SERVICE QUALITY EFFECTING CUSTOMER RETENTION IN
SPA BUSINESS: A CASE OF ESCAPE DE SPA, BANGKOK

By

Ms. Jintarat Pirapatdist

A Survey Research Report for
MS 7000 research/IS project
Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Management

November 2007

Assumption University of Thailand
COLLEGE OF INTERNET DISTANCE EDUCATION

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IN SPA BUSINESS:

A CASE OF ESCAPE DE SPA, BANGKOK

By

Ms. **Jintarat Pirapatdist**

ID: 473-9220

A Research Report

Submitted in Partial Fulfillment of the Requirements for the Degree of

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Examination Committee:

Committee Member: _____

(Prof. D, Brahmawong)

Committee Member: _____

(Assoc Prof. Dr. **Chitapa Ketavan**)

Committee Member: _____

(Dr. **Piyathida Praditbatuga**)

Committee Member/ _____
Advisor:

(Dr. **Sasirin Sayasonti**)

Examined on:7 December, 2007
Approved for Graduation on:

College of Internet Distance Education
Assumption University
Thailand
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Spas in Thailand have specific characteristics, which are popular and well known to foreigners, featuring Thai heritage such as Thai massage, Thai herbal sauna and Thai perfumes for appropriate and harmonious balancing (Jack, 2005).

Spa business has become very popular in Thailand for the past 3-5 years. Most of people are aware of it, even those who have never been in the spa shop before. This popularity has led spa become the social phenomenon which gave lots of social affect, for example, the most obvious situation are the increasing of Spa shop as well as the spa product has become much more variety. However, some group of people has taken spa as their daily life style, so it is much alike therapeutic medical which has also become popular among Thai people. The spa business is rapidly expanding in Thailand.

In addition, Thai Government has a policy to develop the Thai spa business to be "The Spa Capital of Asia" (Tourism Authority of Thailand, 2003b), emphasizing three things: treatment centers of specific illnesses, Thai spa and massage and healthy Thai herbal products. These government strategies are being promoted for five years (2004-2008).

According to the information from the Thai Spa Association (Tourism Authority of Thailand, 2003a), there are about 5,000 spas in Thailand, 1,250 located in Bangkok and 3,750 in attractive places in other provinces. In Phuket there is over 100 spa businesses, making it second to Bangkok and 100 businesses are Day Spas, about 30 of them part of Resort/Hotel Spas. 4 years ago the number of customers increased to 3.3 million, 2.6 million of them being foreigners, and this generated an income of 3 billion baht (See figure 1).

The department of business research of Krung Thai Bank Public Company Limited, Thailand (2005) studied the trend of the spa business and tourism business. The results

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reveal that these businesses are strongly related. Besides one recent result reveals that 80% of Thai Spa Customers are foreigners and only 20 % are Thai, except Dry Spas in some areas are regular Thai customers.

SPA & TRADITIONAL THAI MASSAGE
2001-2003: Increase of 64%

Long-stag Healthcare   Others
1.2 million

Traditional Thai massage: Spa visitors/guests
2.6 million   Thai: 13 Million:
      Overseas:: 2:6 million
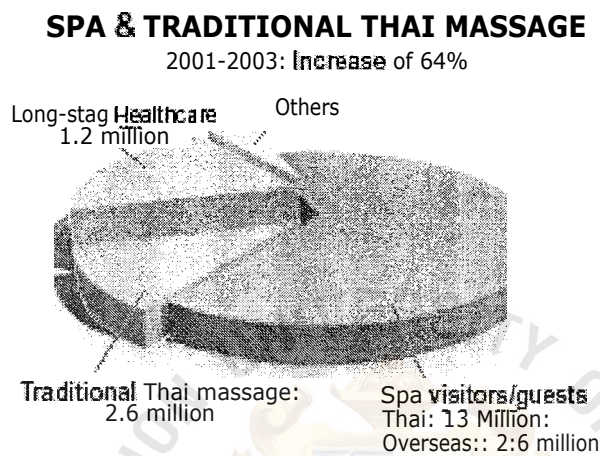
Figure 1.1: The growth of Thailand's Spa Sector
Source: Tourism Authority of Thailand (2003)

Spas in Thailand have been growing rapidly due to their remarkable high qualities and professional standards. Spa business managements are improving and developing standardized spa systems accredited by the Royal Thai Government.

Spas are in service business, whereby a series of processes production and consumption activities take place simultaneously. A service is normally accessed in subjective manner. When service described by customers, expressions such as experience, trust, feeling and security are used. If the spa service is excellent, customer will be more likely to perceive value in transaction, and spread favorable word of month impression. However, in order to develop service management, it is important to understand what customer really is looking for and what they evaluate.

Excellent service is the foundation for service marketing (Berry and Parasuraman, 1991) the superior service can not be manufactured in factory, factory, packaged and

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delivered intact to customers. Though an innovative service concept may give a company an initial edge, superior service quality is vital to sustaining success.

