITY

Mananchaya Buakao¹, Montipa Vilasthip², Peeranthon Saensook³

¹*Office of Property and Assets, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: Mananchaya.bu@ssru.ac.th

²*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: Montipa.vi@ssru.ac.th

³*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: Peeranthon.sa@ssru.ac.th

ABSTRACT

This qualitative study explores the factors that influence customers' decisions to use the service of Suan Sunandha Palace Hotel, a university-owned hotel located on the campus of Suan Sunandha Rajabhat University in Dusit, Bangkok. The hotel provides accommodation, meeting rooms, banqueting services, and Thai cuisine, and also serves as a practical training and business incubation unit for the university. Guided by the SERVQUAL framework—tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988)—this research examines how perceived service quality shapes guests' decision-making and continued use of the hotel's services. Data were collected through in-depth, semi-structured interviews with 25 participants, comprising 18 hotel guests (external and internal clients) and 7 key informants (front office, housekeeping, food and beverage, and sales staff). Thematic analysis was used to identify patterns across narratives. Findings show that all five SERVQUAL dimensions significantly influence the decision to use the hotel, but they interact with three additional decision factors: price-value perception, location and accessibility, and the unique identity of the university heritage setting. Tangibles such as cleanliness, heritage ambience, and meeting facilities function as “qualifying factors” that must reach a minimum acceptable level. Reliability and responsiveness (e.g., handling bookings, problem-solving, and event support) are “performance factors” that strongly drive satisfaction and repeat use. Assurance and empathy—especially staff courtesy, safety, and flexibility towards student and government clients—act as “relationship factors” fostering trust, word-of-mouth, and long-term loyalty. The study contributes to the hotel service quality literature by applying SERVQUAL in a university hotel context and by linking service quality perceptions directly to hotel selection decisions. Managerial implications emphasize targeted staff training, clearer service standards, and differentiation based on the hotel's university heritage and academic environment. Future research directions include mixed-methods designs, comparative studies with other university or training hotels, and the integration of online review analytics with qualitative insights.

Keywords: Service Quality, Decision-Making, University Hotel

INTRODUCTION

Service quality has long been recognized as a core determinant of customer satisfaction, repeat patronage, and positive word-of-mouth in the hotel industry. As competition intensifies and guests increasingly compare options via online reviews and digital platforms, hotels must understand not only whether their services are satisfactory but also how service quality shapes actual decision-making when customers choose among competing properties. Research on hotel selection factors indicates that guests consider a combination of attributes including price, location, cleanliness, staff service, security, facilities, and reputation. In Thailand, service quality has been shown to be a critical success factor for hotels, affecting both guest satisfaction and destination competitiveness. Studies of Thai hotels repeatedly highlight the importance of staff behavior, responsiveness, and cleanliness, as well as the need for ongoing staff training to raise service standards. Thai scholars also tend to rely heavily on the SERVQUAL model, which conceptualizes service quality along five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Suan Sunandha Palace Hotel (often branded as Suan Sunandha Palace Hotel) is a unique case within this context. Situated inside Suan Sunandha Rajabhat University in Dusit, Bangkok, the hotel offers standard and deluxe rooms, function rooms, catering services, and a restaurant serving Thai cuisine, including dishes linked to the royal heritage of the former palace grounds. Beyond commercial operations, it also supports the university's mission by acting as a training facility and business incubation unit that connects academic knowledge with real-world enterprise. Despite this distinctive positioning, there is limited academic research that focuses specifically on university-owned hotels in Thailand and on how service quality dimensions influence guests' decisions to use such properties. Existing studies on hotel service quality and hotel selection are mostly based on private or chain hotels, resort hotels, or luxury properties, and often rely on quantitative surveys.

This study addresses this gap by qualitatively exploring the factors that influence customers' decision to choose Suan Sunandha Palace Hotel. Using SERVQUAL as a guiding framework, the research seeks to understand how guests perceive each dimension of service quality and how these perceptions shape their decision to stay at, or hold events in, this university hotel. The qualitative approach allows for rich narratives that capture subtleties related to the hotel's university context, heritage environment, and mixed client segments (students, academic staff, government officers, and general public).

