



HOTEL MANAGEMENT FOR ATTRACTING CUSTOMERS

by

Mr. Yaowaress Vongsiridej

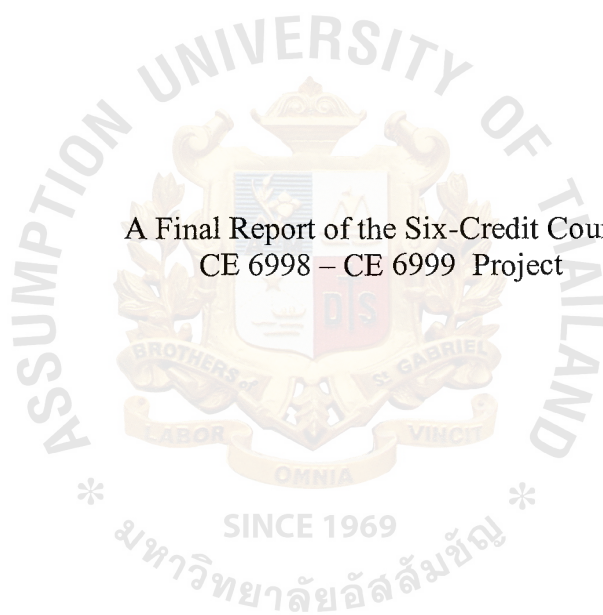
A Final Report of the Six-Credit Course
CE 6998 - CE 6999 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
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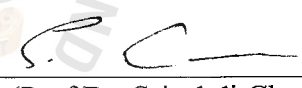
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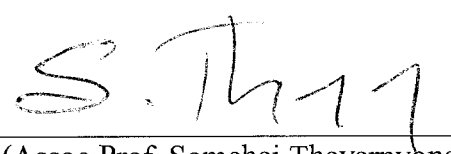




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ABSTRACT

The purpose of this project is to study the factors attracting customers' selection of elementary hotels and investigate sources of information for factors attracting customers' decision.

We distributed and collected data through 207 sets of questionnaires. Our target groups were people whose age were over 20 years old who resided in Bangkok because this is the group who have an opportunity to select a hotel for their customers. The questionnaire applied in this project has been used and analyzed by SPSS (Statistical Package for Social Science).

After studying this project, we found that environment and easy admission to a hotel are the most important factors for customers on their selecting hotel. Mostly, customers need a good hotel for making decision. Moreover, the results show that exhibition is the interesting media.

The author, believe that this research can provide even more or less necessary information which can be used as a guideline for the future research on the consumer attitude toward The Hotels

ACKNOWLEDGMENTS

My research project will not be completed if I do not have a chance to express my great appreciation to my instructor: Dr. Chamnong Jungthirapanich who has provided me knowledge and assigning advice in conducting research.

Conducting this research is not an individual work. I am attempting to appreciate the cooperation from our respondents who have provided me very useful information and sound opinion.

Special appreciation is due to my family for their fervent and continuous encouragement. Above all, I am forever grateful to my parents whose willingness to invest in my future has enabled me to achieve my educational goal.



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I. INTRODUCTION

1.1 Introduction & Background of Study

At present, there is a competition about tourism in each country. And it makes income. So, a hotel business will be the one business, which has more competitors. Thus, each hotel has developed and modifies service by efficiency in order to attract the customers for consuming their services. Therefore, the hotel should have a good for strategic of administration and management (Internal organization) This project not only introduced the subject of strategic management in the hospitality industry to the advanced student, it is also intended for the experienced hospitality manager who desires greater insight into the strategic issues currently influencing the industry.

This project does not only introduce the subject of strategic management in the hospitality industry to the advanced student, it is also intend for the experienced hospitality manager who desires greater insight into the strategic issues currently influencing the industry.

As the hospitality industry has changed dramatically over the last two decades, so has the typical firm. Most hospitality firms are now multi-unit organizations that face many issues that are different from their single-unit “Mom and Pop” competitors.

The strategic management process provides a total framework for the management of hospitality firms. Thus, this project not only has applications in formal courses in strategic management and general management courses, it can also be utilized in many different types of formal training programs designed for the various levels of management in hospitality firms.

Strategic management can be thought of as a consistent pattern of decisions made by an organization’s management as it pursues its mission and objects. These decisions

include the types of products to resources to that end, the establishment of policies and procedures, and the control of, and responsibilities to, employees. This decision-making process is influenced by events occurring in the internal and external environments of the hotel.

This project will help you answer some of these questions. It will not fully answer all of your questions. It will however, give you some important insights into a number of important aspects of hotels, hotel management, and hotel managers.

In particular, after reading this project, you will understand following matters.

- (1) The key characteristics of hotels that relate to how they should be managed.
- (2) The important management functions that must be performed to manage hotels effectively.

From this project you will receive new ideas for management, development and strategy in hotels business. Maybe the strategy in this project will help to attraction customers.

1.2 Objectives

The study of the hotel management for attracting customers is carried out with following objectives.

- (1) Study the effective method to attract customers at first sight.
- (2) Analyze possible obstacles associated with the task of doing so.
- (3) Be a practical guide and reference for hotel management for attracting customers.

1.3 Importance of Study

In my mind, this project can improve and develop in the hotel. In general, the organization will not know the problems. When you read this project, you will know the problems in your organization. So, you can solve the problem suddenly. In this project

is about the methods to attract the customers to use services in the Hotel. I think every hotel should know the method to attract customers to walk-in Hotel. Finally, if you read this project, you will get the benefit to develop in the Hotel.

1.4 Statement of Problems

The author, it is hard to find the methods to attraction the customer to use services in the Hotel. The reason is diversity favor. The author, in this reason is important because if the customers have diversity favor, that the Hotel must have services and facility for the customers. The author, diversity favors of customers are important, so, we should to find method to solve this problem.

1.5 Limitation of the Study or Scope

The project would provide the relevant information to the management and development in the hotels. And this project will find strategic management for attracting customers. So, I will market survey for attracting customers, firstly.

1.6 Delimitation

This project uses the questionnaire to test attitude of the customers. So, we will not development the system to solve the problems in the project. Because, in my opinion, attracting the customers must use questionnaire to test attitude customers. Because it is concerns about like or dislike. Not development the system. Therefore, we will not use development the system in the project.

II. LITERATURE REVIEW

2.1 The Components of the Marketing Process

Marketing should not be considered as an individual event but as a process that is part of an overall management strategy. We consider that there are three main phases to this marketing process, each with its own subsections.

One of the potential failures of marketing in schools is to start at implementation rather than to follow the cyclical process as outlined above and another is to fail to realize the significance of the inter-relationships between each of the phases.

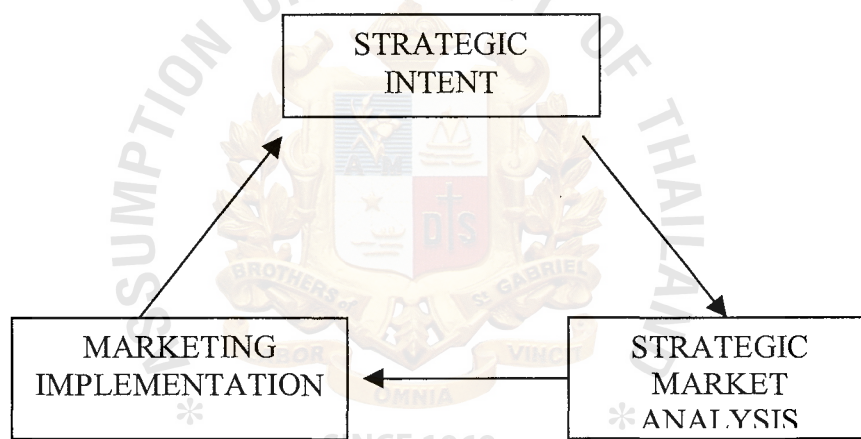


Figure 2.1. The Phases of the Marketing Process (Devies and Ellison 1997).

Strategic intent is the process of binding all those engaged in the hotel to a focused and directed purpose as illustrated in Figure 1.2: It is bedrock on which a marketing strategy is built. If those working in the hotel cannot articulate its purpose and aims, its core values and its achievements and demonstrate their belief in them, then many of the marketing techniques and approaches will be seen as superficial and may be ineffective as the clients could be faced with a discrepancy between the image of the

hotel and the reality of their experience when coming into contact with the hotel community.

Strategic market analysis is mainly concerned with market research into a number of key areas: the hotel's environment, its clients, its product and services as illustrated in Figure 1.3 When this analysis has been carried out, the hotel's senior managers need to integrate and interpret the evidence obtained before they can make decisions about implementing a marketing strategy.



Figure 2.2. The Concepts within Strategic Intent (Devies and Ellison 1997).

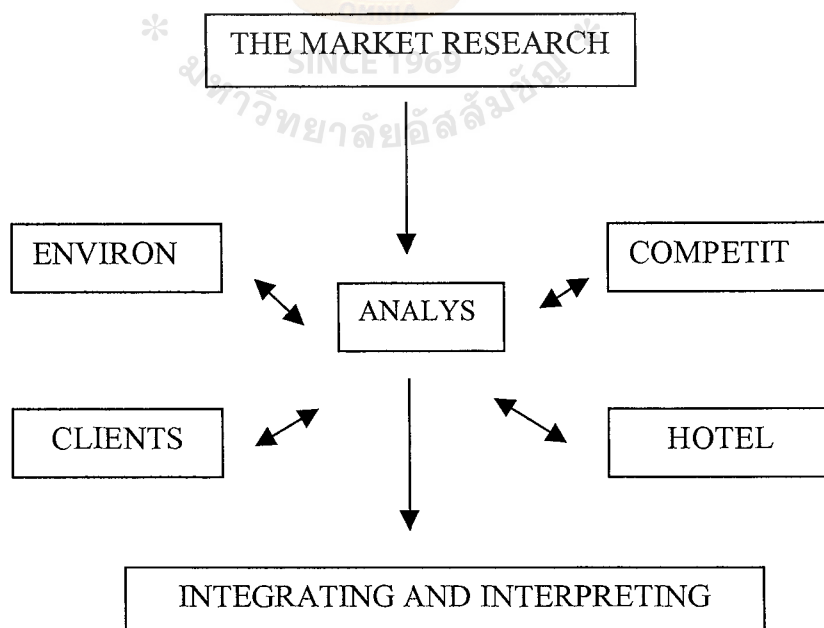


Figure 2.3. The Processes within Strategic Market Analysis (Devies & Ellison 1997).

Marketing implementation comprises three major parts as illustrated in Figure 1.4 assessing the techniques and approaches available for marketing; implementing a marketing plan to promote the hotel; and, finally, evaluating the effectiveness of the overall marketing process.

2.2 The Marketing Mix

The process of marketing is based around a number of key elements that will be developed throughout the book. Often referred to as the marketing mix, we can list these as product, price, place, people, promotion and positioning. These elements form the link between the organization and the clients.

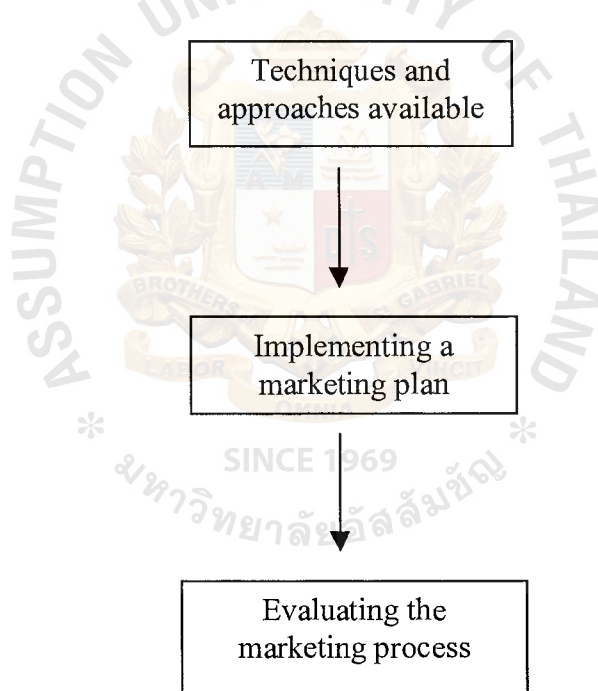


Figure 2.4. The Stages within Marketing Implementation (Devies and Ellison 1997).

- (1) Product
- (2) Price
- (3) Place

- (4) People
- (5) Promotion
- (6) Position

Product

Product is obviously the management service provided to the customers and is the most significant aspect of the marketing mix. Using business terms such as “product” for hotel does seem rather harsh on the one hand, but on the other hand it provides a distinctive framework within which to analyze our activities. It can usefully be broken down into four components: product range, product benefits, product life, and product quality.

Price

It is simplistic to consider that price is only applicable to the physical goods market. Price is obviously a key factor in the private sector of hotel where customers are paying different fee levels at different hotels. Some customers will make choices between private fee-paying hotels and what they consider “good” state hotels. It is also noticeable that some customers ‘mix and match’ private and state hotels at different stages of their customer’s hotel or ‘top-up’ state provision, for example through individual check-in free breakfast. The concept of ‘price’ can also be seen from the hotel’s perspective because the introduction of formula-led funding linked directly to customer numbers has meant that each customer has a price. Hotels, while not in a free market, are in a quasi-market and can expand various parts of their activity after considering the cost and revenue implications. Certainly the introduction of vouchers for check-in has expanded provision and brought cost/price considerations overtly into this sector of the market.

Place

This is the geographical and physical location of the hotel of its convenience or accessibility to clients and also internal factors such as its appearance and condition as well as the 'feel'. These latter aspects are very significant. While customers do not make decisions solely on one factor, getting them 'through the door' to see the quality of what is going on inside the hotel is the first hurdle. Thus, attractive buildings with welcoming facilities in a convenient location certainly help a very valuable exercise is to use governors who are new to the school to give an outsider's or newcomer's view of initial impressions.

People

A significant factor in management is that a large proportion of the managerial product is delivered through the people in the hotel. Thus, a key determinant of the success of the managerial marketing effort is the people in terms of their motivation and quality.

Promotion

There are a number of techniques and approaches that can be employed to convey the intent of the hotel, the managerial activities and the benefits of the product. These techniques and approaches include such things as communication via publications, the media and the people associated with the hotel.

Position

In industry and commerce a great deal of attention is given to market positioning. It can best be considered as the way that your client perceives your organization in the marketplace. 'Traditional', 'responsive', 'good service', 'high quality special needs provision', 'strong moral values', 'a religious ethos' are all descriptions which clients use when talking about hotels. In a sense they are identifying a hotel as having a clear

reputation for a specific group of attributes, which define its position in the managerial market.

2.3 The Wants of Customers

All customers groups have wants that are met by individual hotels to a greater or lesser extent. There is a lack of homogeneity among the customer's wants, so it is not possible to match all of these to the hotel's product and service. It is, however, very important to be fully informed about what the customers expect from management in general and the hotel in particular.

The hotel can then use this information when developing and promoting its product and service, always bearing in mind that the wants of customers reflect what they perceive that they want and do not always reflect the actual needs of these clients.

2.4 The Behavior and Actives of Customers

It is important to understand something of the way in which the customers in each segment relate to the community and the value, which they attach to management. This will result in the building up of a profile of customers.

We would not recommend that every hotel should gather large amounts of data on every customers group. A more realistic approach would be focus on particular groups according to the hotel's priority needs. For example, a hotel, which has difficulty recruiting staff, may wish to investigate whether people are likely to move to the area to take up a post or to be local and, in either case, to determine where these potential applicants would be most likely to see an advertisement or hear about a post. A hotel which is trying to recruit more customers from a particular geographical area may wish to investigate whether the potential customers visit local room's community centers and so on and whether or not they would be likely to visit an open the school or whether effort should be targeted on reaching them in their rooms. This information will help the

hotel to manage communications and to target promotion at key times of the year and in particular locations.

2.5 The Steps in the Research Process

Designing and conducting a project can be very complicated because of the number of parties involved. Furthermore, a research project must be well planned to ensure that money is well spent. Organizing the project decisions into a series of steps simplifies the planning process.

2.5.1 Problem Formulation

A thorough understanding of the problem is essential when planning research projects. Otherwise, the data collected may not adequately address the problem. Unfortunately, problem is not properly defined; the data collected may be useless.

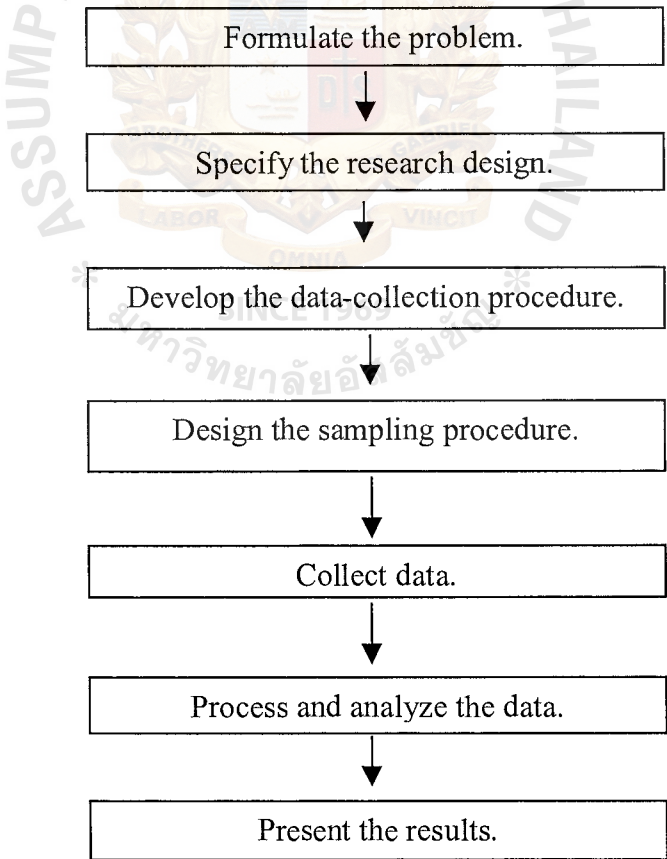


Figure 2.5. Steps in the Research Process (Crask, Fox, and Stout 1994).

For instance, suppose that a manager observes that brand sales are below expectations. Why this is so may be a mystery. Ineffective advertising, insufficient promotions, competitive activities, or a host of other factors could cause the lower sales. The manager might incorrectly assume that the advertising campaign is the problem when, in reality, the problem is competitive activity. No amount of money spent researching the advertising will solve the manager's problem.

2.5.2 Specify the Research Design

The second step in the research process is to specify the general design of the project. This step involves two decisions: the type of research to be conducted and source of the data.

2.5.3 Develop the Data Collection Procedure

When collecting primary data, whether for an exploratory, experimental, or descriptive service, the procedure to be used to collect the data must be developed. Typical decisions at this stage involve the selection of the method used to collect the data and the design of any necessary data-collection instruments.

A variety of methods exist to collect data. Either people can be questioned or their behavior can be observed. Questioning can occur in person or by phone or e self-administered. The appropriateness of each method varies across services, and the researcher must determine which method is best for the service.

The design of a data collection instrument can influence the accuracy of information collected in a service. Simple change in wording or in the way the questionnaire looks can drastically influence the received. The researcher must ensure that questions are properly worded and that instrument is properly designed.

2.5.4 Design the Sampling Procedure

For most services, only a sample of all possible people or objects will be questioned or examined. Designing the sampling procedure to use is critical. Who is included as a potential sample member, how sample members are selected, and the size of the sample all affect what can be inferred from the results.

2.5.5 Collect the Data

Companies often hire field services to collect marketing research data. The data collected are only as good as the procedures used to collect them. Therefore, the researcher must institute procedures for selecting and supervising field services to ensure the desired data collection procedures are followed.

2.5.6 Process and Analyze the Data.

After the raw data have been collected, they must be prepared for analysis and analyzed. It is important that the researcher selects appropriate data analysis procedures, given the information needs the type of data collected.

2.5.7 Present the Results

Marketing research finding are of little value unless their meaning can be clearly communicated to the manager requesting the study. Established for mats exist for written and oral research presentations. The researcher must see to it that these formats are followed.

2.6 Sampling Procedures

In our work thus far, the importance of taking a sample has been amply demonstrated. Without the ability to select a sample representative of the population, most of the statistical tools we commonly use in the decision-making process would not be available. Only through the use of samples does inferential statistics allow us to draw conclusions regarding the population in which we are interested.