This study applied the approach consistent with SERVPERF in that it used the direct performance evaluation of each attribute and not the expectation-perception gap. It also expanded the list of service attributes well beyond the original 22 items used both in SERVQUAL and SERVPERF. The additional items covered specific attributes related to the nature of the spa business from previous. This addressed the warning of Cronin and Taylor (1992, p. 65) that items that define service quality in one industry may be different in another industry in order to study and know the effect of the service quality dimension to customer retention of Escape De Spa, Bangkok.

Background of Escape De Spa

Escape De Spa was found by Khun Santi Yimcharoen who had background as a Spa Business consultant in Maldives for 1 year. Then he decide to take over the Arokaya Spa in early year 2003 located in, Sukhumvit 31 (Soi Sawasdee) and initiated to have the Brand name changed to Escape De Spa. Khun Santi also got the spa operation license from Thai Spa Association (TSPA) and Thai Spa Operators Association (TSOA).

Escape De Spa is located in Sukhumvit area , one of the heart of Bangkok , surrounding by many competitor and currently have only 10 staff including 8 therapists 1 operation and 1 Spa Manager.

Escape De Spa has been classified as day spa where are not only provide the best quality service but we also specialize the guest by the skilled therapists who have individual specialization in different way of Massage i.e. Head Massage, shoulder massage, etc .Moreover ,our therapist are also skill in finding out the guest

healthy problem and also can give an advice the way to recover the certain symptom accordingly because we, Escape de spa, provide day spa as well as medical spa.

From time to time, 80% of customers here already applied as a member, another 20% are walk in guest as we are known by word of mouth. The majority of customers are Thai and 40% are foreigners who are living in Sukhumvit area. The main market is to provide Thai spa for niche market with reasonable price. All spa products are exclusive only Escape De Spa and all products do not supplied by outsourcing.

Escape De Spa will open the new branch in Royal cliff 4Star Hotel, located in Patong beach ,PHUKET in order to expand the business area by exclusive only one spa service provider in the hotel .

1.2 Statement of the Problem

The spa business had been growth rapidly the Tourism Authority of Thailand try to promote Thailand to be the center of spa in Asia leads to the high competition among the Thai spa business.

Spa business had become to the fast going business lead to phenomenon because the new spa emerged with in the market with "Me too" Strategy it lead customer feel overwhelming with the persuasion to spa from spa operators who did not understand what is spa. Moreover, Many spa operators select the price war strategy to survive in the industry where no distinctive difference in product characteristics, The quality of products and service tend to decrease with price war and lack of quality resources to support the business as they concentrate more on profit-orient, not customer orient anymore so the high rate of failure in the industry is coming up (The next innovation of spa in Asia, Sunai Wachirawakarn, 2004).

The spa manager need to create more competitive advantage by using differentiate and uniqueness of Escape De Spa in order to increase brand awareness and increase the customer retention through the service quality dimension to provide the best service to

satisfy the customer. The excellent service in spa business define as delight the customer satisfaction by measures the service quality through the five dimension as below

- Tangible: appearance of Escape de spa facility, service personnel appearance of Escape de spa' staff

- Reliability: the ability of Escape de spa's staff to perform the premise service dependably and accurately.

- Responsiveness: It is the willingness to help the customers and to provide prompt service.

- Assurance: The Escape de spa staff 'knowledge and courtesy and ability of service to inspire trust and confidence.

- Empathy: The individualizes attention the service of Escape de spa staff provides services to the customers

Parasuraman et al., (1990) proposed a model on which the key premise behind customer satisfaction is the prerequisite understanding of customer satisfaction and delivery of superior service as customer compare perceptions with expectation, when judging a firm service. The SERVQUAL scale is the result of a comprehensive study based on a series of focus group sessions that initially identified ten dimensions of service quality (Parasuraman et al., 1985).

Cronin and Taylor (1992) concluded that the direct influence of service quality on purchase intention did exist, but customer satisfaction exerted a much stronger effect. The managerial implications are relevant to operations. Focusing on service quality alone may not be effective in promoting the ultimate objective of winning the order or retaining the customer. Other aspects such as value, convenience or availability may also be relevant and operations decisions have an impact on them too.

Service quality is the key success to reach the service quality and increase the customer retention in spa business. The spa managers need to improve the customer retention and loyalty. The research studies the effect of service quality dimension by criticize each factor to customer retention towards Escape De spa, Bangkok.

1.3 Research Objectives

1. To identify the service quality of Escape De Spa based on administration of the SERVQUAL dimensions.

2. To determine the effect of service quality to customer retention toward Escape de Spa, Bangkok.

3. To identify the most critical dimension of service quality to customer retention based on administration of the SERVQUAL dimensions.