OBJECTIVE

1. To explore how service quality dimensions influence customers' decisions to use Suan Sunandha Palace Hotel, Suan Sunandha Rajabhat University.
2. To identify how these perceived service quality dimensions, together with contextual factors such as price-value, location, and university heritage, influence customers' decisions to select and repeatedly use Suan Sunandha Palace Hotel.
- 3.

Literature Review

Service Quality in Hospitality

Service quality in hospitality is commonly defined as the gap between customers' expectations and their perceptions of actual service performance (Parasuraman et al., 1988; Zeithaml et al., 1990). In the hotel industry, service quality is a complex, multi-dimensional construct encompassing both tangible and intangible elements, such as physical facilities, staff behavior, reliability of services, and the emotional experience of guests. The SERVQUAL model is one of the most influential frameworks used to measure service quality. It proposes five core dimensions:

1. Tangibles: Physical facilities, equipment, and appearance of personnel
2. Reliability: Ability to perform the promised service dependably and accurately
3. Responsiveness: Willingness to help customers and provide prompt service
4. Assurance: Employees' knowledge and courtesy and their ability to inspire trust and confidence
5. Empathy: Caring, individualized attention provided to customers (Parasuraman et al., 1988)

While SERVQUAL has been criticized and modified in various contexts, it remains a widely used starting point for examining hotel service quality worldwide, including in Thailand (Sangpikul, 2022).

Hotel Service Quality in the Thai Context

A growing body of Thai research examines service quality in hotels of different types and locations. For example, Tuntirattanasoontorn (2008) found that the main service quality problems in Thai hotels were related to employees' lack of customer relations skills and insufficient knowledge of hotel policies, emphasizing the need for systematic staff training and performance monitoring. Sangpikul (2022) compared hotel service quality measurement models in Thai and international contexts and concluded that Thai scholars primarily rely on the five original SERVQUAL dimensions, while international studies often extend or modify these dimensions to capture factors such as food and beverage quality, environmental quality, and interaction quality. Studies of regional hotels in Nong Khai and Koh Samui also highlight dimensions like cleanliness, staff friendliness, and reliability as key to enhancing guest satisfaction and repeat visitation. More recent work uses online guest reviews to identify service quality attributes that matter most to hotel guests, including room comfort, internet connectivity, and staff professionalism, showing that customer expectations are evolving in response to digital technologies and new travel patterns.

Factors Influencing Hotel Selection

International research on hotel selection factors indicates that guests' decisions are shaped by multiple criteria, including price, location, cleanliness, staff service, security, facilities, and brand reputation (Chu & Choi, 2000; Soulidou & Vrana, 2019). Many studies have identified cleanliness, room comfort, price-value, and staff behavior as among the most important determinants of hotel choice and satisfaction. Chu and Choi (2000), in their importance-performance analysis of hotel selection factors in Hong Kong, grouped 26 hotel attributes into six factors: service quality, business facilities, value, room and front desk, food and recreation, and security. They found that service quality and value were particularly important and that business and leisure travelers shared similar perceptions regarding the importance and performance of these factors. Other research has shown that for some markets, security and safety can outweigh other factors, especially in contexts affected by natural disasters or political instability. For price-sensitive segments, perceived fairness of price relative to service quality (value for money) plays a decisive role in hotel choice (Lockyer, 2005, as cited in Soulidou & Vrana, 2019).

Service Quality and Decision to Use University Hotels

Although there is extensive research on service quality and hotel selection, studies focusing on university-owned hotels are scarce. University hotels often operate with multiple objectives: providing accommodation and conferencing facilities, supporting academic events, and serving as practical training sites for students in hospitality and tourism programs. They may also embody cultural or historical heritage, as in the case of Suan Sunandha Palace Hotel, which is linked to the former royal palace grounds and offers traditional Thai cuisine and heritage ambience. Given these characteristics, guests' decisions to use a university hotel may be influenced not only by standard service quality dimensions but also by:

1. Perceived support for education and the university's mission
2. Unique heritage or cultural experience
3. Fit with academic, government, or student events
4. Price policies aligned with public or educational institutions

This study therefore applies SERVQUAL within a university hotel context and explicitly links perceived service quality to guests' decision-making processes.