It should therefore come as no great shock to train considerable attention has been devoted to efforts to construct reliable and scientific methods by which dependable samples can be selected.

(a) Sampling Error

The nature of sampling error is revealed in our earlier discussion of sampling distributions. To the extent that our samples are not representative of the population, we will suffer from sampling error. An unrepresentative sample will produce an erroneous of the difference between the sample statistic and the population parameter we are trying to estimate.

(b) Simple Random Sampling

As we have seen, several different samples of a given size can be selected from a population. A simple random sampling involves a method by which each possible sample of some given size has the same likelihood or probability of being selected.

(c) Systematic Sampling

A systematic sample is formed by selecting every i^{th} items from the population. If i is set equal to 10, a systematic sample consists of every tenth observation in the population. The population must be ordered or listed in a random fashion.

(d) Stratified Sampling

A stratified sample is taken by forcing the proportions of the sample from each strata to conform to the pattern of the population. It is commonly employed when the population is heterogeneous, or dissimilar, yet certain homogeneous subgroups can be isolated. In this manner the researcher can

increase accuracy beyond that obtained by a simple random sample of similar size.

2.7 Mission

Our mission is to completely delight and satisfy our guests. We are committed to making a difference everyday. Continually getting better to keep us the best.

- (1) Delighting our guests
- (2) Work together as colleagues
- (3) Promoting a climate of enthusiasm
- (4) Being the best
- (5) Delivering share-holder value
- (6) Playing by the rules
- (7) Acting with responsibility

2.8 Guiding Principles

Delighting Our Guests

We will strive to understand our client and guest needs by listening to their requirements and responding in a competent, accurate and timely fashion. We will design and deliver our services and products to address their needs. In fact, we are committed to exceeding their expectations by surprising them with our ability to anticipate and fulfill their wishes.

Working Together As Colleagues

We will emphasize the sharing of responsibility, accountability and recognition through a climate of teamwork. By working together as colleagues and by treating each other with mutual respect and trust, we will all contribute to the group's overall success more productivity than if we worked alone.

Promoting a Climate of Enthusiasm

We are committed to everyone at hotel providing a caring, motivating and rewarding environment. As an industry leader, we are committed to bringing out the best in our people through effective training and meaningful career and personal development, and y encouraging individual initiative.

Being the Best

We will be an innovative leader in the hotel industry and will continually improve our products and services. We will seek from our supplier the highest quality product and services at the best value.

Delivering Shareholder Value

We are committed to being a growing company. Our success will result in investment returns which are consistently among the best in the hotel industry.

Playing by the Rules

We will maintain integrity, fitness and honesty in both our internal and external relationships and will consistently live up to our commitments.

Acting with Responsibility

We will actively participate in the improvement of the environment, just as we will be responsible members of our communities and industry organizations.

2.9 Job Satisfaction: A Measure of the Quality of Working Life

Job satisfaction refers to the positive and negative feeling and attitude we have about our jobs. It depends on many work-related factors, ranging from where we have to park to the sense of fulfillment we get from our daily tasks. Personal factors can also influence job satisfaction. These factors include age, health, length of job experience, emotional stability, social status, leisure activities, and family and other social

relationships. How the employee's motivations and aspirations are satisfied by their work also affect their attitude towards their jobs.

For some employees, job satisfaction is a stable and enduring characteristic independent from the features of the job. Changes in job status, pay, working conditions, and goals have little effect on the job satisfaction of these people. Their personal tendency towards happiness (satisfaction) or unhappiness (dissatisfaction) varies little over time and circumstances.

I/O psychologists have suggested, on the basis of the researches conducted on twins, that attitude towards work and its outcomes may be influenced more by our genetic endowment than by features of our work environment. Various Researches indicate that around 30 to 40% of job satisfaction may be related to genetic factors (Arvey, Bouchard, Segal, & Abraham 1989; Bouchard, Arvey, Keller, and Segal 1992; Keller, Bouchard, Arvey, Segal, & Dawis 1992). However, the notion of an inherited predisposition towards job satisfaction or dissatisfaction has drawn criticism. Additional researches have been needed before the issue is resolved (Cropanzano & James 1990; Newton & Keenan 1991). For example, a study in Sweden involving 540 pairs of twins, some were reared together and others were reared apart, failed to find a significant genetic influence on job satisfaction (Hershberger, Lichtensteinstein, & Knox 1994).

Related researches suggest that different satisfaction pattern, involving both work-related and personal attitudes, may characterize different people. A study of 390 male college graduates, tested after they had held full-time jobs for 5 or 6 years, suggested that some people are generally more satisfied with life. They score high on both work and non-work satisfaction (Shaffer 1987).

A number of studies have confirmed that job satisfaction is related to satisfaction with all aspects of life. People who have positive attitudes towards their works are likely

to have positive feeling about their personal and work lives. Data from the national surveys of middle-aged black men, black women, white men, and white women showed that, for all four groups, job satisfaction was positively related to life satisfaction (Crohan, Antonucci, Adelman, & Coleman 1989).

It is generally accepted that job satisfaction and life satisfaction are positively interrelated, but which one causes the other? Or are both influenced by some third factor? High job satisfaction is a hallmark of well-managed organizations. Low job satisfaction is often the cause of wildcat strikes, work downs slow, absenteeism, and employees' turnover. It may also result in grievances, low performance, poor product quality, employee theft, disciplinary problems, and a variety of other organizational problems.

A survey of corporate managers reveals that 65% of correspondents said: workers' views become worse in five years. Managers see less interest in extra hours, job dedication, attendance, and punctuality. Improving job satisfaction may lead to better relationship among colleagues and organizational performance.

Absenteeism: Over the years, it has been stated that employees with low job satisfaction are absent more often than employees with high job satisfaction. Many recent studies support this statement, but not strongly. All we can conclude for certain is that job satisfaction tends to be associated with less absenteeism, specially when employees have some control over absences, that is, when they are not really sick or injured. Absenteeism cost is very high. For example, at General Motors (GM) absenteeism is 5 percent. This means 25,000 employees are absent from work each day. This results in 50 million lost working hours each year at annual cost of around \$ 1 billion. GM is not the only organization with absenteeism problem. Wells Fargo, Johnson & Johnson, and DWG Corp. have all taken action to combat this problem. A

Carnegie-Mellon University study reveals that absenteeism can contribute to more job accidents.

Employee Turnover: Turnover is the rate of employees' leaving the organization. Virtually, every turnover process gives a central role to job satisfaction. Although many other factors are involved in the decision to leave an organization, dissatisfaction is the major one. Recruiting, selecting and training new employees often cost thousands of dollars. The higher the turnover rate is, the more the company's expense will be. For example, the electronic industry has a 35 percent annual turnover rate, that is 35 out of every 100 employees leave their organization each year. Job satisfaction can contribute substantially to the effectiveness of an organization. It can make productive output in terms of high quantity and quality of products and services; it can lower absenteeism and turnover rate as well.

2.10 The Nature and Determinants of Job Satisfaction

Job satisfaction is measured on a continuum from low to high. It will be of a single employee of a group, a department, or of an entire organization. Notice that our definition of job satisfaction is an overall attitude toward work. In general people have both positive and negative attitudes towards their works. For example, they may enjoy doing their work but are not happy about their salary.

The Nature of Job Satisfaction

When employees are hired, they come to the organization with a set of desires, needs, and past experiences, which become their job expectations. If their expectations are met, their level of job satisfaction may be low.

Job satisfaction is a part of life satisfaction since it is the person who comes to work. Our off-the-job lives affect our job satisfaction and, in return, our job satisfactions also affect our life satisfaction.

Determinants of Job Satisfaction

There are varieties of determinants of job satisfaction. Each of these determinants is of great importance to some people, and of little importance to others. In this study, we will discuss the satisfaction with (1) the work itself, (2) the pay, (3) the growth and upward mobility, (4) the supervision, (5) the co-workers, (6) the attitude towards work in general.

Satisfaction with the Work Itself

Whether a person enjoys performing the work itself has a major effect on the overall job satisfaction. People who view their jobs as boring, dull and unchallenging tend to have the low levels of job satisfaction. Often, people take up jobs without realizing what the job entails and so end up leaving after a short period of time. To prevent this situation many organizations give prospective employees realistic job previews to be sure that they understand what they are expected to do. Studies have shown that employees who are given realistic job previews stay on the job longer than those without such a preview.

Satisfaction with the Pay

An employee's contentment with the pay affects the overall job satisfaction. Employees who are not satisfied with their pay may not perform to their full potential. Some employees who are dissatisfied with their pay take advantages of the organizational resources: they see it as a morally justifiable supplement to their wages. Larcenous employees are generally dissatisfied with their job. The employees' perception of equitable pay is what counts. In reality, a dissatisfied employee may be overpaid for his job compared to employees in other jobs and organizations.

Satisfaction with the Growth and Upward Mobility

Whether a person is satisfied with the personal or company growth and potential for upward mobility may affect his job satisfaction. Many, but not all, people want to be challenged and to learn new things. They want to be promoted to the higher-level jobs, either in technical or managerial fields. Those who want to get ahead in any organization may be satisfied if there is no room for growth and promotion.

Satisfaction with the Supervision

Whether a person is satisfied with the received supervision affects his overall job satisfaction. Employees who feel that their bosses do not provide the needed directions get frustrated and dissatisfied with their works. Employees who feel that their bosses exercise too much control over their jobs also feel dissatisfied. The personal relationship between the bosses and employees also affects the job satisfaction.

Satisfaction with the Co-Workers

Whether a person is happy with their co-workers often have higher levels of job satisfaction than those who dislike their co-workers.

The Attitudes towards Work

The first determinants are all external to the individual. Our attitude towards work in general, however, is internal. Some people feel that their works are fun and interesting, while others do not. Some people have been satisfied with many different duties, while others have remained dissatisfied in numerous work situations. People differ in the way they prioritize these different determinants of job satisfaction. A person can be highly satisfied in some areas and dissatisfied in others. Still, he confirms his overall job satisfaction.

2.11 How the Job Satisfaction Affects Workers' Performance

Researchers have had difficulties in determining the relationship between job satisfaction and workers' performance. Until the early 1950s, it was generally assumed that "a happy worker is a productive worker." Therefore, many organizations tried to increase job satisfaction with the purpose of increasing the organizations performance. However, by the mid-1950s, a number of research studies failed to establish a clear link between the satisfaction and the performance. Since then, researchers have gradually returned to a viewpoint resembling the original one: linking productivity with job satisfaction.

Indeed, basing on all the recent studies of the relationship between job satisfaction and workers' performance we find that a positive correlation does exist when we consider a general work situation. However, there are, some people who are very satisfied with their jobs, yet are poor worker. Some people are dissatisfied with their jobs but are good employees. Nevertheless, the possible positive relevance is there.

When job satisfaction and workers' performances are positively related, it is often difficult to discern which variables are affecting the others. This is because the relationship is complex and many variables exist. Some people contend that performance is the cause of job satisfaction. People who perform well are satisfied with their jobs because they do well. People who could not perform to their best are dissatisfied because they are not doing well on the job. The internal determinant results in higher levels of job satisfaction than the external. It is suggested that personality or locus of control causes the relationship between the satisfaction and the performance; still others argue that it is perceived equity, which governs the relationship. According to this viewpoint, employees are satisfied when they feel that their effort on the job.

We can conclude that there is no clear relationship between job satisfaction and workers' performance. People who are satisfied with their job may or may not be productive. In any case, to strengthen the organization, one should strive to attain job satisfaction and help others develop positive attitudes towards the job as well.

2.12 Personal Characteristics and Job Satisfaction

Many features of the job and the environment of the workplace affect job satisfaction. By redesigning the job features and the work environment, it is possible for the management team to raise the job satisfaction and productivity. The job features should be adjusted to maximize opportunities to satisfy the needs for achievement, self-actualization, personal growth and development. The job characteristics should also be redesigned to enhance the motivator needs. Doing so can increase job satisfaction.

Personal characteristics which can influence job satisfaction include, age, sex, race, intelligence, skills, and job experiences. Although these factors cannot be altered they can be used to predict the satisfaction among various groups of workers.

Age

In general, job satisfaction increase with age; the youngest workers report the lowest job satisfaction. This relationship holds for both blue-collar and white-collar employees and for both men and women employees. Many young people are disappointed with their first jobs because they fail to find any challenges and sufficient responsibilities. Why does job satisfaction tend to increase with age when our reaction to our first jobs is often disappointment? The following are three possible explanations:

- (1) The most strongly dissatisfied young workers may drop out of the work force or change jobs so frequently in their search for satisfaction that they are no longer counted in surveys. This means that the older the samples of

employees are studied, the fewer dissatisfied people are likely to be included.

- (2) A sense of resignation may set in, as employees grow older. They may give up looking for fulfillment or challenges in their work and seek these satisfactions elsewhere. Therefore, they may tend to report less dissatisfaction with their jobs.
- (3) Many older workers have greater opportunities to find fulfillment and self-actualization on the jobs. Age and experiences usually bring increasing confidence, competence, esteem, and responsibilities, leading, in turn, to a greater sense of accomplishment. In other words, older workers are more likely to have better position than younger workers do.

Gender

The research evidence about possible differences in job satisfaction between men and women employees is inconsistent and contradictory. Even when differences in work values and job satisfaction have been shown, there is the disagreement about the causes. A large-scale questions study of over 6,000 employees in nine West European countries found no clear pattern of differences between males and females in their job satisfaction. Other studies have shown that the sources of the job satisfaction of women who are forced to enter the work force to support their families.

It may not be the issued, gender, as such that is related to jobs satisfaction as much as the group of factors that vary with sexes. For example, women are typically paid less than men for the same work and their opportunities for promotion are fewer. Most women employees believe that they have to work harder and be more outstanding on the job than men employees in order to receive comparable rewards. Obviously, such factors influence job satisfaction.

Race

In general, more white than nonwhite employees report the satisfaction with their jobs. However, before a person has a sense of job satisfaction, he or she must have a job. Although there is a large, thriving middle class among blacks ethnic minority employees irregularly, or too discouraged to seek employment. Some of those who have full-time jobs are confined to the low-level ones, which offer marginal pay and little opportunity for advancement or fulfillment. Thus, the primary concern for many workers is not the job satisfaction but rather a job that pays decent wage.

Cognitive Ability

Cognitive ability does not appear to be a significant determinant of job satisfaction, but it may be importance when considered in relation to be type of work. People who are too intelligent for their work may find insufficient challenges, which lead to boredom and dissatisfaction. On the other hand, people in jobs that require a higher level of intelligence than they have become frustrated because they are unable to meet the job demand.

2.13 Hoppock's the Composite Theory

Hoppock (Hoppock 1976) developed "The Composite Theory" from many concepts of several theories. His theory suggests 10 principles for career decisions as follows.

- (1) Occupations are chosen to serve the needs
- (2) The occupation that we choose is the best one, which we believe, will meet the needs that concern us, the most.
- (3) Needs may be intellectually perceived, or they may be only vaguely felt as attractions which draw us to certain directions. In either case, they may influence our choices.

- (4) Career development begins when we first become aware that the occupation can help us meet our needs.
- (5) Career development progresses and the occupational choice improve, as we become better into anticipating how well a prospective occupation will meet our needs. Our capacity to anticipate depends upon our knowledge of ourselves, our knowledge of occupations and our ability to think clearly.
- (6) Information about ourselves affects occupational choice by helping us to recognize what we want and what we have to offer in exchange.
- (7) Information about occupations affects occupational choice by helping us to discover the occupations that may meet our needs, what these occupations can offer us, and what they will demand of us.
- (8) Job satisfaction depends upon the extent to which the job that we hold meets the needs that we feel it should meet. The degree of satisfaction is determined by the ratio between what we have and what we want.
- (9) Satisfaction can result from a job that meets our needs today, or from a job that promises our needs in the future, or from a job that we think will help us get the job we want.
- (10) Occupational choice is always subject to change when we believe that a change will meet our needs better.

Feeling causes that most human action Hoppock's theory express, by our desire to be more comfortable or less uncomfortable, more satisfied or less frustrated, in short, to feel better than we do. Human action is affected by intellect only after feeling has indicated what kind of action is desirable. Human action is influenced by intellect only to the extent that it can convince us that a particular kind of action will improve or relieve our feeling tone. Intellect gives directions to our action when factual information

or logical reasoning indicates that one course of action are more likely than another to bring us the satisfaction we seek.

2.14 Informal Theories of Motivation

Just as we have a need to make sense very quickly of the individual personalities we encounter and to make some decisions on what they're really like, Likewise we do need to make sense of the motivations.

One factor that is sometimes related to intelligence is the level of education. Some studies have shown that education has a slightly negative relationship to job satisfaction; the higher the level of formal education an employee has, the more likely he is to be dissatisfied with his job. One explanation is that better-educated people have higher expectations. They, therefore, believe that their work should provide greater fulfillment and responsibility. Most jobs do not meet these expectations. However, employees with the college but did not graduate. This finding may be related to the fact that many higher-level positions are open only to college graduates. It may also be related to the general dissatisfaction with life of people who did not finish their degrees.

Job Experience

During the initial stage of employment, new workers tend to be satisfied with their jobs. This period involves the stimulation and challenges of developing skills and abilities. The work may seem attractive just because it is new. However, this early satisfaction wanes unless employees receive evidence of progress and growth. After a few years on the job, discouragement is common, often being brought on by the feeling that advancement in the company is too slow. Job satisfaction appears to increase after a number of years of experience and to improve steadily thereafter. The relationship between job satisfaction and the length of work experience parallels the relationship with age. They may be the same phenomenon under different labels.

Use of Skills

A common complaint, particularly among college graduate in engineering and science, is that their jobs do not allow them to exercise their skills or apply the knowledge with job facets such as pay, working condition, supervisors, and opportunities for promotion. Other studies show that people are happier at work if they have chance to use the abilities they believe they posses.

Job Congruence

Another study investigated the relationship between job satisfaction and Job congruence. Those with the highest congruence-that is, the best match between their abilities and job demands-had aspired to their present jobs early in college and had majored in a field leading directly to the job. Thus, they were using skills acquired and promotion opportunities than employees with low congruence. Those with the lowest congruence-that is, the poorest fit between their abilities and their job-had not aspired to their present job while in college, nor had they majored in a field leading to that job (Elton & Smart 1998).

The researchers found that agreement about organizational goals (goal congruence), such as increasing students' basic or upgrading physical resources, was positively related to job satisfaction and negatively related to intention to quit (Vancouver & Schmitt 1991).

Personality

Researches suggest that employees who are more satisfied with their work are better adjusted and more emotionally stable. Although the relationship seems clear, the cause-and-effect sequence is not. Which comes first, emotional stability can cause discontent in every sphere of life, and prolonged job dissatisfaction can lead to poor emotional adjustment.

Two personality factors related to job satisfaction are alienation and locus of control. Employees who feel less alienated and who have an internal locus of control are more likely to have high job satisfaction, job involvement, and organizational commitment (King, Murray, & Atkinson 1982; Stout, Slocum, & Cron 1987).

A study of 117 life insurance salespersons in South Africa identified two dimension of the Type A personality that is related to job satisfaction. Achievement striving (the extent to which people work hard and take their work seriously) was positively related to job satisfaction and high job performance. The factor of impatience/irritability (intolerance, anger, hostility, and a sense of time urgency) was negatively related to job satisfaction. The higher the impatience scores, the lower the job satisfaction does (Bluen, Barling, & Burns 1990).

Occupational Level

The higher the occupational status or level of a job an employee holds, the higher job satisfaction he has. Executive employees have more positive job attitudes and feelings than do first-line supervisors do, who, in turn, are usually more satisfied with their job than their subordinates. The higher the job level is, the greater the opportunity for the satisfaction of motivator needs, the autonomy, challenge, and responsibility of the work is. Satisfaction of Maslow's esteem and self-actualization needs also increase with each level in the organizational hierarchy.

Job satisfaction also varies with job categories. High job satisfaction scores have been found among entrepreneurs (self-employed persons) and employees in technical, professional, and managerial jobs.

2.15 Hoppock's the Composite Theory

Hoppock (Hoppock 1976) developed “The Composite Theory” from many concepts of several theories. His theory suggests 10 principles for career decisions as follows.