1.4 Research Question

1. What is the effect of the service quality dimensions in term of tangibles, reliability, responsiveness, assurance and empathy on customer retention of Escape De Spa, Bangkok?

2. What is the most important critical dimension of service quality based on administration of the SERVQUAL scale in assessing customer retention ?

1.5 Scope of the Research

This research focused on the effect of service quality dimension in term of reliability, responsiveness, assurance, tangibles and empathy on customer retention.(This study concentrated on the Escape De Spa , Bangkok, Thailand and also limited the number of spa's members.

1.6 Significant of the Study

   The significant of this study is to find the effect of service qualify dimension to customer retention in Spa business for Escape de Spa, Bangkok by using $\mathrm{SERQUAL}$ as measurement performance. It help the management team develop the maximize the service quality to satisfy the customers' need. To help the management to measure Escape de Spa's staff performance provided service quality support customer satisfaction, To find out the standardization of service which give more benefits to Escape de Spa business to have more information as guideline to solve problem when its occur, To help the Escape de Spa manager understand their customers, To develop ˙key dimension of service quality that influence customer's choice and customer retention in Escape de Spa, To understanding the contribution of outcome quality to service quality perception for service management, To helps the spa management improve their service and to attend an extra edge over its competitors and it will help the spa manager to improve sales, Moreover The Escape de Spa can identify strategies and opportunity for the Spa business competitive in market.

1.7 Limitation of the Study

   For this research, the researcher aim to study the effect of service quality and customer retention toward Escape De Spa by focus on the element of five dimensions of service quality as service performance .The research area is limited only selected area in Bangkok and the result represent at the period of the study only.

1.8 Definition of Terms

Spa: (from Latin "Sanus Per Aquam) taking care of health by using water to release and make good health. The well known meaning of the spa as treatment and cure the overall health, the natural methodologies are used mainly from water and other alternative medicines through five senses i.e. sight, taste, smell, sound, and touch which balance the health, mental, and sprit. Spa deals on treatments to protect good health rather than curing ailments. It serves as shield or counter attack against upcoming disorders. (www.federationofthaispa.com).

Customer: A person who is member of Escape de spa Bangkok.

Customer Retention: The ability of an organization to get customers to repurchase or returns in the future (David 1994).

Service: An activity or series of activities or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and /or physical resources or goods and /or systems of the service provider, which are provided as solutions to customer problems(Gronroos,1995p.27).

Quality: A comparison between expectation and performance (parasuraman et al., 1985) Quality means meeting standards and requirement (Hestand, 1991). Quality in a product or service is not what the supplier put in. It is what the customer perceives; get out of it and it willing to pay for. Customers pay only for what is of use to them and gives them value. Nothing else constitutes quality (Peter Drucker, 1990).

Service quality: The characteristic of services that bear on its ability to satisfy stated or implied needs. It represents the long-term component of service satisfaction, is "a measure of how well a delivered service meets customer expectations" (Webster, 1991).

Service Quality Measurement system: The ongoing system for assessing the quality of the service package (Scheuing, Christopher, 1993).

Service Quality Dimension: The conceptual criteria to measure the service as perceived by customers (Zeithaml, Parasuraman, 1993).

Tangibles: Physical facilities, equipment, and appearance of personnel (Parasuraman et al, 1990).

Reliability: Ability to perform the promised service dependably and accurately (Zeithaml, Parasuraman and Berry, 1990).

Responsiveness: Willingness to help customers and provide prompt service (Zeithaml, Parasuraman and Berry, 1990).

Assurance: The knowledge and courtesy of the employees and their ability to convey trust and confidence (Zeithaml, Parasuraman and Berry, 1990).

Empathy: The caring, individualized attention the firm provides its customers (Zeithaml, Parasuraman and Berry, 1990).

1.9 Organization of the Research

Chapter 1 Introduction: The background of the study leading to problem statement and proposes of study under constrain limitation.

Chapter 2 Review of Literature: The literature review embracing the theories that have been applied, other discussion regarding the theories applied and proposed of the conceptual framework.

Chapter 3 Research Methodology: The method that has been applied in the study including the measurement model.

Chapter 4 Data Analysis and Results: The results from distributed questionnaires and calculated by research application system to yield significant information.

Chapter 5 Conclusions and Recommendations: The discussion of the analysis results and their implications, limitations regarding interpretation of the results, recommendations, and suggestions for future research topics.

1.10 Summary

Nowadays, the spa business had growing faster and there are many investors try to invest in this market. There is high competitive in this market. Each spa shop must have the competitive advantage in order to create the brand awareness to compete with the competitor in the market. As spa is in service business, the level of service quality and service performance are the key of success in this business .this study is aim study the effect of service quality dimension and customer retention toward Escape de spa.