METHODOLOGY

Research Design

This study employed a qualitative, interpretivist research design using in-depth, semi-structured interviews. The aim was to understand how guests experience and interpret service quality at Suan Sunandha Palace Hotel and how these interpretations inform their decisions to use the hotel. Qualitative methods are particularly appropriate for exploring complex, context-dependent phenomena such as service encounters and decision-making processes that may not be fully captured through structured questionnaires.

Population and Sampling

Purposive sampling was used to recruit participants who had direct experience with the hotel's services. Two main groups were targeted:

1. Hotel guests (n = 18)
 - External guests (corporate clients, government officers, general public)
 - Internal guests (university staff and students using the hotel for events or accommodation)
2. Hotel staff and key informants (n = 7)
 - Front office manager and receptionists
 - Housekeeping supervisor
 - Food and beverage (F&B) manager
 - Sales and events coordinator

Inclusion criteria for guests were: (1) at least one overnight stay or event participation at the hotel within the past 12 months, and (2) ability to communicate experiences in Thai or English. Key informants were selected based on their role in service delivery and direct interaction with guests.

Data Collection

Semi-structured interview guides were developed based on the SERVQUAL dimensions and on prior studies of hotel selection factors. Guest interviews explored:

1. Reasons for choosing Suan Sunandha Palace Hotel
2. Perceptions of each service quality dimension (tangibles, reliability, responsiveness, assurance, empathy)

3. Experiences with price, booking, location, and facilities
4. Comparisons with other hotels previously used
5. Overall satisfaction and intention to return or recommend

Staff interviews focused on:

1. Reasons for choosing Suan Sunandha Palace Hotel
2. Perceptions of each service quality dimension (tangibles, reliability, responsiveness, assurance, empathy)
3. Experiences with price, booking, location, and facilities
4. Comparisons with other hotels previously used
5. Overall satisfaction and intention to return or recommend

Each interview lasted approximately 45–60 minutes, was audio-recorded with participants' consent, and transcribed verbatim. Pseudonyms were used to protect participants' identities.

Data Analysis

Data were analyzed using thematic analysis, following the six-phase approach: familiarization, coding, generating initial themes, reviewing themes, defining and naming themes, and producing the report.

1. Initial coding combined deductive codes (based on SERVQUAL dimensions and decision factors from the literature) with inductive codes emerging from the data (e.g., “heritage atmosphere,” “supporting the university,” “student friendliness”).

2. Themes were then organized under three overarching categories:

- Service quality dimensions (tangibles, reliability, responsiveness, assurance, empathy)
- Decision-related factors (price-value, location, heritage/university identity)
- Outcome factors (satisfaction, repeat patronage, recommendation)

3. Cross-case comparisons were conducted between external and internal guests to identify similarities and differences in how service quality influenced hotel choice.

Trustworthiness was enhanced through data triangulation (guests and staff), peer debriefing with another hospitality researcher, and maintaining an audit trail of coding decisions and theme development.

RESULTS

Overview of Emerging Themes

The analysis revealed that the decision to use Suan Sunandha Palace Hotel is shaped by an interplay between the five SERVQUAL dimensions and three additional decision factors: price-value, location, and the hotel's university heritage identity. Figure 1 (conceptual, described in text) summarizes these relationships:

- Core perceived service quality (SERVQUAL) □ influences
- Decision factors (price-value, location, heritage identity) □ leading to
- Outcomes (choice, satisfaction, word-of-mouth, repeat use)

Below, the main findings are organized by SERVQUAL dimension, followed by cross-cutting decision factors.

Tangibles: Cleanliness, Heritage Ambience, and Functional Facilities

Guests consistently highlighted the hotel's physical environment—rooms, public spaces, and surrounding campus—as a key qualifying factor for choosing and continuing to use the hotel. Cleanliness of rooms, linens, and bathrooms emerged as a non-negotiable baseline expectation, echoing findings from international hotel selection studies. Many participants appreciated the “green” and “peaceful” ambience of the campus: tree-lined walkways, quiet surroundings, and proximity to university buildings and facilities. For event organizers, the availability of meeting rooms, audio-visual equipment, and catering in the same complex was especially attractive. Some guests also mentioned the hotel's historical

and cultural character, linked to the former palace grounds and traditional Thai dishes served at the restaurant. However, a few guests suggested that parts of the physical infrastructure— such as interior décor, air-conditioning systems, or signage— could be modernized to compete more effectively with newer city hotels. Staff members acknowledged that budget constraints and public procurement regulations sometimes slowed renovation and upgrading.