- (1) Occupations are chosen to serve the needs.
- (2) The occupation that we choose is the best one, which we believe will meet the needs that concern us, the most.
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- (5) Career development progresses and the occupational choice improves, as we become better into anticipating how well prospective occupations and our ability to think clearly.
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- (7) Information about occupations affects occupational choice by helping us to discover the occupations that may meet our needs, what these occupations can offer us, and what they will demand of us.
- (8) Job satisfaction depends upon the extent to which the job that we hold meets the needs that we feel it should meet. The degree of satisfaction is determined by the between what we have and what we want.

- (9) Satisfaction can result from a job that meets our needs today, or from a job that promises our needs in the future, or from a job that we think will help us get the job we want.
- (10) Occupational choice is always subject to change when we believe that a change will meet our needs better.

Hoppock's theory express that most human action is caused by feeling, by our desire to be more comfortable or less uncomfortable, more satisfied or less frustrated, in short, to feel better than we do. Human action is affected by intellect only after feeling has indicated what kind of action is desirable. Human action is influenced by intellect only to the extent that it can convince us that a particular kind of action will improve or relieve our feeling tone. Intellect gives directions to our action when factual information or logical reasoning indicates that one course of action are more likely than another to bring us the satisfaction we seek.

2.16 Informal Theories of Motivation

Just as we have a need to make sense very quickly of the individual personalities we encounter and to make some decisions on what they're really like, Likewise we do need to make sense of the motivations for their behavior-why they did what they did. Three different types of informal theories have been discovered, each is based on a particular view of human nature. Two of these theories-Theory X and Theory Y-have had been suggested, to describe school, Douglas McGregor (McGregor 1960), using the work of Abraham Maslow among others. The third, the theory of Social Assumptions, has been put forward by an organizational theorist Edgar Schein. Elton Mayo and others (Schein 1988) base this theory on the Hawthorne Studies, later human relation-oriented works

Theory X

- (1) People are inherently lazy so they must be motivated by external incentives.
- (2) They will pursue their own goals, which run counter to those of the organizations, so they need external controls to keep them in line.
- (3) They are quite irrational and incapable of self-control.
- (4) The rare individuals, who are rational, controlled, and self-motivated will, therefore have to manage all the others.

Theory Y

- (1) People seek meaning and a sense of accomplishment and want to exercise autonomy and be independent in their work.
- (2) As they are basically controlled and self-motivated, they will find external incentives and controls meaningless.
- (3) If they are only given the chance to do so, they will come to regard the organizations' goals as their own.

Social Assumptions

- (1) Human behavior is primarily motivated by social needs
- (2) A sense of individual identity comes from interpersonal relationship.
- (3) Much of the intrinsic meaning of work is lost through industrialization so meaning is sought in social relationship at work and the forming of peer groups.
- (4) People are often more responsive to peer group forces than external financial incentives or attempts to control their behavior by the management team.

2.17 Theories of Motivation

Industrial/Organization (I/O) psychologists have proposed various theories to explain motivation-why people behave the way they do on the job. Some theories emphasize the impact of factors in the workplace. Others focus on personal characteristics of the employees. These theories have inspired a many of researches and have spawned a number of techniques to modify work behavior.

Here, we discuss here two types of motivation theories: content theories and process theories.

- (1) Content theories: focus on the importance and the challenges, of the work itself growth opportunities, and responsibilities on the job of employees. Thus, these theories deal with the content of motivation, that is, with the specific needs that motivate and direct human behavior.
- (2) Process theories: do not focus directly on the work but rather deal with the cognitive processes we use in making decisions and choices about our work.

Content Theories of Motivation

We discuss five content theories, namely as follow.

- (1) Achievement motivation
- (2) Needs hierarchy
- (3) ERG
- (4) Motivator-hygiene (two-factor), and
- (5) Job-characteristics.

The Achievement Motivation Theory

We describe the need for achievement, or achievement motivation, as characteristic of successful executives. This desire to accomplish something, to do a good job, and to be the best characterizes many people, not only business leaders.

People who have a high need for achievement get great satisfaction from working to accomplish some goals and they are motivated to excel in whatever they undertake.

Since the early 1950s, achievement motivation theory has been studied intensively by David McClelland and his colleagues (Atkinson & Feature 1966; McClland, Atkinson, Clark, & Lowell 1953). Their researches were conducted in several countries. It shows that successful. For example, in Poland, which was then a Communist country, the level of concern for achievement was almost as high as that in the United States. McClelland demonstrates that the economic growth of the organizations and of whole societies can be related to the level of the need for achievement among employees and citizens (McClelland 1961).

McClelland's research identified three major characteristics of people who have needed to excel. They are:

- (a) They prefer a working environment in which they are able to assume responsibility for solving problems.
- (b) They tend to take calculated risks and to set moderate, attainable goals.
- (c) They need continual recognition and feedback about their progress so that they know well they are doing.

Studies find a high positive correlation between the achievement motivation scores of executives and the financial success of their companies. Researches also show that the managers who have a high need of success have more respect for their subordinates. They are more receptive to new ideas and are more willing to participate in management programs than the managers who have a low need of success. Later research findings indicate that the need for achievement is positively related to subsequent promotions among middle and upper level managers. Moreover, both men and women entrepreneurs have been found to score significantly higher in the need to

achieve than men and women employees who are not entrepreneurs (Langan-Fox & Roth 1995; McClelland 1987).

Needs Hierarchy Theory

Abraham Maslow, a founder of humanistic psychology, developed the needs hierarchy theory of motivation in which human needs are arranged in a hierarchy of importance (Maslow 1970). According to Maslow, people always want what they do not have yet. Consequently, the needs that we have already fulfilled no longer provide any motivation for our behavior thus, new needs must come up. Once we have satisfied our lower-level needs, we can pay attention to higher-level needs. The needs, from lowest to highest, are as follows:

- (a) Physiological needs: the basic human needs, including food, air, shelter, water, and sleep, and the drives for sex and activity. In our case, an individual who does not have a job, is homeless, and is on the verge of starvation will be satisfied with any job as long as it provides these basic needs for him.
- (b) Safety needs: after basic physiological needs have been met, a job that merely provides food and shelter will no longer be satisfying. An employee then will become concerned with his safety needs. That is, he may work in an unsafe coal mine to earn enough money to ensure his family's survival, but once his family has food and shelter, he will remain satisfied with his job only if the workplace is safe. It is the need for psychological security and stability.
- (c) Social needs: (the sense of belonging and the weel for love) once the first two levels of needs have been met, an employee will remain satisfied with his job only when his social needs have been met. Social needs involve

working with others, developing friendships, and feeling needed. Organizations attempt to satisfy their employees' social needs in a variety of ways. Company cafeterias provide workers the place and opportunity to socialize with employees. Company picnics allow families to meet one another and company sports programs such as bowling competitions and softball games provide opportunities for employees to play together in a neutral environment. It is important that an organization should make a conscious effort to satisfy these social needs when the job itself does not encourage any social activity. For example, with such jobs as a janitor or night watchman, the employee will encounter very few people while working. Thus, the chance of making new friends is rare.

- (d) Self-esteem needs; when social needs have been satisfied, the employee with next concentrate on meeting his ego needs. These are the needs for self-esteem, esteem, admiration (Ego needs can be satisfied in many ways) and respect from other people. They are the needs for recognition and success. The organization can help its employees achieving their needs through praise, awards, promotions, the increase of salary, and publicity. Moreover, some organizations use furniture to help satisfy ego needs, the higher the employee's position is, the better his office furniture is.
- (e) Self-actualization needs: even when an employee has friends, has earned awards and is making relatively high salary, he may not feel complete satisfaction with his job. Because his self-actualization needs might not have been satisfied yet. They are the need for self-fulfillment, for suching one's full potential and for realizing one's capacities. These needs are the fifth and final level of Maslow's needs hierarchy theory. Self-actualization might be

best defined by the U.S. Army's recruiting slogan: "Be all that you can be." Any employee striving for self-actualization wants to reach his potential in every task. Thus, an employee who has worked with the same machine for 20 years may become dissatisfied with her job. She has accomplished all that can be accomplished with that particular machine and is now searching for a new challenge. If none is available, she may become dissatisfied.

Self Actualization Needs
Ego Needs
Social Needs
Safety Needs
Physiological Needs

Figure 2.6. Maslow's Hierarchy of Needs (Crask, Fox, and Stout 1994).

Motivating with Needs Hierarchy

Based on Maslow's work, we conclude that the major recommendation to managers is to meet employees' lower level needs so that they will not block the employees' lower level needs so that they will not block the employees' motivational process. Managers should get to know and understand people's needs and supply them as a means to increase performance.

Evaluation of Maslow's Theory

Although Maslow's needs theory makes good intuitive sense and is popular with managers and marketing analysts, other researches has generally not supported is (Wahba & Bridwell 1976). Probably, the biggest problem with this theory is the number of levels. Although Maslow believed there are five needs levels, researches failed to support that and suggested instead that there may be only two or three levels (Aldefer 1972; Lawler & Suttle 1972; Mitchell & Mougill 1976).

The other problem with the theory is that some people do not progress according to the hierarchy as Maslow suggested they do. That is, most people move up from the basic biological needs level to safety needs to social needs and so on. Some people, however, have been known to skip levels. For example, Evel Knievil Obviously skipped the safety needs level and went straight to his ego needs. Thus, when exceptions to the hierarchical structure occur, the theory loses its ground. The other problem is that the theory predicted that once the needs at one level are satisfied, the next needs level should become most important. The research, however, showed that this does not necessarily happen (Salancik & Pfeffer 1977).

Even if Maslow's theory has not been supported by researches, it still may be useful. Some of the theory's specific assertions may not be true, but they still provide guidelines for organizations to follow in order to increase job satisfaction. Provide guidelines for organizations to follow in order to increase job satisfaction. The validity of these suggestions is probably why Maslow's theory is still widely used by industrial psychologists even though it is not popular with scholars and researchers.

ERG Theory

Related to Maslow's needs hierarchy theory is the ERG theory of work motivation developed by Clayton Alderfer. He proposed three basic needs: Existence needs,

Relatedness needs and Growth needs. These needs cover the needs proposed by Maslow and they can be satisfied within the working environment (Alderfer 1972).

- (a) Existence needs: the lowest level of needs, concern with physical survival. They include the needs for food, water, shelter, and physical safety. Companies can satisfy these needs through pay, fringe benefits, a safe working environment, and job security.
- (b) Relatedness needs: involve interactions with other people and the satisfaction which are brought by such social relationship in terms of emotional support, respect, recognition, and the sense of belonging. That needs could satisfy the relatedness on the job by interactions among co-workers and mentors and off the job among family and friends.
- (c) Growth needs: focus on the self, such as the need for personal growth and for development. Using our skills and abilities to the fullest can satisfy these needs. Growth needs include Maslow's self-esteem and self-actualization needs. A job can satisfy the growth needs if it involves challenge, autonomy, and creativity.

The ERG needs is not arranged in a hierarchy; all of the needs can influence people at the same time. Therefore, satisfaction of one set of needs does not automatically lead to the emergence of higher needs. However, the frustration on the relatedness or growth needs can lead to a perseveres to satisfy a need, Alderfer suggested that a person give up on that need and redirects his attention on a more basic need. For example, if employees cannot find emotional support or recognition of the job (the relatedness need), they may demand higher pay or better health care coverage (existence needs) as compensation in return.

Maslow suggested that once a need is satisfied, it no longer motivate the individual. On the contrary, Alderfer said that satisfying a need might increase its strength. For example, if a job provides a great deal of challenges and creativity, the growth needs might become stronger, leading the employee to seek greater challenges. The ERG theory motivation than the needs hierarchy theory. The ERG theory also has the greater empirical support (see, for example, Rauschenberger, Schmitt, & Hunter 1980; Wanous & Zwany 1977).

Growth Needs
Relatedness Needs
Existence Needs

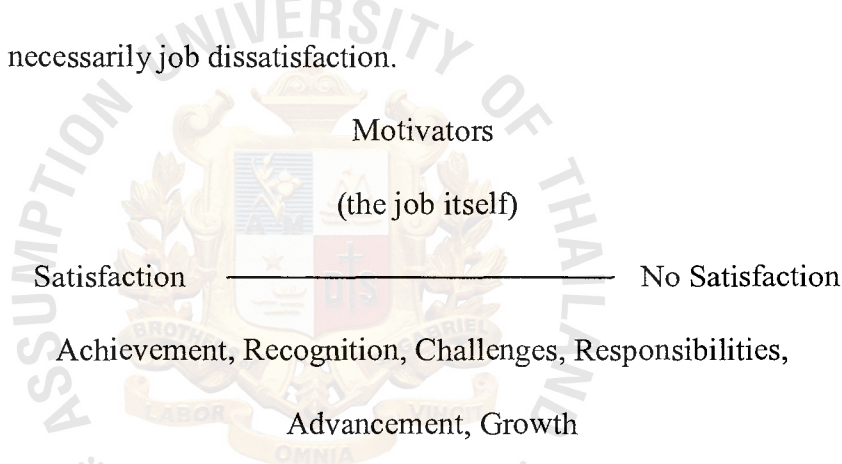
Figure 2.7. ERG Theory Dimensions (Alderfer ,1972).

Motivator-Hygiene (Two-factor) Theory

The motivator-hygiene, or two-factor, theory, which concerns both motivation and job satisfaction, was proposed by Frederick Herzberg. The theory has stimulated a number of researches although the research results are not consistently supportive. The scientific validity of the theory is low, yet it has led to the redesigning of many jobs (Herzberg 1966, 1974). Two-factor theory is Herzberg's classification of needs as hygiene and motivators. Before we discuss Herzberg's theory, complete Self-Learning Exercise.

According to Herzberg, there are two sets of needs: the motivator needs, which produce job satisfaction, and the hygiene needs, which produce job dissatisfaction.

- (a) The motivator needs (the higher needs, esteem and self-actualization) motivate employees to high job performance. Motivator needs are internal to the work itself. They include the nature or content of the job tasks and the employees' level of responsibilities, of achievement, of recognition, of advancement, and of career development and growth. The motivator needs are similar to Maslow's self-actualization needs and Alderfer's growth needs. They can be satisfied by simulative, challenging, and absorb work. When any job provides such conditions, it results in employees' job satisfaction. However, when these conditions are not offered, the result is not necessarily job dissatisfaction.



- (b) Job dissatisfaction is produced by the hygiene needs (the lower level needs). The term hygiene relates to the promotion and maintenance of health. Hygiene needs are external to the working environment, such as the company policies and administration, supervision, interpersonal relations, working conditions, salary and benefits. When the hygiene needs are not supplied, the result is job dissatisfaction. However, when the hygiene needs are satisfied, it does not necessarily lead to job satisfaction, rather, it brings merely an absence of dissatisfaction. The hygiene needs similar to Maslow's physiological, safety, and sense of belonging needs. Both Maslow

and Herzberg insisted that these lower level needs should be satisfied before a person can be motivated by higher needs.

Hygiene

(the environment)

Dissatisfaction ————— No Dissatisfaction

Pay, Job security, Working conditions, Fringe benefits,

Policies and Administration, Supervision, Relationships

Herzberg contented that supplying hygiene needs keeps people from being dissatisfied but it does not motivate people. For example, some people are dissatisfied with their pay. When they get a raise, they will no longer be dissatisfied. They may even be satisfied for period of time. However, before long, they get accustomed to the new standard of living and no longer are satisfied. Would they increase their level of productivity, after they got a pay raise, and maintain it until the pay rise?

To motivate, Herzberg said, the organization must first make sure that hygiene factors are adequate. Once employees are satisfied with their environment, they can be motivated in their jobs. However, Herzberg's theory has been refuted, as well as supported in academic articles.

Table 2.1. Examples from Herzberg's Two-factor Theory.

Hygiene Factors	Motivators
Pay	Responsibilities
Security	Growth
Co-workers	Challenges
Working Conditions	Stimulation
Company polices	Independence
Work schedule	Varieties
Supervisors	Achievement
	Control
	Interesting work

Herzberg's theory emphasizes on the importance of internal job factors as motivating forces for employees. If the motivator needs stimulate employees to perform at their best and to foster a positive attitude towards the job, then why not redesign the job to maximize opportunities to satisfy motivator needs? This effort is called job enrichment; adjust the job to give employees the greater roles in planning, performing, and evaluating their work. Such adjustment provides opportunities to satisfy the motivator needs. Herzberg suggested the following ways to enrich the job:

- (a) Remove some management controls over employees and increase their accountability and responsibilities for their work, thus increasing employee autonomy, authority, and freedom.
- (b) Create complete to produce a whole unit instead of one component of that unit.
- (c) This policy increases the likeliness that employees will regard their work as meaningful in the total process.
- (d) Provide regular and continuous feedback on productivity and job performance for employees directly instead of through their supervisors.
- (e) Encourage employees to take up new and challenging tasks and to become experts in a particular task or operation.

All these suggestions have the goals of increasing personal growth, fulfilling the needs for achievement and responsibility, and providing responsibility, and providing recognition. Proper job enrichment, therefore, involves more than simply giving the workers more tasks to perform the job. This was demonstrated in a 2-year study of 445 clerical employees in a financial services firm (Campion & McClelland 1993). Simply enlarging the tasks had negative consequences, such as decreasing job satisfaction and efficiency as well as increasing errors. In contrast, promoting the knowledge needed to

perform the job resulted in increasing job satisfaction and efficiency and fewer errors in job performance. Enhancing the mental requirements for the job, therefore, increases the worker’s level of responsibilities and challenges, which may, in turn lead to the fulfillment of Herzberg’s motivator needs.

Table 2.2. Comparison of the Herzberg, Maslow, and ERG Theories.

<u>Maslow</u>	<u>ERG</u>	<u>Herzberg</u>
Self-actualization	Growth	Motivators
Ego		Hygiene factors
Social	Relatedness	
Safety	Existence	
Physical		

Job-Characteristics Theory

The job-characteristics theory, developed by J. Richard Hackman and G. R. Oldham, grew out of researches on objective measures of job characteristics which would correlate with employee satisfaction and attendance (Hackman & Oldman 1976, 1980). Evidence suggests that certain characteristics do not affect all employees in the same way. The research points individual differences in the need for growth. People with a high growth need were found to be more affected by changes in job characteristics than people with a low growth need. Also, changes in these job characteristics do not seem to influence employees’ attitudes and behavior directly but are filtered by the employees’ cognitive processes their perceptions of the changes.

The presence of positive job characteristics causes employees to experience a positive emotional state when they perform their jobs well. This condition motivates them to continue performing well, with the expectation that good performance will lead to good feeling. The strength of one’s motivation to perform well depends on the

strength of the need to grow and develop. The stronger the need is, the more one will value the positive emotional feeling, which results from the good performance. Thus, the job-characteristics theory states that certain core job characteristics leads to the psychological conditions causing greater motivation, better performance, and higher satisfaction-if employees have a high growth need.

The core job characteristics identified by Hackman and Oldman are as follows:

- (a) Skill variety: the extent to which workers use various skills and abilities on the job. The more challenging a job is, the more meaningful it will be.
- (b) Task identity: the unity of a job-that is, whether it involves doing a whole unit of work or completing a product instead of making only parts of a product on an assembly line.
- (c) Task significance: the importance of a job to the lives and well being of co-workers or consumers. For example, the job of aircraft mechanics affects the lives of many people in a significant way than the job of postal clerks.
- (d) Autonomy: the amounts of independence employees have in scheduling and organizing their work.
- (e) Feedback: the amounts of information employees receive about the effectiveness and quality of their job performance.

Job can be redesigned to maximize these characteristics in a manner similar to that proposed earlier by Herzberg:

- (a) Combine small, specialized tasks to larger work units; this enhances skill variety and task identity.
- (b) Arrange the tasks in natural, meaningful work units to make the worker responsible for an identifiable unit; this enhances task identity and task significance.

- (c) Give workers responsibility for direct contact with clients or end users; this enhances skill variety, autonomy, and feedback.
- (d) Give workers authority, responsibility, and control over the job tasks; this increases skill variety, task identity, task significance, and autonomy.
- (e) Arrange for workers to learn regularly how well they perform their job; this increases feedback.

Hackman developed the Job Diagnostic Survey (JDS) to measure the three major aspects of the theory: (1) employees' perceptions of the job characteristics, (2) employees' level of the need for growth, and (3) job satisfaction (Hackman 1975). The JDS is a self-report inventory consisting of short descriptive phrase about various job characteristics. Responses rate how accurately each statement describes their job. A Revised Version, using positively worded items only, has been found to be more valid than the original one (Corderey & Sevastos 1993; Idaszak & Drasgow 1987).