CHAPTER II

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REVIEW OF LITERATURES

This chapter covers related literature on the following topics; The overall spa industry: Global Health Tourism, the Growth of Health Tourism in Thailand, Spa History, Thai Spa and market trends of Spa in Thailand, and discussion so the literature directly or indirectly related to feature of service management and service quality, feature of customer retention, theories related to service quality dimension and customer retention and past research on customer satisfaction.

2.1 The Spa Industry

2.1.1 Global Health Tourism

The International Union of Tourist Organizations (IUOTO) has defined the definition of health tourism as the provision of health facilities utilizing the existing natural resources of the country, in particular to mineral water and the country climate (Kaspar, 1974). The above is the most common view of health tourism. Currently no exact single definition for health tourism, but a more simple and acceptable description comes from Tabacchi, she has defined health tourism as "any kind of travel to make yourself or a member of your family healthier" (Tabacchi 2002).

Most of the health tourism today focuses on two key areas, which are pampering and wellness. Pampering involved in giving people an experience that makes them feel of service relax with good service offers such as massages, herbal wraps and exfoliating scrubs. While wellness involved in helping people to stay healthy both physically and mentally.

Sometimes the above offerings are also to include giving diagnostic testing to help identifying existing problems or/and potential problems (Harmsworth, 1990) related to

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health. Often customers with self-identified concerns are advised by health advisors as how to relieve stress, changing their eating habits, reducing the likelihood of sports injuries or/and improving their sex lives etc.

Mueller and Kaufmann (2001) also mentioned that people can regard wellness as the state and condition of their health including the harmonization of human body, human mind and spirit, with self-disciplinary, physical fitness/beauty care, health nutrition/diet, relaxation (need for distressing)/meditation, mental activity/education and environmental sensitivity.

Today Health tourism presents an opportunity for hospitals to fuel growth their business by tapping the potentiality of the international patient market. To attract foreign patients, healthcare providers may consider in leveraging on both business related and clinical considerations (Henderson, 2003). Health Tourism aims to provide more medical options, recognizing diverse views of medical intervention and at the same time to offer a sense of wellness for the patients and their family members.

Sliepen (1989) stated that being away from home and behaving in a leisure setting are the most important criteria for health tourism. He divided components of health tourism into five market segments, which are being in sun and fun activities, engaging in other healthy activities, with principle motive for travel is related to health enhancement such as sea cruise or travel to a different climate, travel for sauna, massage, and other health enrichment activities such as staying in a spa resort; and the medical treatment.

The concept of health tourism evolved from Medical Tourism to Health-Care Tourism and then to Health Tourism in the early 1980s. The difference of health tourism and health-care tourism is that health tourism is involved in the use of natural resources such as water, and climate to complement in the improvement of mental or physical health, while health-care tourism focus more on using the medical facilities or health-care services (Mcintosh and Goeldner, 1990).

Goeldner (1989) defined the concept of health-care tourism as the important aspect of the country's international business marketing plan which focusing on attracting the niche market segment like medical check-ups and spa. The purpose on the part of a tourist facility and accommodation promotion in hotel or the customer final destination is also to deliberately promoting their health care services side by side with their hotel amenities.

Richter (2003) showed that tourism, as the world's largest industry, is expected to grow to 1.6 billion arrivals by 2020. Public health officials are beginning to recognize and understand the challenges of this rapid growth of the global tourism will be associated with a growing public health crisis. The International Association of Scientific Experts in Tourism (AIEST) Publication (1990) was fully aware of the development potential of health tourism and came up with various measures aimed at quantitative measurement in supply and demand by (1)Carrying out an economic cost/benefit analysis, and (2) Determining the qualitative properties of the different types of development, and consequently contributing to the preparation of concept typology and the preparation of quality standard references.

Becheri and Malino (1989) pointed out that from 1980 a new idea on health tourism has established itself, and concentrated its immediate image on hotel chain, and typical hotels on related health treatment facilities. In other European countries the customers' increasing demand for health treatment were supplied with the internal thermal spring resources and climatic resort amenities.

2.1.2 Reason for Health Tourism Globally

One European study (Hobson and Dietrich, 1994) revealed that the top three reasons listed by people for traveling was predominately related to health were for them to switch off,

to relax; to get away from everyday life, and to recover strength. While, McIntosh and Goeldner (1990) listed health under physical motivators that connected with health are more complex than this. There are two closely interrelated subcategories in physical health and mental health.

Physical health motivators related to some form of physical activities such as by playing tennis to complete their physical relaxation of sunbathing. The second subcategory related to motivators for mental health that seek to reduce mental tension and to attain balance of the psychological equilibrium.

Harmsworth (1991) suggested that health farm and hydro's are an equivalent of the American spa. But the health farm title is a misnomer, as they tend to be mainly beauty treatment and relaxation centers with a strong female orientation and limited fitness opportunity, nutrition and lifestyle management capability. A significant increase is evident in treatment used by men, especially the body treatments. Aromatherapy is only just starting and not as good and popular as in the UK and many other Europe countries

Furthermore, the global trends of wellness and health consciousness have set the rapid growth in the spa industry. The society's attitude has moved from a luxury to a necessity. Tempered by tough economic times which have seen in many of the people losing their high-flying careers, however they are still looking for healthy ways to cope with stress-filled lives (Loverseed, 1998).