In summary, tangibles played a dual role: they signaled professionalism and care (cleanliness, maintenance) and also conveyed a distinctive identity (heritage, campus environment) that differentiated the hotel from nearby competitors.

Reliability: Keeping Promises and Managing Events Smoothly

Reliability— “doing what you say you will do” —was central to both individual and group decision-making. Guests appreciated when reservations were correctly recorded, room types were as promised, and check-in/out procedures were efficient. Event organizers (e.g., government agencies, university faculties) emphasized the importance of the hotel’s ability to follow agreed schedules for meeting room setup, coffee breaks, and lunches. Positive narratives described situations where:

- Bookings for large groups were handled without errors
- Special requests (e.g., halal food, vegetarian options, rooming lists) were prepared as agreed
- Invoices and financial documents complied with government or university accounting requirements

Conversely, negative experiences, though fewer, related to occasional miscommunication about room allocations or late adjustments to meeting room layouts. These issues did not usually lead guests to avoid the hotel altogether but did reduce their confidence and willingness to recommend it for high-stakes events.

Overall, reliability emerged as a key performance factor that either reinforced or undermined the attractiveness created by favorable tangibles and price.

Responsiveness: Speed, Flexibility, and Problem-Solving

Responsiveness involved the willingness and ability of staff to assist guests promptly, adjust to last-minute changes, and solve problems effectively. For many interviewees, especially event organizers, responsiveness was a major reason for choosing Suan Sunandha Palace Hotel instead of external hotels. Illustrative examples (paraphrased from participants) included:

- Staff quickly reorganizing seating to accommodate additional participants
- Providing extra microphones or technical support when equipment malfunctioned
- Arranging early breakfast or packed meals for participants with tight schedules

Guests perceived the hotel as relatively flexible compared with some private hotels that strictly enforce standardized procedures. This flexibility was seen as particularly important for academic and government events, where schedules often change due to meetings or ceremonies. Nonetheless, there were reports of variability between shifts and departments: some guests described highly responsive staff, while others encountered slower responses during peak periods or when inexperienced student trainees were on duty. This variability suggests the need for clearer service protocols and coaching to ensure consistent responsiveness.

Assurance: Safety, Professionalism, and Institutional Credibility

Assurance relates to guests’ feelings of safety and confidence in the competence and integrity of service providers. In the case of Suan Sunandha Palace Hotel, assurance was influenced by both micro-level interactions (staff professionalism) and macro-level perceptions (university reputation).

Guests expressed trust in the hotel due to:

- Its location within a public university campus, perceived as secure and well-regulated
- Its association with higher education and government bodies, which reinforced beliefs about compliance with standards and ethics
- Staff courtesy, appropriate uniforms, and polite communication style

For female guests and parents of student participants, campus security and the presence of guards were particularly important. These perceptions align with research indicating that security and safety are critical factors in hotel selection. Assurance further extended to financial transactions: government and university clients appreciated the hotel's familiarity with official procurement procedures, which reduced the perceived risk of administrative problems.

Empathy: Individual Attention and Understanding of Academic/Government Needs

Empathy—caring, individualized attention—emerged strongly in narratives related to repeat stays and long-term relationships. Guests valued staff who remembered their preferences (e.g., room locations, dietary restrictions) and who showed understanding of the specific needs of academic conferences, training workshops, and student camps. Internal clients, such as faculty members and student organizations, often described the hotel as “our hotel” and highlighted mutually supportive relationships, where the hotel offered flexible packages or adjusted services to support educational events or limited student budgets. This sense of partnership blurred the line between commercial and educational roles and fostered strong loyalty, even when tangibles were not as luxurious as external hotels. However, empathy was again described as uneven; some staff (often more experienced or permanent employees) were praised for their attentiveness, while high staff turnover and the use of trainees occasionally resulted in less personalized service.