Research suggests that the JDS provide useful information about employees' perceptions of job characteristics and that other measures are still needed for the complete assessment of the objective nature of a job. Additional job characteristics, which need consideration, include cognitive demand and production responsibility for dealing with such advanced technologies as computer-controlled machine tools (see, for example, Jackson, Wall, Martin, & Davids 1993; Spector & Jex 1991; Table & Taylor 1990).

The job-characteristics theory keeps on stimulating researches. A meta-analysis of 200 studies has confirmed a positive relationship between actual and perceived job characteristics and provided support for the idea that job characteristics are related to the satisfaction and performance (Fried & Ferris 1987). However, not all the characteristics are similar in their effect. Improvements in productivity are related

mostly to task identity and feedback-decreasing absenteeism is related to skill variety, autonomy, and feedback. Feedback is the only characteristic associated with both job satisfaction and job performance. These results should be viewed with both job satisfaction and job performance. These results should be viewed with caution because they rely on job characteristic measures, which may not be equivalent to the JDS (Fried 1991).

Another meta-analysis involved nearly 7,000 workers in 876 jobs in 56 organizations. The findings challenge some of the core dimensions in the job-characteristic theory, suggesting that task identity and feedback are legitimate but that the other three could be combined in to a single factor. The five core characteristics were found to vary with age, education, and job level and may not be applicable to all workplaces or types of workers (Fried & Ferris 1986).

Studies on job enrichment programs that followed the principles of job-characteristics theory have been more supportive. The redesigning of 11 clerical jobs for over 500 employees in a financial services company has shown that adding challenge, complexity, and responsibility to the jobs results in greater job satisfaction (Campion & McClelland 1991). A job enrichment study of 526 bank tellers found no change in workers' performance 6 months after their jobs were redesigned to be more professional and rewarding. However, the performance increased significantly when it was measured 24 and 48 months after the jobs were enriched (Griffin 1991). These suggest the important of relationship between the period of time and impact of a major change in the nature and content of a job. Had the study ended after 6 months, the conclusion would have been that the job enrichment intervention had no effect on workers' performance at all.

Process Theories of Motivation

In this study, we take a look at four process theories:

- (1) Valence-Instrumentality-Expectancy (VIE) Theory,
- (2) Equity Theory
- (3) Goal-Setting Theory
- (4) High Performance Cycle Theory.

Valence-Instrumentality-Expectancy (VIE) Theory

The VIE theory, originated by Victor Vroom, asserts that people make choices based on their perceived expectancy that certain rewards will follow if they behave in a particular way (Vroom 1964). In the workplace, employees will choose to perform to some degree those results in the greatest payoff or benefit. They will be motivated to work hard if they believe that this effort leads to positive outcomes, such as, a promotion or higher pay and if those outcomes will be instrumental in leading to other desired outcomes.

The psychological value, or valence, of the reward varies with the individual. In other words, employees' perceptions of the importance of the outcomes determine its strength as a motivator. A high salary and increasing responsibility have a positive valence for many people. Dangerous working conditions have a negative valence for most people. The outcomes may not be as satisfying as we expected, but it is the level of expectancy that determines whether we will work hard to obtain those outcomes.

The three facets of the VIE theory are as follows:

- (5) First, employees must decide whether they expect certain job behaviors, such as, coming to work on time, following safe procedures, or increasing productivity-to have a high probability of leading to a particular outcome (expectancy). Expectancy theory is Vroom's formula, which states that

motivation = expectancy x valence. In Victor Vroom's theory, motivation depends on how many people want something and how likely they are to get it. The theory is based on the following assumptions:

- (a) Both internal (needs) and external (environment) factors affects behavior. Behavior is the individual's decision.
- (b) People have different needs, desires, and goals.
- (c) People make behavioral decisions based on their perceptions of the outcome.

There are two important variables in Vroom's formula, which must be met before motivation can take place. Expectancy: Expectancy refers to the person's perception of his or her ability (probability) to reach an objective. Generally, the higher one's expectancy is, the better the chance for motivation is. When employees do not believe that they can accomplish the task, they will not be motivated to try. Equally important is the perception of the relationship between workers' performance and the outcome or reward, which increase the strength of motivation. If employees are certain to get the reward, they probably will be motivated. When not sure, employees may be motivated. For example, Dan believes he could be a good supervisor and wants to get promoted. However, Dan has an external locus of control and believes that hard working will not result in a promotion anyway. Therefore, he will not be motivated to work for the promotion.

- (6) Second, employees must decide whether those outcomes are valuable enough to motivate them to behave in a certain ways (valence). Valence:

Valence refers to the value person places on the outcome or reward. Generally, the higher the value (importance) of the outcome or reward is, the better the chance of motivation is. For example, the supervisor, Jean, wants an employee, Sim, to work harder. Jean talks to Sim and tells him that hard working will result in a promotion. If Sim wants a promotion, he will probably be motivated. However, if a promotion is not something of importance to Sim, it will not motivate him.

- (7) Third, employees must determine whether that outcome will lead to other outcomes: for example, whether a good attendance record leads to a bonus (instrumentality). Expectancy theory has an intuitive appeal to the management people because of its rational and quantifying approach (Porter and Lawler 1968). The theory has stimulated a lot of discussion and researches among psychologists, resulting in some support and a lot of criticism, pretty much along the lines of their reaction to Behaviorism in fact, from which it is not a million miles removed. That is, while the VIE theory can explain a lot of the immediate motivation behind the workplace behavior that has been studied, there is also a lot that it can't explain (Schwab, Olian-Gottlieb, and Heneman 1979).

Motivation with Expectancy Theory: expectancy theory can accurately predict a person's work effort, satisfaction level, and performance, but only if the correct values are plugged into the formula. Therefore, this theory works in certain contexts but not in others. The following conditions should be implemented to make the theory result in motivation:

- (1) Clearly define objectives and the necessary performance needed to achieve them.

- (2) Tie performance to rewards. High performance should be rewarded. When one employee works harder and produce more than other employees and is not rewarded, he or she may slow down productivity.
- (3) Make sure that rewards are of value to the employee. The supervisor should get to know his or her employees as individuals. Develop good human relations.
- (4) Make sure that your employees believe you will do as you promise. For example, if they do work hard, they must believe you will promote them. And you must do as you promise, so employees will trust you.

Equity theory also works best with employees who have the internal locus of control. Because if they believe they can control their destiny, their efforts will result in success. Expectancy theory does not work well with employees who have an external locus of control because they do not believe in their own efforts. Believing that success is due to fate or chance doesn't motivate them to work harder.

Equity Theory

Equity theory is another example of the theory concerned with the process of motivation, in particular, the cognitive factors involved in the way an individual deals with motivational forces. The cognitive factors emphasized in this case are those that we use, it is suggested, in making social comparisons between the situations of other people and our own.

Comparing our personal situation with that of other individuals and groups is fundamental of the way we make sense of our lives (Statt 1977). Our behavior in the world of work is one aspect of that process.

Equity theory is specifically concerned with our senses of fairness and justice about the way others and we are treated at work in terms of the ratios of inputs (like

experience, qualification and effort) to outcome (like pay, promotion and status). The theory holds that we are pushed psychologically to equalize the two that means, we perceive equality.

Other psychologists extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity (Huseman, Hattfield, & Miles 1987). These three types are benevolent, equity sensitive, and entitled patterns. The level of reward received by each type affects motivation, job satisfaction, and job performance.

Benevolent persons: described as altruistic, are satisfied when they are under-rewarded compared with co-workers and feel guilty when they are equitable rewarded or over-rewarded.

Equity-sensitive persons: the type described by the equity theory, believe that everyone should be rewarded fairly. They feel distressed when under-rewarded and guilty when over-rewarded.

A study of 2,617 employees from the banking and the public utility industries confirmed that these three types varied in the importance they place on work outcome (Miles, Hatfield, & Huseman 1994).

It seems intuitively correct to state that if we believe we are being treated fairly in comparison to others, in accordance with our expectations, then we will be motivated to maintain our level of job performance. In contrast, if we think we are being treated unfairly, then we will try to reduce that inequity.

A study that supported these assumptions involved 198 employees of a large insurance company. Because of extensive office renovations, the employees were moved to temporary office quarters for a 2-week period and randomly assigned to offices of higher, lower, or the same status as their regular offices. Status was defined in

terms of the number of employees sharing an office, presence or absence of an office door, the amount of space employees sharing an office, the amount of space per employee, and the size of desks. Employees assigned to high-status offices showed improvements in job performance in terms of the number of insurance cases completed. Employees in same-status offices showed no change in job performance. Employees assigned to low-status offices, who perceived them to be treated unfairly, showed a decline in job performance. The size of the change in job performance was directly related to the magnitude of the change in the office status (Greenberg 1988).

Goal-Setting Theory

Developed by Edwin Locke, goal-setting theory also has a commonsense appeal and is clearly relevant to the workplace. Locke argued that our primary motivation in a work situation is defined in terms of our desire to achieve a particular goal (Locke 1968; Lock & Latham 1990b). The goal represents what we intend to do at a given time in the future. For example, we may set the goal of graduating from college with honors, that achieving the highest sales record in the company or getting pay raise within a year so we can buy a new house.

Setting specific and challenging goals can motivate and guide our behavior, spurring us to perform in more effective ways. The research has shown that setting goals leads to better performance than not setting goals. Specific goals are more powerful motivating general goals. Goals that are difficult to attain are greater motivators than goals that are easy to attain. However difficult goals may spur greater achievement motivation toward attaining the goals at the expense of other behaviors, such as helping co-workers; this response has the potential to reduce the overall organizational effectiveness. In addition, goals that are too difficult, perhaps beyond our

capabilities, are worse than having no goals in terms of their impact on motivation and job performance (Wright, George, Farnsworth, & McMahan 1993).

An important aspect of the goal-setting theory is individual goal commitment; that is, the strength of our determination to reach our goal. External factors, interactive factors, and internal factors (Locke, Latham, & Erez 1988) influence that commitment. The external factors that affect goal commitment are authority, peer influence, and external rewards. The interactive factors that influence our commitment to reach our goals are competition and opportunity to participate in setting goals. These factors have been shown to be an inducement to setting higher goals and to working harder to reach them. Internal cognitive factors that facilitate goal commitment are self-administered rewards and our expectation of success. Commitment to the goal is reduced when our expectation of achieving it declines.

Other personal and situational influences on goal commitment have been suggested. The need for achievement, endurance, aggressiveness, and competitiveness (so-called Type A behavior), success in achieving difficult goals, high self-esteem, and an internal locus of control have all been related to high goal commitment. The extent to which others are aware of our goals and information about the performance of others in pursuit of same or similar goal (Hollenbeck & Klein 1987).

Reviews of the research about the effects of goal-setting on performance, whether by Locke and his colleagues or by others, have found a lot of support for the theory, which has been applied to groups as diverse as professors and lumberjacks (Locke and Latham 1990; Tubbs 1986; Mento, Steel, and Karren 1987). The theory seems to work best where these three conditions are present: they are:

- (a) Feedback: We have noted that how crucially important feedback is to the learning process. This is a particular example of that process in which

having knowledge of results provides someone with the information necessary to judge how he is doing in the pursuit of his goal. Moreover having that information may in itself help to strengthening his motivation to make further progress (Lockeetal.1981). Adding feedback like this to the setting of goals has been found to be the most effective in improving performance; more than either factor by itself and much more than using neither factor (Nemeroff and Cosentino 1979).

- (b) Setting specific goals: Setting specific goals for people is a more effective way of improving their performance than simply asking them to do their best. Having a target to aim at seems to be psychologically helpful for people.
- (c) Setting difficult goals: Provided that people accept difficult goals for themselves, they will lead to better performance than easy goals. (In psychology that kind of provision, however, is always a crucial one).

There are other findings from this huge body of research that have achieved widespread support:

- (a) People must have the necessary ability first before goal setting can affect their performance. This is not quite as obvious as it sounds. In a “can-do” environment where the social norm is that you can do anything if you only want it badly enough, it is a salutary reminder that there are some things you may not be able to do, no matter how clear your intention or how steely your resolution, or how great the reward. If you have trouble distinguishing your are not going to become a concert pianist no matter how motivated you may be.

source, these specific, attainable, and difficult goals do not automatically produce high performance. Rather, they lead to an increase in work motivation. Having challenging goals does not guarantee high performance, but they will lead to high performance if other factors, called moderators, are present.

Moderators affect the strength of the relationship between goals and job performance. A specific and challenging goal will enhance motivation and lead to high job performance when the employee has the following factors:

- (a) Commitment to the goal.
- (b) Feedback demonstrating toward the goal.
- (c) High self-efficacy or expectation of performing well
- (d) A not-too-difficult task

Assuming, then, the existence of challenging goals and demands and the moderators just listed, the next step in the cycle is how goals actually affect performance. This occurs through mediating mechanisms called “universal task strategies”, which are necessary to the accomplishment of a task. The strategies are direction of attention, effort, and persistence. “Virtually every individual learns at an early age that you perform better on a task if you pay attention to it, exert effort on it, and persist at it over time than if you do not do so” (Locke & Latham 1990; p.11).

Given challenging demands, the moderators that facilitate job performance, and the mediating strategies that translate goals into action, then employees’ performance will be high. The rewards that follow can serve as incentives to maintain job performance. Rewards can be externals, such as pay raises, promotions or other organizational recognition, or internal and self-administered, such as feelings of achievement, self-efficacy and pride in one’s accomplishments. There are also noncontingent rewards that are based on simply having a job, such as fringe benefits,

job security, and affiliation with co-workers. Noncontingent rewards do not motivate performance directly as moderators' do, but they can encourage people to remain on the job.

If the internal and external rewards, which are contingent on high job performance, satisfy employee needs and values, employees will have high job satisfaction. If the rewards do not satisfy these needs, then the result is dissatisfaction. High satisfaction leads to greater organizational commitment and a willingness to accept new goals and challenges; this illustrates the cyclical nature of the high performance model. High satisfaction results from high performance rather than causes it; that is, high performance comes first. Once satisfaction is experienced, it is related indirectly to future performance by the strength of the organizational commitment and by the employee's willingness to work toward new goals.

The high performance cycle has a commonsense appeal and is applicable to many work situations. The research supports the importance of moderators and mediators in job performance and the impact of rewards on job satisfaction. The influence of cognitive factors such as self-efficacy as mechanisms by which goals affect performance have also been demonstrated (see, for example, Early & Lituchy 1991; Wood & Bandura 1989). The high performance cycle suggests that motivation and job satisfaction can be affected by the same factors.

III. RESEARCH METHODOLOGY

3.1 Overview

This research design used in this study of customer's decision is descriptive. The objective of this study is to analyze the factors that effect customer's decision in selecting check-in. The relationship between the hotel and factor of customer's decision and the relationship between customers and source of information are applied to the research. The qualified subjects are population in Bangkok who is work of life over 20 years of age.

3.2 Selection of Samples

The population selected for this research are hotel residents in Bangkok who so ages are over 20 years old because this group have an opportunity to select a hotel for check-in. Simple random sampling was used in this study for data collecting.

The questionnaires served as an interview checklist and the respondents were asked to answer the question shown in Appendix A.

3.3 Determining a Sample Size

This project finds the sample size by using intervals of population at confidence interval 85 percent and error 5 percent.

The formula (Webster1995):
$$\frac{n = Z^2\pi(1-\pi)}{(p-\pi)^2}$$

n = Sample Size, it will be maximized if $\pi = 1-\pi = 0.5$

Z = Normal deviate for sample proportions associated with the 85-percent confidence level (1.44)

π = The mean of population proportions.

p = The mean of sample proportions.

Where $(p-\pi)$ is the difference between the sample proportion and the population proportion, and is there the error $(0.05)^2$

$$\begin{aligned} n &= \frac{(1.44)^2 (0.5)(0.5)}{(0.05)^2} \\ &= 207 \end{aligned}$$

The sample size for this research should be more than equal 207 samples.

3.4 Research Instrument

The questionnaires used in this study are divided into 3 parts as follows:

(1) Part 1 - Demographics Items

This part is meant to provide information for customers including gender, age, education, marital status, income, and occupation.

(2) Part 2 - Hotel Management for Attracting Customers

This part is meant to provide the factor select the hotel. The factor to select the hotel includes reasons for selection: media had customers got the hotel information, media customers find interesting, good services (such as friendly and services mind, attentiveness, courtesy, rapidly, efficiency, value of money, convenient transportation, quality of food, quality of room). Influence to decided to return to stay at the hotel: good variety of the hotel facilities, good variety of the hotel restaurants, good variety of the In-room facilities, exclusively of the bathroom amenities, excellent services of the hotel staffs, accommodation is comfortable, magnificent design & decoration of the overall hotel public areas, magnificent design & decoration of the hotel accommodation, closed to business district, closed to entertainment areas, good fire safety and security system, variety of shops in the hotel, high technology of meeting room facilities, and value of money.

(3) Part 3 - Requirement from the hotel

This part is meant to requirement from the hotel, important person in decision making to stay hotel. And influence you decided to return to stay at the hotel.

3.5 Scoring in This Study

The question in part 2 is aimed to assess factors of elementary hotel management selection for customers. There are 11 items in part 2 presenting factor of elementary hotel management for customers. Each item has four choices: Excellent, good, fair, bad, and worst. Each choice is assigned a different score as follows:

<u>Level</u>	<u>Score</u>
Excellent	1
Good	2
Fair	3
Bad	4
Worst	5

And part 3 presents the requirement from the hotel. Each item has five choices: most important, important, neutral, less important and the least important. Each choice is assigned a different score as follows:

<u>Level</u>	<u>Score</u>
Most Important	2
Important	1
Neutral	0
Less Important	-1
The least Important	-2

The mean of the level are indicated the meaning and used the forced ranking scale to show priority of factors.

3.6 Data Analysis

SPSS (Statistic Package for Social Science) is used as a tool to analyze data. The steps for analyzing are as follows:

- (1) Questionnaire was pre-coded; it contains a number code for each alternative response to each structured question.
- (2) Data was analyzed by descriptive statistics as follows:

Part 1 – Demographic Data

Frequency distribution and percentage is used in this part to analyze demographic data.

Part 2 – Hotel Management for Attracting Customers

Mean, standard deviation, Minimum, and Maximum are used in question number 1-10 for ranging selection factors of elementary hotel. Reliability analysis was used to indicate reliable factors by Cronbach's alpha. Cross tabs data between demographic information and hotel selection factors were used to determine the relationship data.

Part 3 - Requirement from the Hotel

- (a) Requirement from the hotel
- (b) Kinds of foods do you like to have in the hotel
- (c) Influence you decided to return to stay at the hotel

These three parts are using Likert because the author would like to know ranking for management in the hotel.

IV. RESULTS AND DISCUSSION

Gender of population sampling were shown in Table 4.1 and Figure 4.1

Table 4.1. Gender of Respondents.

Gender	Number of Respondents	Percentage (%)
Male	91	54.5
Female	109	45.5
Total	200	100
Missing System	7	
Total	207	

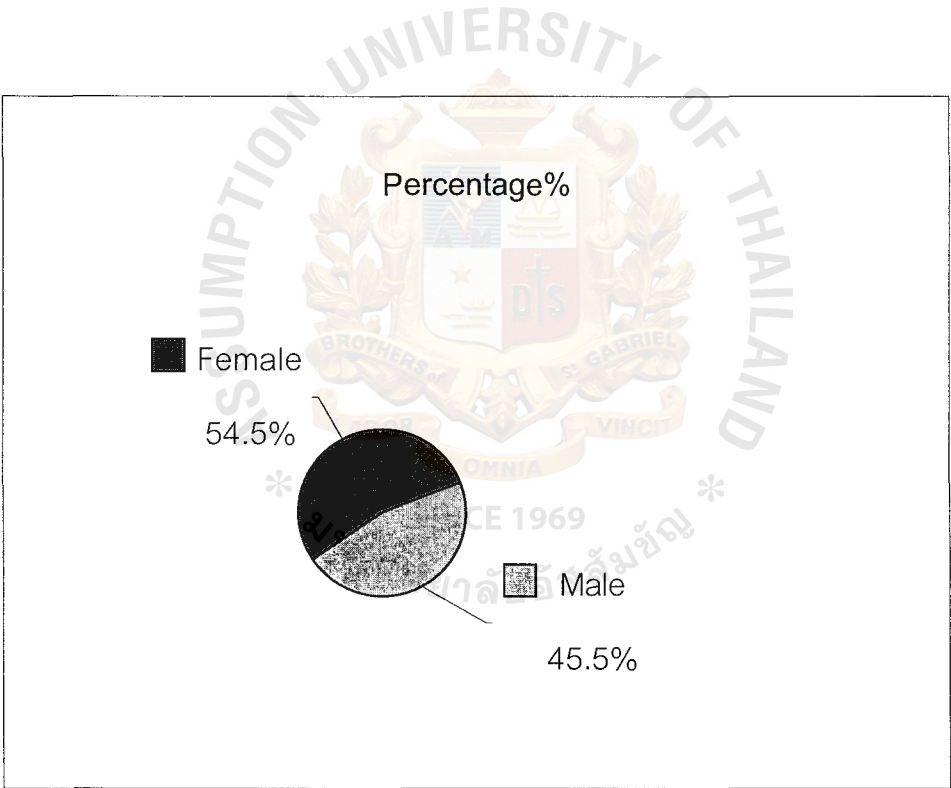


Figure 4.1. Gender of Respondents.