2.1.3 Future Trend of Global Health Tourism

In recent years, North America has witnessed significant grow rates in health and wellness consumers seeking to look and feel better, to lose weight, to slow the effects of

aging, to relieve pain or discomfort, to manage stress or to partake in the use of natural supplements like vitamins and minerals to improve their health (Anderton, 1988).

Today's health and wellness programmers respond to growing consumer demands for Health fitness level improvement; for healthy lifestyle education; for nutrition counseling; for healing; for preventative medication; for solving personal health related problems such as stress or depression; and, for holistic, naturopathic, alternative or eastern medicinal practices/therapies. And the travel industry is also reaping benefits of the health and wellness phenomenon (Coiby, 1997).

Several demographic, economic and lifestyle developments are fueling growth in health tourism. First and foremost is the aging of the Baby Boomers, with 78 million of this segment in the United States alone. Seeing the grim reaper in their rear view mirrors has increased Boomers' personal interest and need for increasing their travel opportunities that also meet their health needs. This boomers market segment represented 60 percent of the overall spa market (Coiby, 1997)

Another factor was American people's growing fascination with fitness and alternative therapies for personal health enrichment and healing. In 2001, 42 percent of Americans spent $41 billion on non-traditional medical therapies treatment and products. Another reliable informative source also revealed that during the past three years nearly 25 million U.S. road and air travelers fought the battle of bulge by using a fitness center or gym while on the road (Coiby, 1997).

The third element spurring on health tourism is the fact that today's consumers are already frequent travelers. As a result, they seek something new and different in their holiday

experiences. They often want and need something educational or experiential with various aspects in the health tourism to fulfill those requirements (Coiby, 1997).

The fourth reason can be found in the health care system itself. In Canada and in UK, because of long waiting lists at home are causing many people to go abroad to seek qualified medical care alternative. Cost can also be another contributing factor. According to England's Daily Express newspaper, a cataract operation in UK costs around $4,500, but only costs $2,250 in France, and in India, the same cataract removal treatment is only $345 (Coiby, 1997).

2.1.4 The Growth of Health Tourism in Thailand

Health tourism is a relatively new terminology to be described, increasing number of people worldwide that travel outside of the country for health care purpose can be separated in to two types; the former are travelers which are the leisure tourists that incorporated a visit to the doctor for some minor medical treatment, as part of their holiday vacation and the latter traveled specifically for medical treatment (The Nation, 2004).

Medical tourism is a term that has risen from the rapid growth of an industry where people from all around the world are traveling to other countries to obtain medical, and surgical care treatment , while at the same time touring, vacationing, and fully experiencing the attractions of the countries that they are visiting (Pleumarom,1999).

A combination of many factors has led to the recent increase in popularity of medical tourism: rising costs of healthcare treatment in industrialized nations, ease and affordability of international travel, favorable currency exchange rates in the global economy, rapidly improving technology and standards of health care in many countries of the world, and most importantly the proven safety of healthcare in selective foreign nations have all led to the rise of medical tourism (Wibulpolprasert, 1999)

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Information from the department of export promotion, Ministry of Commerce, Thailand (2003a) revealed that number of foreign patients seeking medical treatment in the year 2002 has grown up by 13% over the previous year. Of this total 189,000 were expatriate residents in Thailand, 378,000 were staff of international organizations and visitors from neighboring countries and Asia, and 63,000 were visited patient from Europe. Foreign tourists in need of health care attention or treatment during their stay in the country for 30% of the total, and individuals who traveled to Thailand specially for medical treatment or health care services for another 10 %(See figure 2.1).

No. of Foreign Patients Seeking Treatment at 33
Private Sector Hospitals in Thailand in 2002