Price-Value Perception: “Reasonable for What We Get”

Price was a consistently mentioned factor in decisions to use Suan Sunandha Palace Hotel. Guests generally perceived room rates and event packages as “reasonable” or “good value,” especially given the location in central Bangkok and the inclusion of breakfast or basic meeting facilities.

For government and university clients, special rates or packages aligned with public sector budgets were particularly attractive. Compared to private hotels of similar location, Suan Sunandha Palace Hotel was sometimes seen as less luxurious but more budget-friendly. In line with prior studies, guests emphasized value for money rather than low price alone; they were willing to pay slightly higher rates when they perceived higher reliability, responsiveness, and assurance.

Location and Accessibility

Location was another key selection factor. The hotel's position inside Suan Sunandha Rajabhat University provided convenient access for academic events, training programs, and meetings with university stakeholders. For guests attending events at nearby government ministries and public agencies in the Dusit area, the hotel offered both proximity and a quieter environment than some commercial districts. However, some participants noted that access by public transport could be improved, particularly directions from BTS/MRT stations and signage from main roads. This suggests that while the macro-location is favorable, micro-accessibility (wayfinding, shuttle connections) could be enhanced.

Heritage and University Identity

A distinctive finding of this study is the importance of the hotel's heritage and university identity in guests' decisions. For some participants, staying at the hotel was not just a practical choice but also an experience of being part of the university community and its historical setting.

Guests appreciated:

- The atmosphere of an educational campus with gardens and historical buildings
- Traditional Thai dishes associated with the palace heritage served at the hotel restaurant
- The opportunity to “support the university” through using its hotel for events or accommodation

This emotional and symbolic connection differentiated the hotel from generic city hotels and contributed to repeat use and positive word-of-mouth within academic networks.

CONCLUSION AND FUTURE WORK

Conclusion

This qualitative study examined factors influencing customers' decisions to use Suan Sunandha Palace Hotel by applying the SERVQUAL framework and exploring guests' and staff's narratives. The findings highlight several key conclusions.

First, the five SERVQUAL dimensions—tangibles, reliability, responsiveness, assurance, and empathy—are all highly relevant in a university hotel context. Tangibles such as cleanliness, comfortable rooms, and functional meeting facilities serve as essential qualifying conditions. When tangibles fail, guests are unlikely to choose or return to the hotel regardless of price or location, which is consistent with prior studies emphasizing cleanliness and physical environment in hotel selection.

Second, reliability and responsiveness operate as crucial performance drivers that directly shape guests' satisfaction and decision to rebook the hotel, particularly for group events and government or academic functions. Accurate bookings, timely room setup, and flexible problem-solving are central to guests' perceptions of service quality. When the hotel consistently “keeps its promises” and responds quickly to changes, event organizers feel confident recommending the hotel to colleagues and using it as a regular venue.

Third, assurance and empathy are powerful relationship factors in this setting. Assurance arises not only from staff professionalism but also from the hotel's affiliation with a public university, which signals safety, regulatory compliance, and ethical conduct. Empathy is expressed through individualized attention, understanding of academic and government constraints, and willingness to adapt packages or procedures. These relational aspects build trust and a sense of partnership that can offset limitations in physical luxury or technological sophistication.

Fourth, decision-making is shaped by a combination of service quality and contextual factors—particularly price-value perception, location, and the hotel's heritage and university identity. Guests view the hotel as offering good value for money relative to its central location and the inclusion of breakfast and basic facilities. For internal clients and many external guests, the university context and heritage environment add symbolic value: using the hotel is perceived as supporting education and experiencing a distinctive Thai cultural setting.

Overall, the study demonstrates that university hotels like Suan Sunandha Palace Hotel compete not only on standard service quality dimensions but also on their ability to integrate educational mission, heritage identity, and value-based pricing into a coherent value proposition.

Managerial Implications

The findings suggest several practical implications for hotel management and for the university:

1. Strengthen Service Standards and Training

- Develop clear service standards for each SERVQUAL dimension and integrate them into staff training, with a special focus on reliability (accuracy of bookings, billing) and responsiveness (handling last-minute changes).
- Provide targeted coaching for student trainees to reduce variability in service quality and ensure that empathy and professionalism are consistently demonstrated.