As exhibited in Table 4.1 and Figure 4.1 respondents were female (45.5%) and Male (54.5%).

Age of population sampling were shown in Table 4.2 and Figure 4.2

Table 4.2. Age of Respondents.

Age	Number of Respondents	Percentage(%)
Lower 20 years	2	1
21-30 years	120	60
31-40 years	66	33
41-50 years	11	5.5
Over 51 years	1	0.5
Total	200	100
Missing System	7	
Total	207	

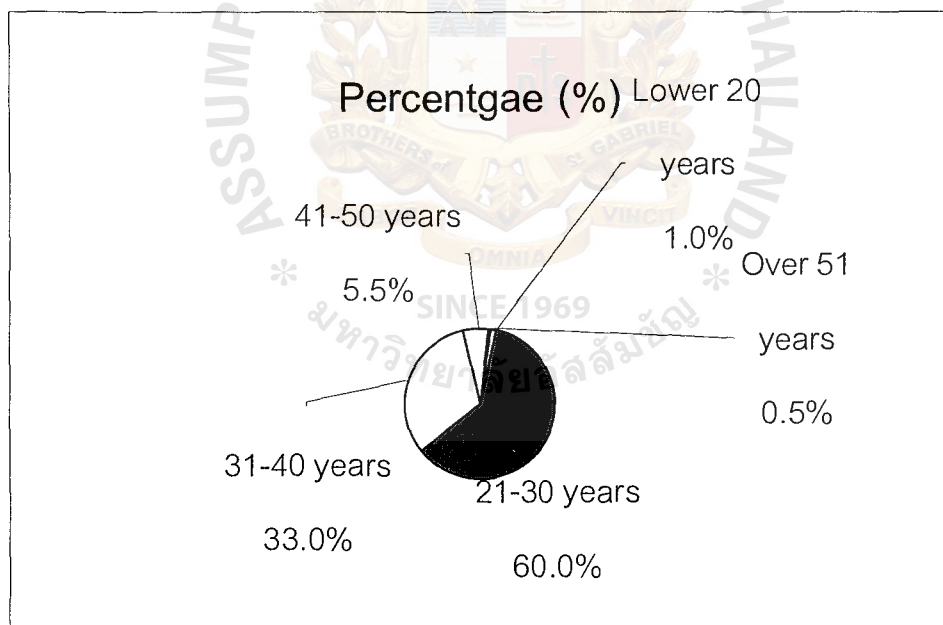


Figure 4.2. Age of Respondents.

As exhibited in Table 4.2 and Figure 4.2, respondents were lower 20 years old (1%) 21-30 years old (60%), 31-40 years old (33%), 41-50 years old (5.5%), and over 51 years old (0.5%).



Education of population sampling were shown in Table 4.3 and Figure 4.3

Table 4.3. Education of Respondents.

Education	Number of Respondents	Percentage (%)
Junior High School or Lower	2	1
High School	15	7.5
Diploma	17	8.5
Bachelor's Degree	141	70.5
Master's Degree or Higher	25	12.5
Total	200	100
Missing System	7	
Total	207	

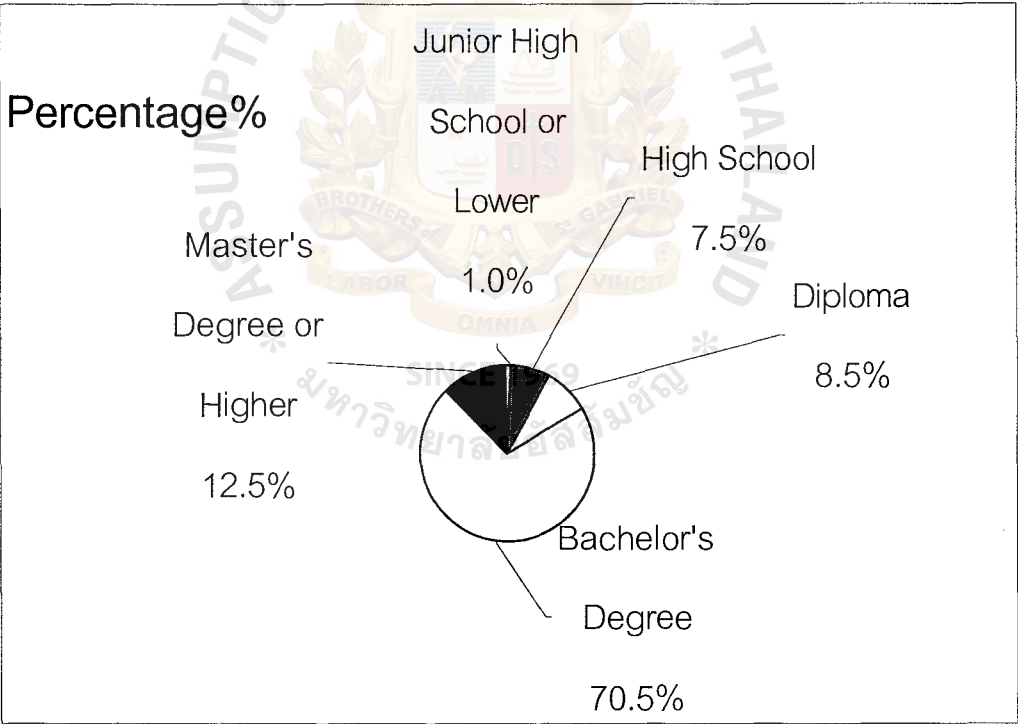


Figure 4.3. Education of Respondents.

As exhibited in Table 4.3 and Figure 4.3, most respondents were Bachelor's Degree (70.5%), and the others are Master's Degree (12.5%), Diploma (8.5%), High School (7.5%), and Junior High School or Lower (1%).



Marital Status of population sampling were shown in Table 4.4 and Figure 4.4

Table 4.4. Marital Status of Respondents.

Marital Status	Number of Respondents	Percentage (%)
Single	121	60.5
Married	79	39.5
Total	200	100
Missing System	7	
Total	207	

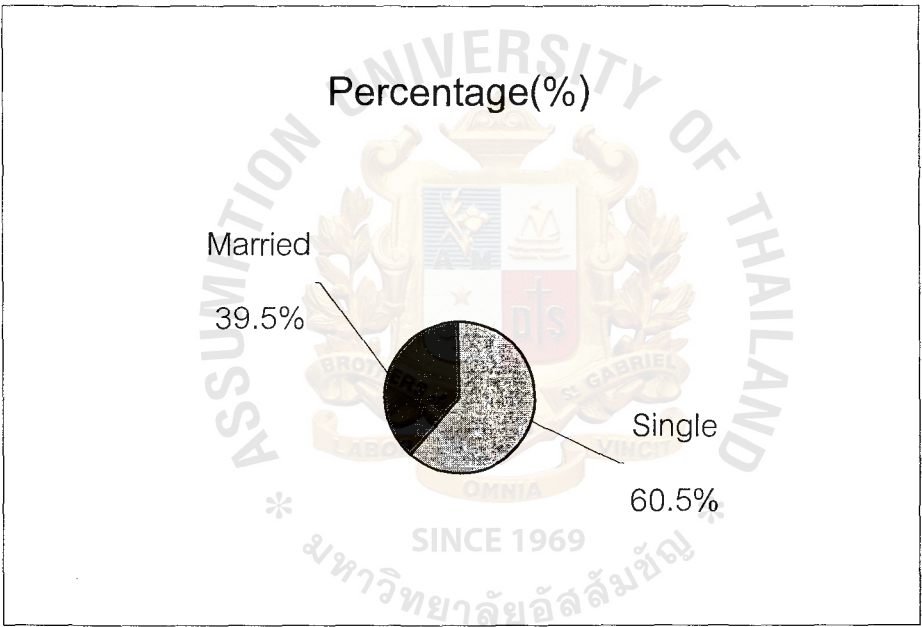


Figure 4.4. Marital Status of Respondents.

As exhibited in Table 4.4 and Figure 4.4, respondents were single (60.5%), and married (39.5%).

Income of population sampling were shown in Table 4.5 and Figure 4.5

Table 4.5. Income of Respondents.

Income	Number of Respondents	Percentage (%)
Lower than 10,000 Bahts	57	28.5
10,001-30,000 Bahts	85	42.5
30,001-50,000 Bahts	40	20
50,001-70,000 Bahts	12	6
70,001-100,000 Bahts	5	2.5
Over 100,000 Bahts	1	0.5
Total	200	100
Missing System	7	
Total	207	

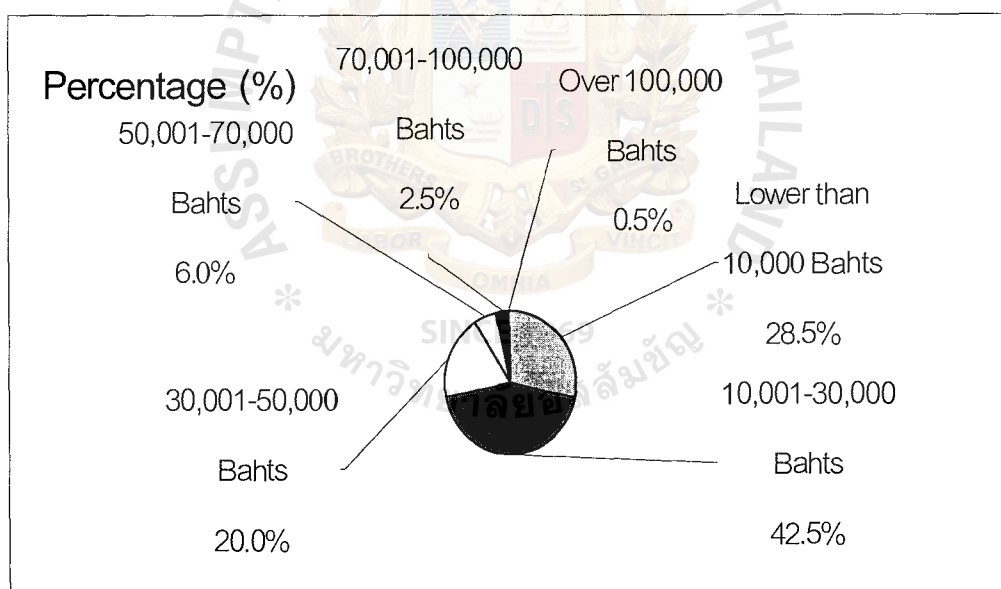


Figure 4.5. Income of Respondents.

As exhibited in Table 4.5 and Figure 4.5, most respondents had income between 10,001-30,000 Bahts (42.5%), the others had less than lower than 10,000 Bahts (28.5%), 30,001-50,000 Bahts (20%), 50,001-70,000 Bahts (6%), 70,001-100,000 Bahts (2.5%), and over 100,000 Bahts (0.5%).

Occupation of population sampling were shown in Table 4.6 and Figure 4.6

Table 4.6. Occupation of Respondents.

Occupation	Number of Respondents	Percentage (%)
Government Official	5	2.5
State Enterprise Official	15	7.5
Proprietor / Business Owner	17	8.5
Housewife	1	0.5
Private employees	112	56
Student	43	21.5
Others	7	3.5
Total	200	100
Missing System	7	
Total	207	

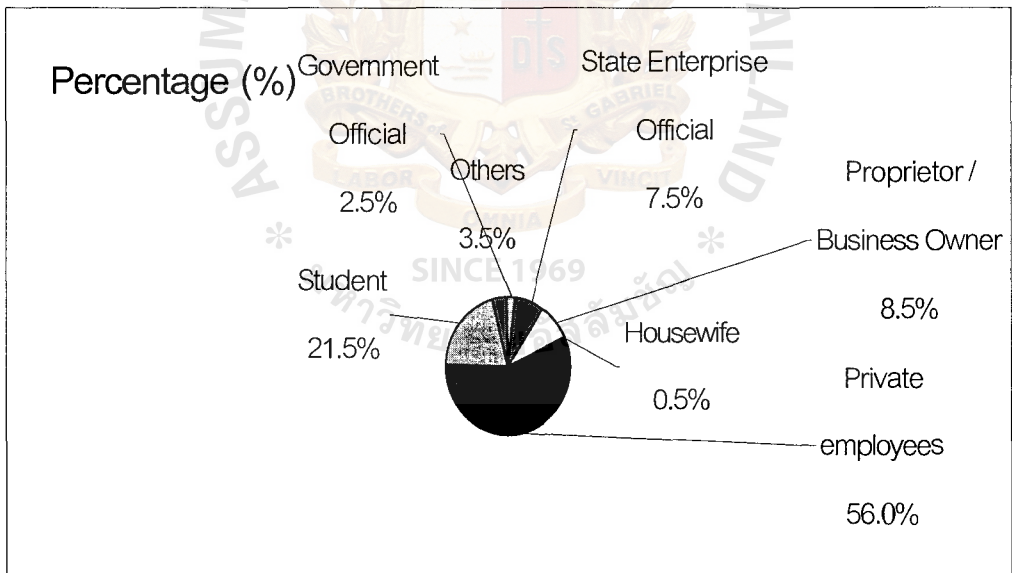


Figure 4.6. Occupation of Respondents.

As exhibited in Table 4.6 and Figure 4.6 most respondents were Private employees (56%), and others were Students (21.5%), Proprietor / business owner

(8.5%), State enterprise official (7.5%), Others (3.5%), Government official (2.5%), and Housewife (0.5%).



Media did you know about this hotel were shown in Table 4.7 and Figure 4.7

Table 4.7. Media did you know about this hotel of Respondents.

Media did you know about this hotel.	Number of Respondents	Percentage (%)
TV	131	28.5
Newspaper	128	27.8
Exhibition	9	2
Brochure	42	9.1
Poster / Billboard	31	6.7
Internet	88	19.1
Others	31	6.7
Total	460	100

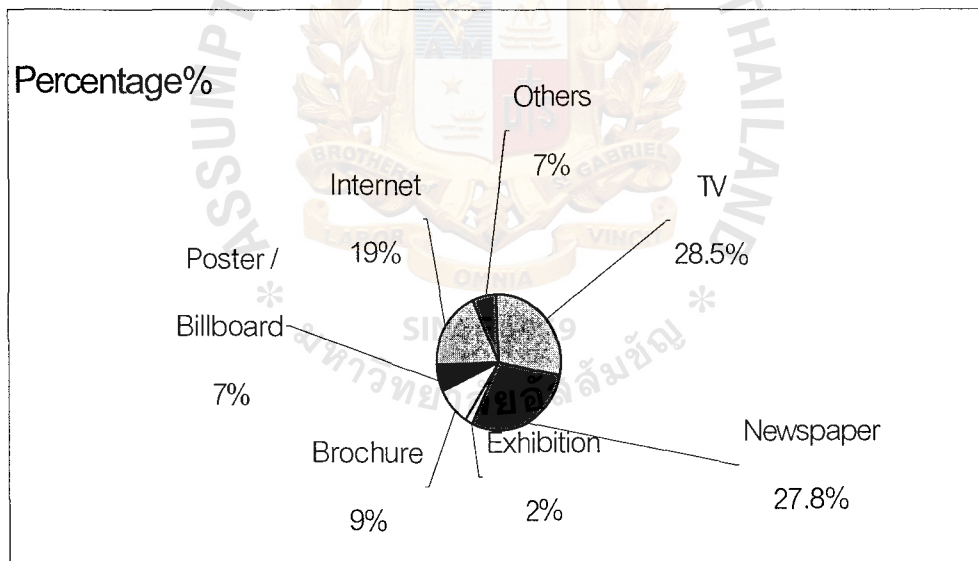


Figure 4.7. Media did you know about this hotel of Respondents.

As exhibited in Table 4.7 and Figure 4.7, respondents most were TV (28.5%), Newspaper (27.8%), Internet (19.1%), Brochure (9.1%), Poster and Others (6.7%), and Exhibition (2%).

4.8 Media do you watch / see / hear the most?

The result was shown in form of important factors ranking (the most important to the least important) including N, mean, standard deviation, minimum, maximum. Table 4.8 shows that first important media customers do watch / see / hear the most. (TV N is 184, mean is 1.8641, Standard deviation is 1.1585, minimum is 1.00, and maximum is 7.00). (Newspaper N is 172, mean is 2.0930, Standard deviation is 1.0989, minimum is 1.00, and maximum is 6.00). (Exhibition N is 164, mean is 5.1829, Standard deviation is 1.0406, minimum is 1.00, and maximum is 7.00). (Brochure N is 173, mean is 4.1965, Standard deviation is 1.5614, minimum is 1.00, and maximum is 7.00). (Poster N is 173, mean is 4.4566, Standard deviation is 1.3488, minimum is 1.00, and maximum is 7.00). (Internet N is 169, mean is 3.3254, Standard deviation is 1.5101, minimum is 1.00, maximum is 7.00). Others N is 33, mean is 3.9697, Standard deviation is 2.5432, minimum is 1.00, and maximum is 7.00). Valid N (listwise) 32.

Furthermore, TV is mostly media that customers is seeing, and then is newspaper, Internet, others, brochure, poster, and exhibition is least.

Table 4.8. Media do you watch /see /hear the most.

	N	Minimum	Maximum	Mean	Std. Deviation
1.8.1 TV	184	1.00	7.00	1.8641	1.1585
1.8.2 Newspaper	172	1.00	6.00	2.093	1.0989
1.8.3 Exhibition	164	1.00	7.00	5.1829	1.0406
1.8.4 Brochure	173	1.00	7.00	4.1965	1.5614
1.8.5 Poster	173	1.00	7.00	4.4566	1.3488
1.8.6 Internet	169	1.00	7.00	3.3254	1.5101
1.8.7 Others	33	1.00	7.00	3.9697	2.5432
Valid N (listwise)	32				

Customers plan to stay at hotel were shown in Table 4.9 and Figure 4.9

Table 4.9. Customers plan to stay at hotel.

	Number of respondents	Percentage (%)
1 night	60	30
2-3 nights	132	66
4-5 nights	5	2.5
More than 5 nights	3	1.5
Total	200	100
Missing System	7	
Total	207	

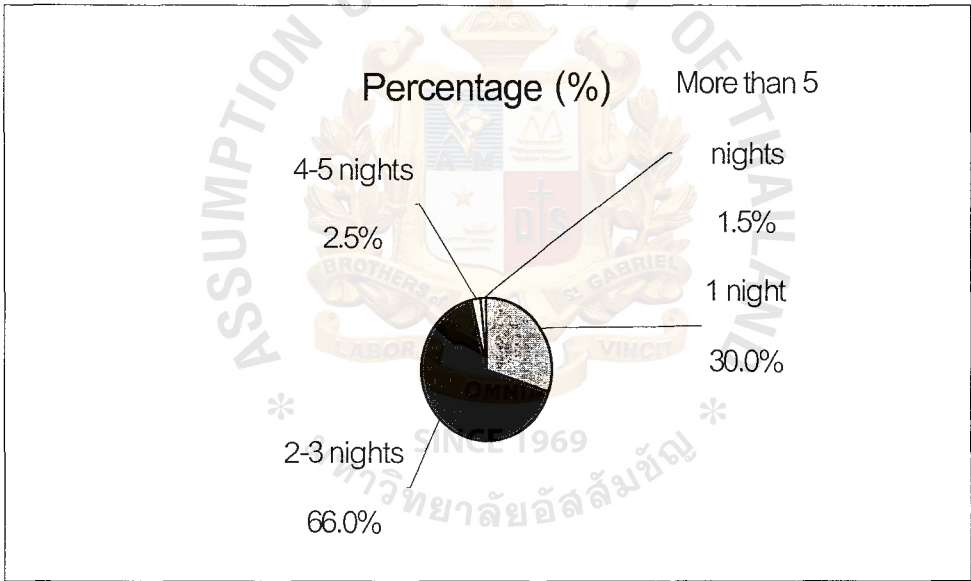


Figure 4.9. Customers plan to stay at hotel.