Others
2,300

Europe
63,000

Expatriate residents
89,000

Asia and neighbouring
countries
378,000
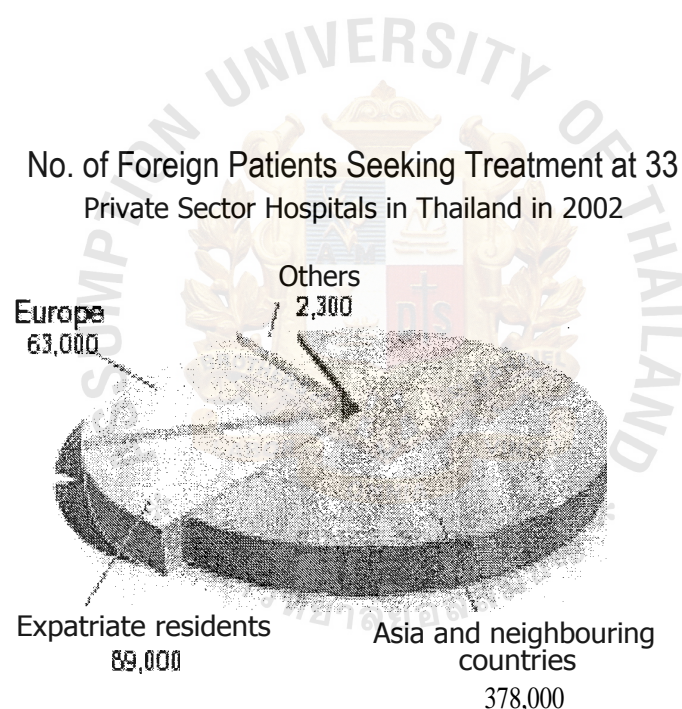
Figure 2.1: The growth of Foreign Patients Seeking Treatment Sector

Source: Tourism Authority of Thailand (2003a)

Thailand is a relatively safe destination and travelers can enjoy themselves to relax and feel comfortable with first class and high standard of healthy environment and surroundings. Those who are completely new to the country may have little worry about the safety factor in Thailand until they have become more familiar with the people , the places and many of them will love to return for their second visits.

The health care system in Thailand is rated by many international organizations in meeting the world class standard. There are a number of tropical diseases, however, incidence of infection are not alarming. Similarly personal safety in living in Thailand is relatively good, Thai people are very passive with violence or theft rate are only a minor risk/concerns relatively to other developing country worldwide (www. health in thailand.com, 2003).

Keyuraphan, The Health Minister, announced at the conference in Phuket that the health ministry organization was to spend 50 million Baht (UK$800K) promoting Phuket Island as a "Health Hub of Asia". The money had already been allocated and would be spent before the end of the year on developing health tourism schemes for this provincial island (Bangkok Post, 2004a and Daily New, 2004b).

The government is trying to develop Thailand as the Health Hub of Asia. Apart from Phuket province Surat Thani and Chiang Mai provinces will also be promoted with a total of 500 million baht to be spent over five years on these three pilot projects (The Nation, 2004).

Thailand's particular strength is that the country can offer the complete range of health tourism packages, not only spas, wellness activities, fitness and anti-aging programs, but also almost all of type of medical treatment services. The quality standard in the country's top private clinical facilities are high and internationally recognized, while cost to consumers are far below those in USA, Japan, Australia or all other European countries (Kubisch, 2004).

Currently medical tourists are traveling in large numbers to Phuket Island, Bangkok and Cheing Mai where the quality of health care is equal to or often better than anywhere else in the world and yet the cost is significantly lower. These provinces also offer numerous

optional combined health related with leisure service packages to include touring, sight-seeing, shopping, and exploring and even lounging on sun drenched beaches etc.

Although, Thailand in particular to Phuket, Bangkok, Chiang Mai cities are currently the most popular choices for medical tourists. The overall industry is growing rapidly that not only for Thailand, however more and more countries with medical centers around the world are beginning to tailor and cater services aimed specifically at medical tourists segment (Tourism Authority of Thailand, 2003a).

The Thai government mentioned that it is important to work closely among the related government offices and agencies, such as the Ministry of Commerce, the Ministry of Foreign Affairs, the Ministry of Tourism and Sports, the Tourism Authority of Thailand (TAT) and Thai Airways International, for jointly working in promoting medical care, healthcare and health products and services abroad to attract the health tourism segment. Hence the establishment of a common vision and strategic direction, joint strategy, shared goals and the development of integrated plans are key factors in the achievement of the set objectives for 2003-2005 to ensure future success (Tourism Authority of Thailand, 2003a).

2.1.5 Spa History

Water's ability to heal is the central theme that runs through explanations of how the word "Spa" originated. Reflecting water is an importance not only in ancient centre of healing but also in early European spa culture. It has been variously suggested that the word Spa was an acronym for a number of Latin phrases such as "sanitas per aqua" or "solus per aqua" all referring to "health through water". Another explanation traces it to graffiti found in Roman baths, With a similar meaning "salut per aqua" (Didier, 2004).

Additionally, Spa may also be traced to an Old Wallon word "espa" for fountain or the Latin verb "Spagere", meaning "To sprinkle or moisten". The term Spa was subsequently used to describe natural springs and health resorts offering water therapy. Taking the water or Drinking or Bathing in sources of water for therapeutic or medical purposes was a fashionable social pastime in the 18th and 19th centuries (Low, 1985)

Anderton (1988) stated that Spa nowadays is typically perceived as an establishment that integrated a range of professionally administered health, wellness and beauty treatments and services with various fitness components and emphasis on awareness of the self and focus on nutrition, aesthetic therapies and maintains the harmony between the body, mind and spirit.