2. Leverage Heritage and University Identity

- Explicitly incorporate the hotel's heritage and educational roles into branding and communication materials, highlighting traditional cuisine, campus greenery, and the opportunity to support the university.
- Design themed packages (e.g., "heritage learning retreats," "academic conference packages") that combine accommodation, meeting rooms, and cultural experiences.

3. Enhance Tangibles and Micro-Accessibility

- Prioritize periodic upgrades of guest rooms, lobbies, and signage to modernize the physical environment while preserving historical character.
- Improve wayfinding from public transport nodes and main roads through clearer signage, maps, or digital navigation aids.

4. Refine Pricing and Value Communication

- Maintain competitive, transparent pricing for key segments (students, academic staff, government agencies) and clearly communicate what is included (e.g., breakfast, basic AV equipment).
- Emphasize value-for-money in marketing messages, linking price to reliability, safety, and campus environment rather than low price alone.

This study examines the impact of digital marketing strategies adopted in Thailand to make marketing more effective in the tourism and hotel industry. Kerdpitak, C. (2022).

Future Research

This study opens several avenues for future research:

1. **Mixed- Methods and Comparative Studies** Future research could combine qualitative interviews with quantitative surveys to test the relationships among service quality dimensions, decision factors, and behavioral intentions (e.g., intention to rebook, recommend). Comparative studies between Suan Sunandha Palace Hotel and other university hotels or training hotels in Thailand and abroad would help identify which findings are context-specific and which are more generalizable.

2. **Integration of Online Reviews and Social Media Data** Building on emerging work that uses online reviews and sentiment analysis to evaluate hotel service quality, future studies could examine how digital feedback aligns with or diverges from in-depth interview findings. Such research could help the hotel prioritize improvements that are most visible and influential in online reputation.

3. Longitudinal and Stakeholder-Focused Research Longitudinal studies could explore how service quality perceptions and hotel selection factors evolve over time, particularly as the university and hotel implement upgrades or new programs. Additional research might also focus on specific stakeholder groups (e.g., international students, conference organizers, local community) to design targeted strategies that address their unique expectations and decision criteria.

By deepening understanding of how service quality dimensions interact with contextual factors in a university hotel, future work can assist Suan Sunandha Palace Hotel and similar properties in developing more strategic service improvement and positioning initiatives.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to Suan Sunandha Rajabhat University for invaluable help throughout this research.

REFERENCES

- Amin, M., Yahya, Z., Ismayatim, W. F. A., Nasharuddin, S. Z., & Kassim, E. (2013). Service quality dimension and customer satisfaction: An empirical study in the Malaysian hotel industry. *Services Marketing Quarterly*, 34(2), 115-125.
- Chu, R. K. S., & Choi, T. (2000). An importance-performance analysis of hotel selection factors in the Hong Kong hotel industry: A comparison of business and leisure travellers. *Tourism Management*, 21(4), 363-377.
- Kalnaovakul, K., & Promsivapallop, P. (2023). Hotel service quality dimensions and attributes: An analysis of online hotel customer reviews. *Journal of Vacation Marketing*. Advance online publication.
- Kerdpitak, C. (2022). Marketing Effectiveness Model of Tourism Business in Thailand. *Journal of Hunan University (Natural Sciences)*. Vol.49, No.4.
- Olawuyi, O. S., & Kleynhans, C. (2025). A bibliometric analysis of service quality in the hospitality industry (2014-2024). *Administrative Sciences*, 15(6), 215.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Sangpikul, A. (2022). A comparative analysis of service quality measurements in the hotel industry between Thai and international contexts. *Modern Management Frontier Journal*, 19(2), 23-36.
- Soonsan, N., & Somkai, U. (2018). Relations between service quality, overall satisfaction, and word-of-mouth in hotel industry. *Journal of Business Administration and Languages*, 6(2).
- Tuntirattanasoontorn, N. (2008). Service quality improvement in the Thai hotel industry. *AU Journal of Management*, 6(1), 24-37.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). Delivering quality service: Balancing customer perceptions and expectations. The Free Press.