As exhibited in Table 4.9 and Figure 4.9, respondents customers plan to stay 2-3 nights the most (66%), than 1 night (30%), 4-5 nights (2.5%), and more than 5 nights (1.5%).

People accompany you to this hotel were shown in Table 4.10 and Figure 4.10

Table 4.10. People accompany you to this hotel.

	Number of respondents	Percentage (%)
Come alone	31	15.5
2-3 people	120	60.0
4-5 people	33	16.5
More than 5 people	16	8.0
Total	200	100
Missing System	7	
Total	207	

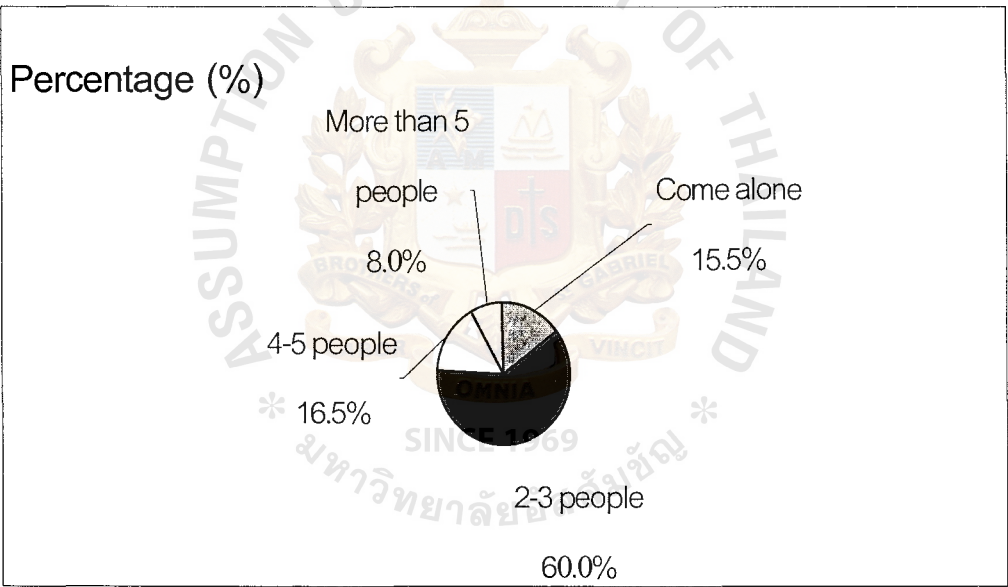


Figure 4.10. People accompany you to this hotel.

As exhibited in Table 4.10 and Figure 4.10, respondents have customers 2-3 people the most (60%), then 4-5 people (16.5%), come alone (15.5%), and more than 5 people the least (8%).

You come on this trip with whom were shown in Table 4.11 and Figure 4.11

Table 4.11. You come on this trip with whom.

	Number of respondents	Percentage (%)
Family members	63	31.5
Friends	77	38.5
Work colleagues	22	11.0
Relatives	2	1.0
Others	5	2.5
Total	169	84.5
Missing system	38	15.5
Total	207	100

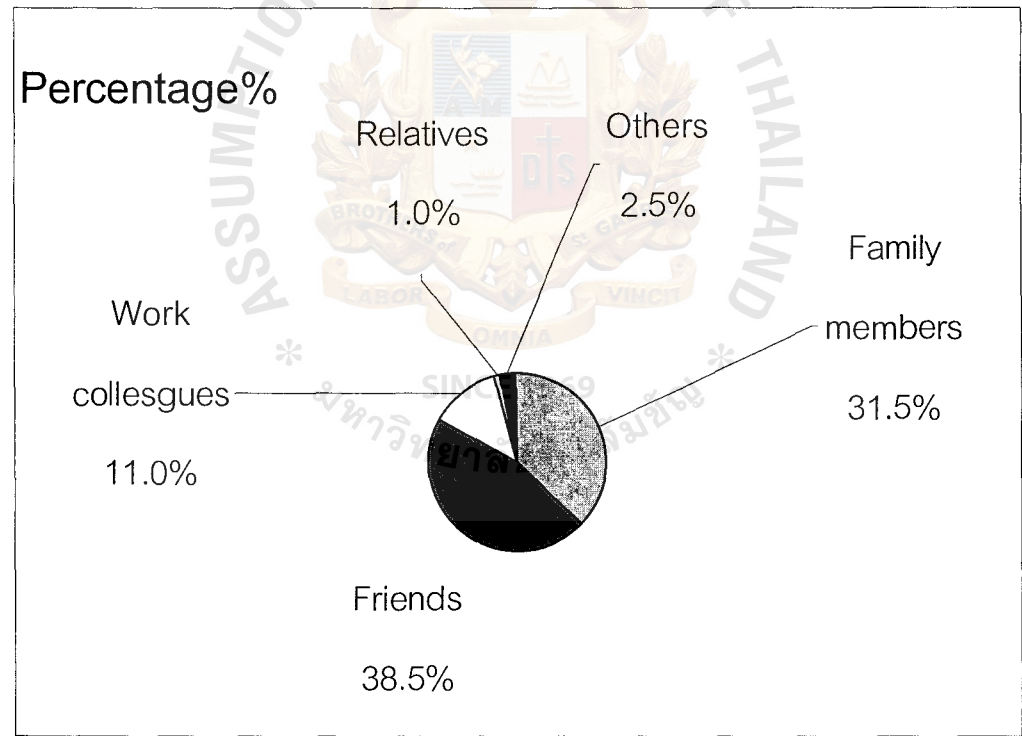


Figure 4.11. You come on this trip with whom.

As exhibited in Table 4.11 and Figure 4.11, respondents the most (38.5%) is friends (31.5%), is family members (11%), is work colleagues, (2.5%) is others, and the least (1%) is relatives.

Part 2 Hotel Management for Attracting Customers.

The result was shown in form of important factor ranking (excellent, good, fair, bad, and worst) including mean, Standard deviation, minimum, maximum. Table 4.12 shows that first important factor for customer's decision on hotel. Design and Decoration of the hotel accommodation (mean is 3.7750, Standard deviation is .6905, minimum is 2.00, and maximum is 5.00). Comfortable of the hotel accommodation (mean is 3.7900, Standard deviation is .7803, minimum is 1.00, and maximum is 5.00). Variety of the hotel restaurants (French, Chinese, Japanese, Thai, Italian) (mean is 3.6150, Standard deviation is .7137, minimum is 2.00, and maximum is 5.00). Overall quality of food and services of the hotel restaurants (mean is 3.7250, Standard deviation is .7696, minimum is 1.00, maximum is 5.00). Hotel facilities (such as Business center, Sport center, Spa, Swimming pool) (mean is 3.8050, Standard deviation is .7615, minimum is 2.00, and maximum is 5.00). In-room facilities (such as Safe deposit box, Flash light, Voice mail, Hair dryer, Shooehorn, Alarm clock, Sewing kit) (mean is 3.6950, Standard deviation is .8032, minimum is 1.00, and maximum is 5.00). Design and decoration of the hotel lobby (mean is 3.7550, Standard deviation is .6981, minimum is 2.00, and maximum is 5.00). Overall services of the hotel staffs (mean is 3.9000, Standard deviation is .8144, minimum is 2.00, and maximum is 5.00). Meeting room and ballroom facilities (mean is 3.7350, Standard deviation is .6761, minimum is 2.00, and maximum is 5.00). Hotel fire safety and security system (mean is 3.8500, Standard deviation is .9009, minimum is 1.00, and maximum is 5.00).

Almost in this part are important for hotel because If each hotel have a good services and quality, customers will use service.

Table 4.12. Hotel Management for Attracting Customers.

	N	Minimum	Maximum	Mean	Std. Deviation
2.1 Design & Decoration of the hotel accommodation	207	2.00	5.00	3.7750	0.6905
2.2 Comfortable of the hotel accommodation	207	1.00	5.00	3.7900	0.7803
2.3 Variety of the hotel restaurants	207	2.00	5.00	3.6150	0.7137
2.4 Overall quality of foods & services of the hotel restaurants	207	1.00	5.00	3.7250	0.7696
2.5 Hotel facilities	207	2.00	5.00	3.8050	0.7615
2.6 In-room facilities	207	1.00	5.00	3.6950	0.8032
2.7 Design & Decoration of the hotel lobby	207	2.00	5.00	3.7550	0.6981
2.8 Overall services of the hotel staffs	207	2.00	5.00	3.9000	0.8144
2.9 Meeting room & Ball room facilities	207	2.00	5.00	3.7350	0.6761
2.10 Hotel fire safety and security system	207	1.00	5.00	3.8500	0.9009
Total (Hotel Management)	207	2.2	5.00	3.7645	0.6301
Valid N (listwise)	207				

Requirement from the hotel.

The result was shown in form of important factor ranking (1=least important, 5=most important) including mean, Standard deviation, minimum, and maximum. Table 4.13 shows that first important customer's request from hotel. Friendly and Service minded (mean is 4.4300, Standard deviation is .9694, minimum is 1.00, and maximum is 5.00). Attentiveness of service (mean is 4.7000, Standard deviation is .7700, minimum is 1.00, and maximum is 5.00). Courtesy of staffs (mean is 4.7200, Standard deviation is .7309, minimum is 1.00, and maximum is 5.00). Responsiveness /

Promptness of service (mean is 4.5600, Standard deviation is .7742, minimum is 1.00, and maximum is 5.00). Efficiency of service (mean is 4.6050, Standard deviation is .8138, minimum is 1.00, and maximum is 5.00). Value of money / worth (mean is 4.6000, Standard deviation is .7298, minimum is 1.00, and maximum is 5.00). Convenient transportation (mean is 4.2500, Standard deviation is .9497, minimum is 1.00, and maximum is 5.00). Quality of food (mean is 4.2450, Standard deviation is .9848, minimum is 1.00, and maximum is 5.00). Quality of room (such as Safe deposit box, Flash light, Voice mail, Hair dryer, Shooehorn, Alarm clock, Sewing kit) (mean is 4.4400, Standard deviation is .8603, minimum is 1.00, and maximum is 5.00).

All of services are important for the hotel. If in the hotel have a good services, customers will have satisfaction.



Table 4.13. Requirement from the hotel.

	N	Minimum	Maximum	Mean	Std. Deviation
2.2.1 Friendly and Service minded	207	1.00	5.00	4.4300	0.9694
2.2.2 Attentiveness of services	207	1.00	5.00	4.7000	0.7700
2.2.3 Courtesy of staffs	207	1.00	5.00	4.7200	0.7309
2.2.4 Responsiveness / Promptness of service	207	1.00	5.00	4.5600	0.7742
2.2.5 Efficiency of service	207	1.00	5.00	4.6050	0.8138
2.2.6 Value of money / Worth	207	1.00	5.00	4.6000	0.7298
2.2.7 Convenient Transportation	207	1.00	5.00	4.2500	0.9497
2.2.8 Quality of food	207	1.00	5.00	4.2450	0.9848
2.2.9 Quality of room	207	1.00	5.00	4.4400	0.8603
Total (Requirement)	207	1.00	5.00	4.5056	0.6430
Valid N (listwise)	207	1.56			

Customers would like to have foods in the hotel.

The result was shown in form of important Factor ranking (1=least important, 5=most important) including mean, standard deviation, minimum, and maximum. Table 4.14 shows that food customers would like to have in the hotel. Thai foods (mean is 4.4800. Standard deviation is .8964, minimum is 1.00, and maximum is 5.00). French foods (mean is 2.5450, Standard deviation is 1.0881, minimum is 1.00, and maximum is 5.00). Chinese foods (mean is 3.7100, Standard deviation is 1.0005, minimum is 1.00, and maximum is 5.00). Japanese foods (mean is 3.6400, Standard deviation is .9407, minimum is 1.00, and maximum is 5.00). Italian foods (mean is 2.6100, Standard deviation is 1.1333, minimum is 1.00, and maximum is 5.00).

Customers would like Thai food the most, and then Japanese food, Chinese food, French food, and Italian food are the least.

Table 4.14. Foods do customers like to have in the hotel.

	N	Minimum	Maximum	Mean	Std. Deviation
2.3.1 Thai foods	207	1.00	5.00	4.4800	0.8964
2.3.3 French foods	207	1.00	5.00	2.5450	1.0881
2.3.3 Chinese foods	207	1.00	5.00	3.7100	1.0005
2.3.4 Japanese foods	207	1.00	5.00	3.6400	0.9407
2.3.5 Italian foods	207	1.00	5.00	2.6100	1.1333
Total (Foods)	207	1.80	5.00	3.3970	0.6272
Valid N (listwise)	207				

Influence you decided to return to stay at the hotel.

The result was shown in form of important factor ranking (the most important to the least important) including mean, standard deviation, minimum, maximum. Table 4.15 shows that influence you decided to return to stay at the hotel. Good variety of the hotel facilities (mean is 4.7000, Standard deviation is .5931, minimum is 2.00, and maximum is 5.00). Good variety of the hotel restaurants (mean is 3.4250, Standard deviation is .8935, minimum is 1.00, maximum is 5.00). Good variety of the In-room facilities (mean is 4.5800, Standard deviation is .6525, minimum is 2.00, maximum is 5.00). Excellent services of the hotel staffs (mean is 4.6900, Standard deviation is .6604, minimum is 1.00, maximum is 5.00). Closed to business district (mean is 3.5000, Standard deviation is 1.0075, minimum is 1.00, and maximum is 5.00). Closed to entertainment areas (mean is 3.7600, Standard deviation is 1.1397, minimum is 1.00, maximum is 5.00). Good fire safety and security system (mean is 4.5300, Standard deviation is .8139, minimum is 2.00, maximum is 5.00). Variety of shops in the hotel (mean is 3.1250, Standard deviation is .9921, minimum is 1.00, maximum is 5.00). High technology of meeting room facilities (mean is 3.6100, Standard deviation is

.9964, minimum is 1.00, maximum is 5.00). Value of money / worth (mean is 4.6600, Standard deviation is .6832, minimum is 2.00, maximum is 5.00).

Table 4.15. Influence you decided to return to stay at the hotel.

	N	Minimum	Maximum	Mean	Std. Deviation
2.4.1 Good variety of hotel facilities.	207	2.00	5.00	4.7000	0.5931
2.4.2 Good variety of the hotel restaurants.	207	1.00	5.00	3.4250	0.8935
2.4.3 Good variety of the In-room facilities.	207	2.00	5.00	4.5800	0.6525
2.4.4 Excellent services of the hotel staffs.	207	1.00	5.00	4.6900	0.6604
2.4.5 Closed to business district.	207	1.00	5.00	3.5000	1.0075
2.4.6 Closed to entertainment areas.	207	1.00	5.00	3.7600	1.1397
2.4.7 Good fire safety and security system.	207	2.00	5.00	4.5300	0.8139
2.4.8 Variety of shops in the hotel.	207	1.00	5.00	3.1250	0.9921
2.4.9 High technology of meeting room facilities.	207	1.00	5.00	3.6100	0.9964
2.4.10 Value of money / Worth.	207	2.00	5.00	4.6600	0.6832
Total (Influence)	207	1.90	5.00	4.0580	0.4945
Valid N (listwise)	207				

Part 3 The Relationship between Hotel Management for Attracting Customers and Demographic Information.

In this study, factors of elementary hotel selection and demographic information were studied. The main purpose was to find the relationship between personal information and each factor.

According to the result Table 4.16, the relationship between gender and each factor is shown as follows:

- (1) Both males and females were watching TV. Because almost family have TV at home. And TV is the best media to presentation.

- (2) Secondly, males and females choose to read newspapers. Because newspaper have news everyday. It can update information immediately.
- (3) Then Internet, they can play Internet. Because at present computer is necessary for our life.
- (4) And another media they maybe choose sometime.

Table 4.16. Media did you know about this hotel and Gender.

Factors	Gender			
	Female		Male	
	Fequency	Percentage	Fequency	Percentage
Media did you know about this hotel 1. TV	62	28.7	69	28.3
2. Newspaper	59	27.3	69	28.3
3. Exihibition	3	1.4	6	2.5
4. Brochure	20	9.3	22	9
5. Poster / Billboard	13	6	18	7.4
6. Internet	41	19	47	19.3
7. Others	18	8.3	13	5.3
Total	216	100	244	100

According to the results of Table 4.17, the relationship between of hotel and each factor is shown as follows:

- (1) All ages have nearly the same idea in hotel selection.
- (2) Almost people 21-30 years, 31-40 years, watch TV, and then newspaper, Internet, Brochure, Exhibition, and Poster,
- (3) All of ages mostly people will choose to watch TV and newspaper.

Table 4.17. Media did you know about this hotel.

Factors	Age							
	Lower 20 years		21-30 years		31-40 years		41-50 years	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. TV	1	25	74	28	47	28.7	8	30.8
2. Newspaper	1	25	68	25.8	49	29.9	9	34.6
3. Exhibition			7	2.7	2	1.2		
4. Brochure			26	9.8	15	9.1	1	3.8
5. Poster / Billboard	1	25	23	8.7	6	3.7	1	3.8
6. Internet	1	25	45	17	36	22	6	23.1
7. Others			21	8	9	5.5	1	3.8
Total	4	100	264	100	164	100	26	100

According to the result of Table 4.18, the relationship between education of hotel and each factor is shown as follows:

- (1) Junior high school or lower is choosing TV and Poster / Billboard.
- (2) High school choose newspaper the first, then TV, Internet, Poster / Billboard, Brochure, Others, and finally Exhibition is the last.
- (3) Diploma chooses newspaper the first, then TV, Internet, Poster / billboard. Three media they choose equally. There are Exhibition, Brochure, and others.
- (4) Bachelor's degree choose TV firstly, after that they choose read newspaper, Then play Internet, Brochure, others, and Exhibition finally.
- (5) Master's degree or Higher, mostly they will choose to read newspaper because maybe they don't have time to watch TV. Then they choose watch TV, play Internet, Brochure, two media they choose equal, it is Poster and other. Finally, Exhibition they choose the least.

4.18. Media did you know about this hotel and Education.

Factors	Education									
	Junior high school or lower		High school		Diploma		Bachelor's degree		Master's degree or higher	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. TV	1	50	9	25.7	16	34.8	95	30.2	10	16.1
2. Newspaper			12	34.3	17	37	85	27	14	22.6
3. Exhibition			1	2.9	1	2.2	1.9	1	1	1.6
4. Brochure			3	8.6	1	2.2	27	8.6	11	17.7
5. Poster / Billboard	1	50	3	8.6	3	6.5	17	5.4	7	11.3
6. Internet			5	14.3	7	15.2	64	20.3	12	19.4
7. Others			2	5.7	1	2.2	21	6.7	7	11.3
Total	2	100	35	100	46	100	315	100	62	100

According to the result of Table 4.19, the relationship between Marital Status of customers and each factor is shown as follows:

- (1) Single choose watching TV (27.6%), then they choose reading newspaper (24.6%), Playing Internet (17.5%), Poster / Billboard (8.6%), Others (7.5%), and finally, Exhibition (3.4%).
- (2) Married choose reading newspaper (32.3%) the first, then TV (29.7%), Internet (21.4%), Brochure (6.8%), others (5.7%). Finally, they choose Poster / Billboard the last (4.2%).

Table 4.19. Media did you know about this hotel and Marital Status.