In European health resorts, water treatments are frequently administered usually under the supervision of a specifically trained spa doctor as part of a spa program. For example, Spa is a resort providing therapeutic baths, a resort area having mineral springs, a fashionable hotel or resort, a health spa, a tub for relaxation or invigoration usually including a device for raising whirlpools in the water, and Eastern New England (Mifflin, 2003). In contrast, the term of health spa in North America is commonly referred to destination health resort, where water may or may not play an important part in their treatment (Anderton, 1988).

The definition put forward by renowned health and wellness specialist and resort spa developer, Mel Zuckerman of Canyon Ranch in Arizona, arguably best represents the accepted definition of health and wellness tourism. (Cited in Loverseed, 1998). Today's total spa places providing programs devoted to an individual's health and fitness, redesigned to make the guest feel significantly better than when they arrived.

The combination of exercise, a Healthy and Balanced Diet, Pampering Relaxation, and Education on Managing Stress offers magnificent chance for renewal. A spa is a comfortable environment in which to learn how to use the tools of life enhancement and get motivated to back into the real world and practice what they have learned.

From the Renaissance in Europe, springs passed gradually into the hands of those who recognized the opportunity of developing latter day "Thermae" in the shape of spas. Because visitors could take only amenities were provided which did not focus upon the medicinal aspects of water which augmented the bathing facilities. There was a shift in emphasis from health to pleasure and a symbolic relationship between health and recreation could be seen in the structures of most spas (Wightman et al., 1985).

According to Tabacchi (1991), who first discovered the benefits of hot springs because that was the only place for them to bath in the winter season. Native Americans, however, believed that the Great Spirit lived in the earth's centre and that steaming hot spring produced "big medicine" waters.

Januarius and Kaspar (1989, 1974) also mentioned that the use of mineral and hot spring waters for curative reasons started from the ancient times from 2400 BC. The Greeks developed special spa centers, most of them located near natural hot springs, often near volcanoes and they were used for healing purposes and the treatment of rheumatic disorders and paralysis.

In the 1980s, the UK practice of "taking the waters" at a nearby spa was overtaken. Spa had to contend with competition from the most lively seaside resorts, which grew as

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railways pushed out to the coast from most urban area. It is during the Edwardian period that the British spas lost their gaiety and vitality and became the province of the elderly, places for healthy retirement rather than centers of medical treatment. They adapted their product to changing requirements and continued to provide the latest facilities and forms of treatment (Wright, 1988).

With the advent of the National Health Service in the 1940s, hydrotherapeutic treatments were transferred to the hospitals. Because it was considered more economical to give treatments by tap water in a more sophisticated and advanced form than by spring water at spas, so began the demise of British spas as health centers (Gilbert and Weerdt, 1991).

Nowadays, some organizations have gone a step further by making hospitals more like spas and spas more like hospitals. Such facilities integrate alternative medical therapies with conventional Western medicine (Siriwan, 2004). They perform operations and otherwise treat and rehabilitate people who are sick or injured, but they do so in a more congenial, resort-like atmosphere.

2.1.6 Thai Spa

At the beginning, spas in Thailand were chiefly located in luxurious hotels. They were established around the year 1994 to meet the needs of foreign visitors at that time. The services gained popularity very soon. That's why new spas have sprung up like mushroom in cities and famous attractions. Many of them have developed with advanced techniques such as hydrotherapy and aromatherapy.

Since 2001, the concept of spas has been widely spread among the Thai urban populations because they have suffered from health problems caused by their rushing lifestyles and the polluted environment. And spa treatments have been found to be alternative ways to maintain their health balance.

There are several factors that have increased the popularity of Spas and Spa treatments in Thailand. "Spas are being introduced through vacation resorts Thailand," encouraging indulgence in Spa pampering and Spa treatments for vacationing travelers. In addition, people nowadays become more health conscious as the result Thai spa becomes more admired and sought after (Tourism Authority of Thailand, 2003b).

An important turning point for Thai Spa came with the new millennium, almost a decade after the spa concept was first introduced to Thailand in the early 1990s (Tomseth, 2002). The seemingly insatiable demand for spa services attracted local and international investors.

In just a few year, over 300 spa operators following in the foot steps of the three pioneers; The oriental spa, Banyan Tree Spa and Chiva-Som International Health resort, the country's only destination spa. The rapid entry of new players hoping to gain a fair share of the lucrative spa pie triggered a spa boom (Panichkarn, 2004)

The registration of the association was approved in early 2003 and by the end of year 2004 it consisted of 100 members representing the major players in the industry-comprising spa operators, product suppliers, training schools and spa consultants. (Tourism Authority of Thailand, 2003-2004).

Areesorn (2002), spa veteran and Founder and President of the Thai Spa Association, identified the key ingredients for a successful spa are the quality and variety of the services , the products being offered, the price range, the friendliness and competence of the staff,

design, atmosphere and ambience, and cleanliness. He also believed that technology and innovative product development will be the backbone of the industry growth.