Factors	Marital Status			
	Single		Married	
	Frequency	Percentage	Frequency	Percentage
1. TV	74	27.6	57	29.7
2. Newspaper	66	24.6	62	32.3
3. Exhibition	9	3.4		
4. Brochure	29	10.8	13	6.8
5. Poster / Billboard	23	8.6	8	4.2
6. Internet	47	17.5	41	21.4
7. Others	20	7.5	11	5.7
Total	268	100	192	100

According to the result of Table 4.20, the relationship between Income of customers and each factor is shown as follows:

- (1) Lower than 10,000 Bahts, firstly, they choose TV (29.3%), then newspaper (26.7%), Internet (12.9%), Poster / Billboard (11.2%), others and Brochure is equally (7.8%), and the last is Exhibition (4.3%).
- (2) 10,001-30,000 Bahts, TV (23.9%), newspaper (23.4%), Internet (18.3%), Brochure (14.7%), others (9.6%), Poster /Billboard (8.1%), and Exhibition (2%).
- (3) 30,001-50,000 Bahts, almost they choose to watch TV (35.3%), after that newspaper (33.3%), Internet (24.5%), Brochure (3.9%), and others (2.9%).
- (4) 50,001-70,000 Bahts, they choose to read newspaper (35.5%), Watch TV (32.3%), play Internet (25.8%), and finally, Poster / Billboard (6.5%).
- (5) 70,001-100,000 Bahts, they choose to read newspaper (41.7%), and then watch TV (33.3%), and the last they choose to play Internet (25%).
- (6) Over 100,000 Bahts, they choose read newspaper (50%), and play Internet (50%) equality.

Table 4.20. Media did you know about this hotel and Income.

Factors	Income											
	Lower than 10,000 Bt.		10,001-30,000 Bt.		30,001-50,000 Bt.		50,001-70,000 Bt.		70,001-100,000 Bt.		Over 100,000 Bt.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. TV	34	29.3	47	23.9	36	35.3	10	32.3	4	33.3		
2. Newspaper	31	26.7	46	23.4	34	33.3	11	35.5	5	41.7	1	50
3. Exhibition	5	4.3	4	2								
4. Brochure	9	7.8	29	14.7	4	3.9						
5. Poster / Billboard	13	11.2	16	8.1			2	6.5				
6. Internet	15	12.9	36	18.3	25	24.5	8	25.8	3	25	1	50
7. Others	9	7.8	19	9.6	3	2.9						
Total	116	100	197	100	102	100	31	100	12	100	2	100

According to result of Table 4.21, the relationship between Occupation of customers and each factor show as follows:

- (1) Government Official chooses TV (38.5%) firstly, then Newspaper (30.8%), Poster / Billboard (23.1%), and finally, Brochure (7.7%).
- (2) State Enterprise Official chooses watching TV (35.1%), then newspaper (32.4%), Internet (24.3%). Three media that they choose equality; it is Brochure, Poster / Billboard, and others (2.7%).
- (3) Proprietor / Business Owner choose newspaper (29.3%), TV (26.8%), Internet (22.9%), Brochure (12.2%), and Poster / Billboard and others (4.9%) equality.
- (4) Housewife only chooses watching TV (100%).
- (5) Private employees choose first media that is newspaper (28.1%), then TV (27%), Internet (19%), others and Brochure equality (8.4%), Poster / Billboard (6.9%), and finally, Exhibition (2.2%).
- (6) Student choose watching TV (30.9%), then newspaper (23.5%), Internet (16%), Poster / Billboard (11.1%), Brochure (9.9%), others (4.9%), and finally, Exhibition (3.7%).
- (7) Others two media that they equal, it is newspaper and Brochure (30.8%), then TV and Internet (15.4%) and others (7.7%).

Table 4.21. Media did you know about this hotel and Occupation.

Factors	Occupation											
	Government Official		State Enterprise Official		Proprietor / Business Owner		Housewife		Private employees		Student	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. TV	5	38.5	13	35.1	11	26.8	1	100	74	27	25	30.9
2. Newspaper	4	30.8	12	32.4	12	29.3			77	28.1	19	23.5
3. Exhibition									6	2.2	3	3.7
4. Brochure	1	7.7	1	2.7	5	12.2			23	8.4	8	9.9
5. Poster / Billboard			1	2.7	2	4.9			19	6.9	9	11.1
6. Internet	3	23.1	9	24.3	9	22			52	19	13	16
7. Others			1	2.7	2	4.9			23	8.4	4	4.9
Total	13	100	37	100	41	100	1	100	274	100	81	100

According to result of Table 4.22, the relationship between Gender and three factors that it has influence attracting customers are following:

- (1) How many nights do you plan to stay at hotel, Firstly, Female chooses to stay about 2-3 nights (69.2%), 1 night (29.7%), and 4-5 nights (1.1%).
- (2) Male chooses to stay 2-3 nights (63.3%), 1 night (30.3%), 4-5 nights (3.7%), and more than 5 nights (2.8%).
- (3) Almost female chooses to come 2-3 people (62.6%), then 4-5 people (22%), more than 5 people (9.9%), and come alone (5.5%). Male chooses 2-3 people (57.8%), come alone (23.9%), 4-5 people (11.9%), more than 5 people (6.4%).
- (4) Customers come on this trip with whom, female choose come with friends (47.7%), family members (39.5%), work colleagues (10.5%), and relatives with others (1.2%) equality. Male chooses to come with friends (43.4%), family members (34.9%), work colleagues (15.7%), others (4.8%), and Relatives (1.2%).

Table 4.22. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Gender.

Factors	Gender			
	Female		Male	
	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	27	29.7	33	30.3
1.9.2. 2-3 nights	63	69.2	69	63.3
1.9.3. 4-5 nights	1	1.1	4	3.7
1.9.4. More than 5 nights			3	2.8
Total	91	100	109	100
1.10.1. Come alone	5	5.5	26	23.9
1.10.2. 2-3 people	57	62.6	63	57.8
1.10.3. 4-5 people	20	22	13	11.9
1.10.4. More than 5 people	9	9.9	7	6.4
Total	91	100	109	100
1.11.1 Family members	34	39.5	29	34.9
1.11.2. Friends	41	47.7	36	43.4
1.11.3 Work Colleagues	9	10.5	13	15.7
1.11.4. Relatives	1	1.2	1	1.2
1.11.5. Others	1	1.2	4	4.8
Total	86	100	83	100

According to result of Table 4.23, the relationship between Age of customers and three factors influence those attracting customers to stay this hotel.

- (1) How many nights do you plan to stay at hotel, lower than 20 years, chooses 1 night come with family members. And members to stay at hotel about 2-3 people.
- (2) 21-30 years chooses to stay 2-3 nights (65.8%), then 1 night (29.2%), 4-5 nights (3.3%), and more than 5 nights (1.7%). They chooses to come 2-3 people (61.7%), 4-5 people (18.3%), more than 5 people (10.8%), come alone (9.2%). 21-30 years come with family members (52.3%), friends (33%), work colleagues (10.1%), and others (4.6%).
- (3) 31-40 years chooses to stay 2-3 nights (66.7%), then 1 night (30.3%), 4-5 nights (1.5%), and more than 5 nights (1.5%). They chooses to come 2-3 people (59.1%), 4-5 people (19.7%), more than 5 people (16.7%), come alone (4.5%). 21-30 years come with family members (41.5%), friends (35.8%), work colleagues (18.9%), and others (3.8%).
- (4) 41-50 years chooses to stay 2-3 nights (72.7%), then 1 night (27.3%). They choose to come alone (54.5%), and 2-3 people (45.5%). 21-30 years come with family members (60%), friends (20%), and work colleagues (20%).
- (5) Over 51 years choose to stay 2-3 nights, and come with family members about 2-3 people.

Table 4.23. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Age.

Factors	Age									
	Lower than 20 Years		21-30 Years		31-40 years		41-50 years		Over 51 years	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	2	100	35	29.2	20	30.3	3	27.3		
1.9.2. 2-3 nights			79	65.8	44	66.7	8	72.7	1	100
1.9.3. 4-5 nights			4	3.3	1	1.5				
1.9.4. More than 5 nights			2	1.7	1	1.5				
Total	2	100	120	100	66	100	11	100	1	100
1.10.1. Come alone	1	50	11	9.2	13	19.7	6	54.5		
1.10.2. 2-3 people	1	50	74	61.7	39	59.1	5	45.5	1	100
1.10.3. 4-5 people			22	18.3	11	16.7				
1.10.4. More than 5 people			13	10.8	3	4.5				
Total	2	100	120	100	66	100	11	100	1	100
1.11.1 Family members			36	33	22	41.5	3	60	1	100
1.11.2. Friends	1	100	57	52.3	19	35.8	1	20		
1.11.3 Work Colleagues			11	10.1	10	18.9	1	20		
1.11.4. Relatives					2	3.8				
1.11.5. Others			5	4.6						
Total	1	100	109	100	53	100	5	100	1	100

According to result of Table 4.24, the relationship between Education of customers and three factors have influence show as follows:

- (1) Junior High school or lowers choose to stay 1 night and 2-3 nights, come with family members, and friends. They choose to go with 2-3 people.
- (2) High school choose to stay 1 night firstly (60%), then 2-3 nights (26.7%), 4-5 nights and more than 5 nights are equality (6.7%). They choose to go to hotel 2-3 people (60%) firstly, and then 4-5 people (20%), come alone (13.3%), and finally, they choose more than 5 people (6.7%).
- (3) Diploma chooses to stay 2-3 nights (58.8%), and 1 night (41.2%). They accompany to this hotel (58.8%), then come alone (29.4%). 4-5 people and more than 5 people (5.9%) equal. They choose to come with friends (66.7%), then work colleagues (16.7%), family members and others (8.3%).
- (4) Bachelor's Degree, firstly choose to stay 2-3 nights (71.6%), 1 night (24.8%), 4-5 nights (2.1%), and more than 5 nights 1.4%). They go to 2-3 people (62.4%), 4-5 people (16.3%), come alone (14.2%), and more than 5 people (7.1%). Finally influence they choose come with friends (47.1%), family members (34.7%), work colleagues (14.9%), and others (3.3%).
- (5) Master's Degree or Higher choose 2-3 nights (64%), then 1 night (32%), and 4-5 nights (4%). They accompany to this hotel 2-3 people (44%), 4-5 people (32%), come alone (16%), and more than 5 people (8%). Finally, they come with family members (61.9%), friends (28.6%), and relatives (9.5%).

Table 4.24. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Education.

Factors	Education									
	Junior High school or Lower		High school		Diploma		Bachelor's degree		Master's degree or Higher	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	1	50	9	60	7	41.2	35	24.8	8	32
1.9.2. 2-3 nights	1	50	4	26.7	10	58.8	101	71.6	16	64
1.9.3. 4-5 nights			1	6.7			3	2.1	1	4
1.9.4. More than 5 nights			1	6.7			2	1.4		
Total	2	100	15	100	17	100	141	100	25	100
1.10.1. Come alone			2	13.3	5	29.4	20	14.2	4	16
1.10.2. 2-3 people	2	100	9	60	10	58.8	88	62.4	11	44
1.10.3. 4-5 people			1	6.7	1	5.9	23	16.3	8	32
1.10.4. More than 5 people			3	20	1	5.9	10	7.1	2	8
Total	2	100	15	100	17	100	141	100	25	100
1.11.1 Family members	1	50	6	46.2	1	8.3	42	34.7	13	61.9
1.11.2. Friends	1	50	5	38.5	8	66.7	57	47.1	6	28.6
1.11.3 Work Colleagues			2	15.4	2	16.7	18	14.9		
1.11.4. Relatives									2	9.5
1.11.5. Others					1	8.3	4	3.3		
Total	2	100	13	100	12	100	121	100	21	100

According to result of Table 4.25, the relationship between Marital Status of customers and three factors influence show as follows:

- (1) Single plan to stay 2-3 nights (62%), 1 night (32.3%), 4-5 nights (4.1%), and more than 5 nights (1.7%). Customers accompany to these hotel 2-3 people (58.7%), 4-5 people (19.8%), come alone (11.6%), and more than 5 people (9.9%). They go to with friends (52.3%), family members (31.8%), work colleagues (11.2%), others (2.8%), and relatives (1.9%).
- (2) Married plan to stay 2-3 nights (62%), and 1 night (21.5%). Customers accompany to these hotel 2-3 people (11.4%), 4-5 people (5.1%), come alone (21.5%), and more than 5 people (5.1%). They go to with friends (46.8%), family members (33.9%), work colleagues (16.1%), and others (3.2%).

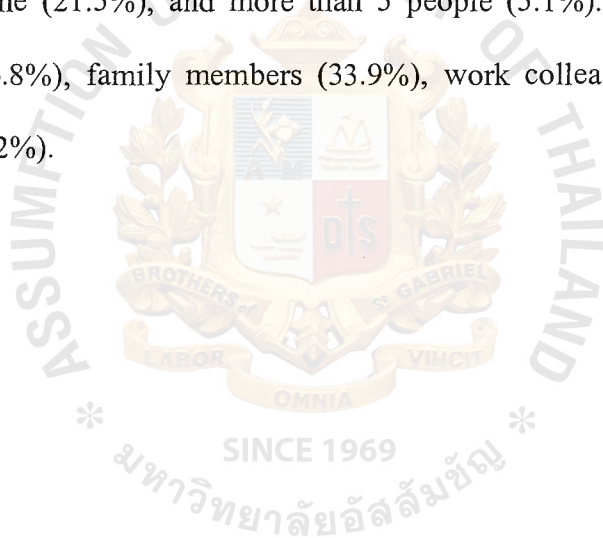


Table 4.25. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Marital Status.

Factors	Marital Status			
	Single		Married	
	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	39	32.2	21	26.6
1.9.2. 2-3 nights	75	62	57	72.2
1.9.3. 4-5 nights	5	4.1		
1.9.4. More than 5 nights	2	1.7	1	1.3
Total	121	100	79	100
1.10.1. Come alone	14	11.6	17	21.5
1.10.2. 2-3 people	71	58.7	49	62
1.10.3. 4-5 people	24	19.8	9	11.4
1.10.4. More than 5 people	12	9.9	4	5.1
Total	121	100	79	100
1.11.1 Family members	34	31.8	29	46.8
1.11.2. Friends	56	52.3	21	33.9
1.11.3 Work Colleagues	12	11.2	10	16.1
1.11.4. Relatives	2	1.9		
1.11.5. Others	3	2.8	2	3.2
Total	107	100	62	100

According to result of Table 4.26, the relationship between Income of customers and three factors have influence show as follows:

- (1) Lower than 10,000 Bahts, plan to stay 2-3 nights firstly (57.9%), 1 night (31.6%), 4-5 nights (7%), and more than 5 nights (3.5%). They go to hotel 2-3 people (63.2%), 4-5 people (15.8%), more than 5 people (12.3%), and come alone (8.8%). They go with friends (42.3%), family members (40.4%), work colleagues (11.5%), and others (5.8%).
- (2) 10,001-30,000 Bahts, plan to stay 2-3 nights firstly (67.1%), 1 night (31.8%), and 4-5 nights (1.2%). They go to about 2-3 people (57.6%), 4-5 people (22.4%), more than 5 people (10.6%), and come alone (9.4%). They go with friends (42.9%), family members (42.9%), work colleagues (9.1%), others and relatives (5.8%).
- (3) 30,001-50,000 Bahts, plan to stay 2-3 nights firstly (70%), 1 night (27.5%), and more than 5 nights (2.5%). They go to hotel 2-3 people (67.5%), come alone (20%), and 4-5 people (12.5%). They go with friends (59.4%), work colleagues (25%), and family members (15.6%).
- (4) 50,001-70,000 Bahts, plan to stay 2-3 nights (75%), and 1 night (25%). They go to hotel alone (58.3%), and 2-3 people (41.7%). Finally influence that they choose to come with friends (60%), and family members (40%).
- (5) (70,001-100,000 Bahts, plan to stay 2-3 nights (80%), and 1 night (20%). They go to hotel alone (60%), and 2-3 people (40%). They come to this trip with work colleagues and family members (50%).
- (6) Over than 100,000 Bahts, plan to stay 2-3 nights. They go to with family members about 2-3 people.

Table 4.26. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Income.

Factor	Income									
	Lower than 10,000 Bht.		10,00-30,000 Bht.		30,001-50,000-Bht.		50,001-70,000 Bht.		70,001-100,000 Bht.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	18	31.6	27	31.8	31.8	11	27.5	3	25	20
1.9.2. 2-3 nights	33	57.9	57	67.1	28	70	9	75	4	80
1.9.3. 4-5 nights	4	7	1	1.2						
1.9.4. More than 5 nights	2	3.5			1	2.5				
Total	57	100	85	100	40	100	12	100	5	100
1.10.1. Come alone	5	8.8	8	9.4	8	20	7	58.3	3	60
1.10.2. 2-3 people	36	63.2	49	57.6	27	67.5	5	41.7	2	40
1.10.3. 4-5 people	9	15.8	19	22.4	5	12.5				
1.10.4. More than 5 people	7	12.3	9	10.6						
Total	57	100	85	100	40	100	12	100	5	100
1.11.1 Family members	21	40.4	33	42.9	5	15.6	2	40	1	50
1.11.2. Friends	22	42.3	33	42.9	19	59.4	3	60		
1.11.3 Work Colleagues	6	11.5	7	9.1	8	25			1	50
1.11.4. Relatives			2	2.6						
1.11.5. Others	3	5.8	2	2.6						
Total	52	100	77	100	32	100	5	100	2	100

According to result of Table 4.27, the relationship between Occupation of customers and three factors have influence each factor show as follows:

- (1) Government Official chooses to stay at hotel 2-3 nights (60%), and 1 night (40%). They go to hotel 2-3 people and come alone (40%). They go with family members (66.7%), then friends (33.3%).
- (2) State Enterprise Official chooses to stay at hotel 2-3 nights (60%), and 1 night (40%). They go to hotel 2-3 people (53.3%), come alone (33.3%), and more than 5 people (13.3%). Mostly, they go to hotel with friends (70%), family members (20%), and work colleagues.
- (3) Proprietor / Business Owner choose to stay at hotel 2-3 nights (76.5%), and 1 night (23.5%). They go to hotel 2-3 people and come alone (41.2%), and more than 5 people (17.6%). Mostly, they go to hotel with family members (60%), friends (30%), and work colleagues (10%).
- (4) Housewife chooses to stay 1 night and they come with friends about 2-3 people.
- (5) Private employees choose to stay at hotel 2-3 nights (71.4%), and 1 night (26.8%), 4-5 nights and more than 5 nights (.9%). They go to hotel 2-3 people (61.6%), 4-5 people (18.8%), come alone (12.5%), and more than 5 people (7.1%). Mostly, they go to hotel with friends (48%), family members (33.7%), work colleagues (14.3%), and relatives with others (2%).
- (6) Student chooses to stay at hotel 2-3 nights (55.8%), and 1 night (30.2%), 4-5 nights (9.3%), and more than 5 nights (4.7%). They go to hotel 2-3 people (67.4%), 4-5 people (14%), more than 5 people (11.6%) and come alone

(7%). Mostly, they go to hotel with friends (45%), family members (42.5%), work colleagues (7.5%), and others (5%).

- (7) Others choose to stay at hotel 1 night (57.1%) and 2-3 nights (42.9%). They go to hotel 2-3 people (57.1%), more than 5 people (42.9%). Mostly, they go to hotel with work colleagues (42.9%), family members (28.6%), friends and others (14.3%), and others (5%).

Reliability Analysis

This research used Cronbach's alpha (description in Appendix A) to indicate the scale of reliability. Ten items of hotel selection factors can compute the value as follows:

Reliability Coefficients 10 items

Alpha = 0.7734

Standardized item alpha = 0.7459

Cronbach's alpha for hotel selection factors shows the value, 0.7734, is large, indicating that our factors are quite reliable.

Table 4.27. How many nights do you plan to stay at hotel, How many people accompany you to this hotel, and With whom do you come on this trip and Occupation.

Factors	Occupation													
	Government Official		State Enterprise Official		Proprietor / Business Owner		Housewife		Private employees		Student		Others	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1.9.1. 1 night	2	40	6	40	4	23.5	1	100	30	26.8	13	30.2	4	57.1
1.9.2. 2-3 nights	3	60	9	60	13	76.5			80	71.4	24	55.8	3	42.9
1.9.3. 4-5 nights									1	0.9	4	9.3		
1.9.4. More than 5 nights									1	0.9	2	4.7		
Total	5	100	15	100	17	100	1	100	112	100	43	100	7	100
1.10.1. Come alone	2	40	5	33.3	7	41.2			14	12.5	3	7		
1.10.2. 2-3 people	2	40	8	53.3	7	41.2	1	100	69	61.6	29	67.4	4	57.1
1.10.3. 4-5 people	1	20	2	13.3	3	17.6			21	18.8	6	14		
1.10.4. More than 5 people									8	7.1	5	11.6	3	42.9
Total	5	100	15	100	17	100	1	100	112	100	43	100	7	100
1.11.1 Family members	2	66.7	2	20	6	60	1	100	33	33.7	17	42.5	2	28.6
1.11.2. Friends	1	33.3	7	70	3	30			47	48	18	45	1	14.3
1.11.3 Work Colleagues			1	10	1	10			14	14.3	3	7.5	3	42.9
1.11.4. Relatives									2	2				
1.11.5. Others									2	2	2	5	1	14.3
Total	3	100	10	100	10	100	1	100	98	100	40	100	7	100

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

In chapter 1, it is introduction, that there is a competitive about tourism in each country. So that getting income. This project will help you answer some of these questions. It will not fully answer all of your questions. It will however, give you some important insights into a number of important aspects of hotels, hotel management, and hotel managers.

The objective is about hotel management for attracting customers. There is carried out with objectives to 1. Study method that could effectively attract first time customers. 2. Analyze possible obstacles associated with the task of doing so. 3. It is a practical guide and reference for hotel management for attracting customers.

In chapter 2, it is told about the methods and mission of staffs that the staffs should do for attracting customers. From chapter 1 I have told that we use marketing mix to attract customers. The marketing mix is based around a number of key elements that will be developed throughout the project. Often referred to as the marketing mix, we can list these as product, price, place, people, promotion and positioning. These elements link between the hotel and the customers.

In chapter 3, this chapter is told about methodology that we will use to improve organization. The author determines a sample size by using SPSS process to analyze the data. Research Instrument, this project are divided into 3 parts as follows:

- (1) Demographics Items
- (2) Hotel Management for Attracting Customers
- (3) Requirement from the Hotel

The last chapter 4, we are told that results and discussion, that it is conclusion the data from SPSS program. It is told about Number of respondents, Percentage, Minimum, Maximum, Mean and Standard deviation.

5.2 Recommendations

From the research of total 207 respondents, I have gained the following conclusion and recommendation:

In response to the primary research objective:

It can be identified that the main market of the Hotel is targeted on business traveler segments as the majority of guests who come to visit the Hotel are for business. Moreover, I also have found that obviously most of the guests are females having aged 21-30 years. The main reason for them to visit Bangkok as mentioned is for business purposes which is in contrast from males whom having the same range of age, but are here just for personal pleasure. The word of mouth is the most significant criteria for them to acknowledge the Hotel. The most frequency of visitation dependent on services, excellent services of the hotel staff, accommodation is comfortable, good variety of hotel facilities (such as Spa, Business Center, Sport Center, and Swimming Pool), good variety of In-room facilities (such as Alarm clock, Safe deposit box, Flash light, Voice mail, Hair dryer, Shoehorn, Sewing kit) and magnificent design & decoration of the hotel.

From the total of 207 respondents, almost male have the average range of stay hotel (54.5%) while female average range of stay at hotel (45.5%). According to the information analyzed, it is suggested that the special package promotion with the special room rate for one night should be generated for the business segment while special

package promotion with the special room rate for 2-3 nights should be generated for traveling segment.

By the research, Thai food is the most preferable type of dish they enjoy during their stay at the Hotel followed by Chinese food, while Italian and French food are least preferred of respondents. It is recommended that the quick business luncheon menu for Chinese and Thai Restaurant should be created in order to urge the buying behavior of the male guests in the lunch time as most of them are businessmen and exclusive set dinner menus should be created at Italian and French Restaurants in the evening time instead of offering just only menu. This is to urge the buying behavior of the female guests like women like to spend a bit longer period of time during dinner with her companion.

In response to the secondary research objective:

I have found that out of the total 207 respondents, the major factor which influence them in deciding to stay at the hotel for example are the variety of hotel facilities / services (Friendly and Services mined, Attentiveness of services, Courtesy of staffs, Responsiveness / Promptness of service, Efficiency of service, Value of money / worth, Convenient Transportation, and Quality room (such as Safe deposit box, Flash light, Voice mail, Hair dryer, Shoehorn, Alarm clock, Sewing kit) are also the factors which influence them in deciding to stay at the hotel.

From the research, it is recommended that the effective criteria to influence consumers to stay at the hotel should emphasize on the design & decoration and comfort of the hotel accommodation, hotel facilities, services of the total staffs, variety of hotel restaurants, quality of foods & services of the hotel restaurants, In-room

facilities, meeting room & ballroom facilities, hotel fire and security system, and around the hotel.

According to the research, it is suggested that in order to maintain the standard level of satisfaction, it is important to improve the quality of services of the reservation staffs, business center staffs, sport center staffs, and room service staffs. In addition, the facilities of business center and sport center are also needed to be improved to meet with consumer's expectations. Limousine service, front office service, porter service, housekeeping service, and butler service should maintain their excellent level of service in order to up-hold the reputation of the Hotel.

According to the consumers' opinion, it can be concluded that overall opinion toward the Hotel is voted for excellence which are the design & decoration of the hotel accommodation, comfort of the hotel accommodation, overall quality of foods & services of foods & services of the hotel restaurants, hotel facilities (such as Spa, Business center, Sport center, and Swimming pools), variety of In-room facilities (such as Alarm clock, Safe deposit box, Flash light, Voice mail, Hair dryer, Shooehorn, Sewing kit), overall services of the hotel staffs, and hotel fire safety and security. The only thing that needed to be improved seems to be solely parking lot availability.

Further more, it is suggested that, we will develop in MIS division, it is important to improve technology of meeting rooms for attracting customers. We are determined to enhance our services level. Via advance information technology. Our advertisement will be past on the web-site.

APPENDIX A
RELIABILITY ANALYSIS



RELIABILITY ANALYSIS

There are several different ways to measure reliability:

- (a) You can compute an estimate of reliability based on the observed correlation or covariance of the items with each other.
- (b) You can correlate the results from two alternate forms of the same test or split the same test into two parts and look at the correlation between the two parts.

One of the most commonly used reliability coefficients is Cronbach's alpha.

Alpha is based on the internal consistency of a test.

Cronbach's alpha has several interpretations. It can be viewed as the correlation between this test or scale and all other possible test or scales containing the same number of items, which could be constructed from a hypothetical universe of items that measure the characteristic of interest.

Since alpha (α) can be interpreted as correlation coefficient, it ranges in value from 0 to 1.

Cronbach's α can be computed using the following formula:

$$\alpha = \frac{k \text{ cov} / \text{var}}{1 + (k-1) \text{ cov} / \text{var}}$$

Where k is the number of items in the scale, cov is the average covariance between items, and var is the average variance of the items. If the items are standardized to have the same variance, the formula can be simplified to:

$$\alpha = \frac{k r}{1 + (k-1) r}$$

Where r are the average correlation between items.



APPENDIX B

QUESTIONNAIRES

QUESTIONNAIRE

HOTEL MANAGEMENT FOR ATTRACTING CUSTOMERS

Purposes

This questionnaire is a part of the study in the master degree program, majoring in Computer and Engineering Management, Assumption University. The survey aims at identifying factors affecting good hotel management for attracting customers in Bangkok.

Part 1 - Demographics

(1) Gender

___ 1. Female

___ 2. Male

(2) Age

___ 1. Lower 20

___ 2. 20-30

___ 3. 31-40

___ 4. 41-50

___ 5. Over 51

(3) Education

___ 1. Junior High School or Lower

___ 2. High School

___ 3. Diploma

___ 4. Bachelor's degree

___ 5. Master's Degree or Higher

(4) Marital Status

___ 1. Single

___ 2. Widowed

___ 3. Married

___ 4. Divorced

(5) Income (Baht)

- | | |
|--------------------------|----------------------|
| ___ 1. Lower than 10,000 | ___ 2. 10,001-30,000 |
| ___ 3. 30,001-50,000 | ___ 4. 50,001-70,000 |
| ___ 5. 70,001-100,000 | ___ 6. Over 100,000 |

(6) Occupation

- ___ 1. Government Official
- ___ 2. State Enterprise Official
- ___ 3. Private employees
- ___ 4. Housewife
- ___ 5. Proprietor / Business Owner
- ___ 6. Student
- ___ 7. Other (please specify) _____

(7) Through which of the following media did you know about this hotel? (You may check more than one, if applicable.)

- | | |
|--------------------------------------|------------------|
| ___ 1. TV | ___ 2. Newspaper |
| ___ 3. Exhibition | ___ 4. Brochure |
| ___ 5. Poster / Billboard | ___ 6. Internet |
| ___ 7. Others (please specify) _____ | |

(8) What media do you watch / see / hear the most? Please rank the following, using 1 = most important, 7= least important

- | | |
|--------------------------------------|------------------|
| ___ 1. TV | ___ 2. Newspaper |
| ___ 3. Exhibition | ___ 4. Brochure |
| ___ 5. Poster | ___ 6. Internet |
| ___ 7. Others (please specify) _____ | |

(9) How many nights do you plan to stay at hotel?

___ 1. 1 night

___ 2. 2-3 nights

___ 3. 4-5 nights

___ 4. More than 5 nights

(10) How many people accompany you to this hotel?

___ 1. Come alone

___ 2. 2-3 people

___ 3. 4-5 people

___ 4. More than 5

(11) With whom do you come on this trip?

___ 1. Family members

___ 2. Friends

___ 3. Work Colleagues

___ 4. Relatives

___ 5. Others (please specify) _____

Part II – Hotel Management for Attracting Customers

The importance level that you use for decision. Please circle around your choice

(1) Design & decoration of the hotel accommodation

1. Excellent

2. Good

3. Fair

4. Bad

5. Worst

(2) Comfortable of the hotel accommodation

1. Excellent

2. Good

3. Fair

4. Bad

5. Worst

- (3) Variety of the hotel restaurants (French, Chinese, Japanese, Thai, Italian)
- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |
- (4) Overall quality of foods & services of the hotel restaurants
- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |
- (5) Hotel facilities (such as Business Center, Sport Center, Spa, Swimming pool)
- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |
- (6) In-room Facilities (such as Safe deposit box, Flashlight, Voice mail, Hair dryer, Shoehorn, Alarm clock, Sewing Kit)
- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |
- (7) Design & decoration of the hotel lobby
- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |

(8) Overall services of the hotel staffs

- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |

(9) Meeting room & Ball room facilities

- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |

(10) Hotel fire safety and security system

- | | |
|--------------|---------|
| 1. Excellent | 2. Good |
| 3. Fair | 4. Bad |
| 5. Worst | |

Part III – Requirement from the Hotel

(1) Friendly and Service minded? (1 = least important, 5 = most important)

1 2 3 4 5

(2) Attentiveness of service (1 = least important, 5 = most important)

1 2 3 4 5

(3) Courtesy of staffs (1 = least important, 5 = most important)

1 2 3 4 5

(4) Responsiveness / Promptness of service (1 = least important, 5 = most important)

1 2 3 4 5

(5) Efficiency of service (1 = least important, 5 = most important)

1 2 3 4 5

(6) Value of money / Worth (1 = least important, 5 = most important)

1 2 3 4 5

(7) Convenient Transportation (1 = least important, 5 = most important)

1 2 3 4 5

(8) Quality of food (1 = least important, 5 = most important)

1 2 3 4 5

(9) Quality of room (such as Safe deposit box, Flash light, Hair dryer, Shooehorn, Alarm clock, Sewing kit) (1 = least important, 5 = most important)

1 2 3 4 5

What kinds of foods do you like to have in the hotel?

(1) Thai (1 = least important, 5 = most important)

1 2 3 4 5

(2) French (1 = least important, 5 = most important)

1 2 3 4 5

(3) Chinese (1 = least important, 5 = most important)

1 2 3 4 5

(4) Japanese (1 = least important, 5 = most important)

1 2 3 4 5

(5) Italian (1 = least important, 5 = most important)

1 2 3 4 5

What influence you decided to return to stay at the hotel?

(1) Good variety of the hotel facilities (1 = least important, 5 = most important)

1 2 3 4 5

(2) Good variety of the hotel restaurants (1 = least important, 5 = most important)

1 2 3 4 5

(3) Good variety of the In-room facilities (1 = least important, 5 = most important)

1 2 3 4 5

(4) Excellent services of the hotel staffs. (1 = least important, 5 = most important)

1 2 3 4 5

(5) Closed to business district. (1 = least important, 5 = most important)

1 2 3 4 5

(6) Closed to entertainment areas. (1 = least important, 5 = most important)

1 2 3 4 5

(7) Good fire safety and security system. (1 = least important, 5 = most important)

1 2 3 4 5

(8) Variety of shops in the hotel (1 = least important, 5 = most important)

1 2 3 4 5

(9) High technology of meeting room facilities. (1 = least important, 5 = most important)

1 2 3 4 5

(10) Value of money / Worth. (1 = least important, 5 = most important)

1 2 3 4 5

แบบสอบถาม

การจัดการโรงแรมเพื่อดึงดูดลูกค้าเข้าพัก

วัดอุประสงค์

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของการศึกษาระดับปริญญาโท สาขา Computer and Engineering Management ของมหาวิทยาลัยอัสสัมชัญ แบบสอบถามนี้มีเอกลักษณ์เฉพาะตัวที่ส่งผลต่อการจัดการโรงแรม ในการดึงดูดลูกค้าเข้าพักในเขตกรุงเทพมหานคร.

1. ข้อมูลส่วนตัว

1. เพศ
 ____ 1. หญิง ____ 2. ชาย
2. อายุ
 ____ 1. อายุต่ำกว่า 20 ____ 2. 20-30
 ____ 3. 31-40 ____ 4. 41-50
 ____ 5. มากกว่า 50
3. การศึกษา
 ____ 1. มัธยมต้นหรือต่ำกว่า ____ 2. มัธยมปลาย/ปวช.
 ____ 3. อนุปริญญา/ปวส. ____ 4. ปริญญาตรี
 ____ 5. ปริญญาโทหรือสูงกว่า
4. สถานะภาพ
 ____ 1. โสด ____ 2. หม้าย
 ____ 3. สมรส ____ 4. หย่า
5. รายได้
 ____ 1. ต่ำกว่า 10,000 ____ 2. 10,001-30,000
 ____ 3. 30,001-50,000 ____ 4. 50,001-70,000
 ____ 5. 70,001-100,000 ____ 6. มากกว่า 100,000
6. อาชีพ
 ____ 1. ข้าราชการ
 ____ 2. พนักงานรัฐวิสาหกิจ
 ____ 3. กิจการส่วนตัว
 ____ 4. แม่บ้าน
 ____ 5. พนักงานธุรกิจเอกชน
 ____ 6. นักศึกษา
 ____ 7. อื่น ๆ (โปรดระบุ) _____

7.อะไรเป็นสื่อในการที่คุณได้รับข้อมูลของโรงแรม (สามารถเลือกตอบมากกว่า 1 ข้อ)

- | | |
|---------------------|---------------------|
| ___ 1. โทรศัพท์ | ___ 2. หนังสือพิมพ์ |
| ___ 3. นิตยสาร | ___ 4. แผ่นปลิว |
| ___ 5. โปสเตอร์ | ___ 6. อินเทอร์เน็ต |
| ___ 7. อื่น ๆ _____ | |

8.สื่ออะไรเป็นที่คุณดู / เห็น / หรือได้ยินมากที่สุด. (โปรดเรียงลำดับ โดยการเรียง 1-7 โดย 1 = มากที่สุด, 7= น้อยที่สุด)

- | | |
|--------------------------------|---------------------|
| ___ 1. โทรศัพท์ | ___ 2. หนังสือพิมพ์ |
| ___ 3. นิตยสาร | ___ 4. แผ่นปลิว |
| ___ 5. โปสเตอร์ | ___ 6. อินเทอร์เน็ต |
| ___ 7. อื่น ๆ (โปรดระบุ) _____ | |

9. คุณเข้าพักโรงแรมครั้งละกี่คืน?

- | | |
|----------------|----------------------|
| ___ 1. 1 คืน | ___ 2. 2-3 คืน |
| ___ 3. 4-5 คืน | ___ 4. มากกว่า 5 คืน |

10. คุณมาพักกี่คน?

- | |
|---------------------|
| ___ 1. คนเดียว |
| ___ 2. 2-3 คน |
| ___ 3. 4-5 คน |
| ___ 4. มากกว่า 5 คน |

11. ส่วนใหญ่คุณมาพักกับใคร?

- | |
|--------------------------------|
| ___ 1. ครอบครัว |
| ___ 2. เพื่อน |
| ___ 3. เพื่อนร่วมงาน |
| ___ 4.ญาติ |
| ___ 5. อื่น ๆ (โปรดระบุ) _____ |

II. การจัดการโรงแรมเพื่อดึงดูดลูกค้าเข้าพัก

ลำดับความสำคัญในการตัดสินใจของคุณ กรุณาวางกลมล้อมรอบข้อที่ตรงกับความเห็นของท่านมากที่สุด

1. การออกแบบและการตกแต่งภายในห้องพัก

- | | |
|------------------------|----------------|
| 1. ดีเลิศ | 2. ดี |
| 3. พอใช้ | 4. ควรปรับปรุง |
| 5. ควรปรับปรุงอย่างมาก | |

2. ความสะอาดสบายห้องพักของโรงแรม
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
3. ความหลากหลายของชนิดอาหารของโรงแรม (ฝรั่งเศส, จีน, ญี่ปุ่น, ไทย, อิตาลีเลียน)
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
4. คุณภาพของอาหารและการบริการภัตตาคารของโรงแรม
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
5. ความสะอาดสบายของโรงแรม (เช่น ใจกลางธุรกิจ, สถานที่ออกกำลังกาย, สปา, สระว่ายน้ำ)
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
6. ความสะอาดสบายภายในห้อง (เช่น ตู้นิรภัย, ไฟฉุกเฉิน, กล้องข้อความ, เครื่องเป่าผม, รองเท้า, นาฬิกาปลุก, ชุดเย็บผ้า)
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
7. การออกแบบและการตกแต่งห้องรับรองแขกของโรงแรม
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
8. การให้บริการของพนักงาน
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก
9. ความสะอาดสบายของห้องประชุมและห้องจัดเลี้ยง
 1. ดีเลิศ
 2. ดี
 3. พอใช้
 4. ควรปรับปรุง
 5. ควรปรับปรุงอย่างมาก

10. ระบบรักษาความปลอดภัยและระบบป้องกันไฟไหม้ของโรงแรม

- | | |
|------------------------|----------------|
| 1. ดีเลิศ | 2. ดี |
| 3. พอใช้ | 4. ควรปรับปรุง |
| 5. ควรปรับปรุงอย่างมาก | |

III ความต้องการจากโรงแรม

1. มิตรภาพและความเป็นกันเอง (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

2. ความตั้งใจในการบริการ (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

3. ความสุภาพในการบริการ (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

4. การตอบสนอง หรือความเร็วในการบริการ (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

5. ความมีประสิทธิภาพของการบริการ (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

6. ความคุ้มค่าของเงิน (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

7. ความสะอาดสบายทางคมนาคม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

8. คุณภาพของอาหารในโรงแรม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

9. คุณภาพของห้องพัก (เช่น ตู้รับ, ไฟฉุกเฉิน, กล้องข้อความ, เครื่องเป่าผม, รองเท้า, นาฬิกาปลุก,ชุดเช็ดผ้า)
(1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

อาหารชาติใดที่อยากให้มีมากที่สุดในโรงแรม

1. อาหารไทย (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

2. อาหารฝรั่งเศส (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

3. อาหารจีน (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

4. อาหารญี่ปุ่น (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1	2	3	4	5
---	---	---	---	---

5. อาหาริตาเลียน (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

อะไรที่มีอิทธิพลที่ทำให้คุณตัดสินใจกลับเข้าพักโรงแรมอีกครั้ง

1. ความสะอาดของสกายที่มีที่ได้รับจากโรงแรม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

2. ภัตตาคารที่มีหลากหลายในโรงแรม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

3. ความสะอาดของสกายภายในห้องที่มีในโรงแรม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

4. การบริการที่ดีของพนักงาน (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

5. . ใกล้ย่านธุรกิจ (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

6. ใกล้สถานที่ท่องเที่ยว (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

7. มีระบบรักษาความปลอดภัยและระบบป้องกันไฟไหม้ที่ดี (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

8. มีร้านค้ามากมายในโรงแรม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

9. ความล้ำสมัยของห้องประชุม (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

10. ความคุ้มค่าของเงิน (1 = สำคัญน้อยที่สุด, 5= สำคัญมากที่สุด)

1 2 3 4 5

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