The government's campaign is aim to turn Thailand into the regional healthcare centre focus on three areas which are hospital for medical treatment, spa for health promotion and herbal products. Achieving world class status is the next on the national agenda. More than one million of around 12 million visitors to Thailand in 2004 used the services of Thai hospitals (Siriwan, 2004).

The Private Hospital Association of Thailand (PHA) anticipated that patient numbers will double by 2010. This would make Thailand the clear market leader in health tourism in Asia (Kubisch, 2004). The Swedish travel trade magazine, 2005 has rated the Kingdom of Thailand, "The Best Tourist Destination 2005". This was the fourth consecutive year that Thailand has won the travel industry award. The Grand Travel Award was presented at the annual award presentation ceremony organized by "Travel News Magazine", an independent Swedish travel trade magazine held on February 24th in Stockholm.

The Grand Travel Award was being held for the tenth time and reflected the results of a survey which polled over 600 travel industry members in Sweden. The awards are presented in a total of 19 categories. Scores are awarded on a scale of 1-6, with 1 being the lowest score and 6, the highest.

Thailand moreover was winner of the "Best Tourist Destination" category scoring 5.32 points followed by South Africa with a score of 4.38; the United States with a score of 4.56; and Brazil, ranking fourth, with a score of 4.39 (Tourism Authority of Thailand Stockholm, 2005).

Additionally, The Norwegian travel trade has rated the Kingdom of Thailand, "The World's Best Tourist Country 2005". This is the second consecutive year that Thailand has won the prestigious award. The "Grand Travel Award 2005" was presented at the annual award presentation ceremony organized by "Travel News", an independent Norwegian travel trade magazine held on January 10th in Oslo.

Tourism Authority of Thailand Stockholm indicated the winning mix for health tourism ingredients for success. Beyond the professionalism and technical expertise of medical staff or spa operators, the range of high quality healthcare and medical care products and services available at highly affordable prices, and value for money, there are several other pluses that add to the attractiveness of the destination as a health tourism centre. Thailand's winning marketing mix includes; a welcoming destination with an appreciation of the needs of different cultures and the availability of support services to serve diverse needs (Tourism Authority of Thailand Stockholm, 2005).

2.1.7 Suring Global Demand for Thai Spa

The Thai Spa concept has ranked among the world's "Top 5" spa genres for almost a decade, and there is a highly positive "buzz" about the Thai Spa experience among leading international travel, leisure and lifestyle publications.

Thai Spas have become world-renowned for truly capturing the spirit of revitalization and rejuvenation, which embodies the well-being enhancement objectives of all spas. A winning combination of natural herbs, traditional wisdoms and a 'beauty with health' focus has placed Thai Spas at center stage. Thai Spas have become world-renowned for truly capturing the spirit of revitalization and rejuvenation, which embodies the well-being enhancement objectives of all spas. A winning combination of natural herbs, traditional wisdoms and a 'beauty with health' focus has placed Thai Spas at center stage.

2.1.8 The Thai Spa Concept

For centuries, Thais have been developing and employing traditional practices to achieve good health. These folk wisdoms form the foundations of the Thai Spa concept, a viable business opportunity that offers unique and innovative spa experiences. The Thai Spa concept revolves around three major areas of Thai Cultural Heritage – Traditional Massage, Herbal Remedies and Social Graces. The Thai Spa experience integrates a range of indigenous resources and traditions that have been handed down over the centuries. It captures the very essence of traditional Thai living.

Spa operators delve into the secrets of their ancestors to create exceptional spa services and products that attract spa guests with their exotic yet elegant flair. Gracious hospitality is delivered via the comforting and gentle nature of Thais, adding a distinctive touch. Buddhist influences infuse the Thai Spa experience with compassion and caring; these gestures are instinctive and genuine. (Thai Spa Operators Association (TSOA))

2.1.9 The Classifications of Spa

- Destination spa is the medium to long term stay spa for continuous treatment activities which has the consolation for healing, exercise, massage, food nutrition and all other activities.

- Hotel and Resort Spa is the spa running in hotel and resort with the major services of exercise, massage, steaming and sauna, and food nutrition mostly for hotel guests.

- Day Spa is the spa decorated from house, commercial building, mall, or space in terminal area in the airport servicing in very short time about 1-5 hours.

- Medical Spa is emphasizing on healing which provide by medical doctors or alternative medical doctors

- Club Spa mainly provides exercise to stronger body and services of massage, steaming and sauna, hot and cool Jacuzzis, including yoga or other exercise which will not provide place to stay in spa

- Mineral Spring Spa is the hot spring fountain or mineral spring in order to release and healing rather than medial choice which in Thailand have the great opportunity to create and develop many mineral springs to tourist attraction in the future.

- Cruise Ship Spa is located in the cruise which mainly provides exercise, food nutrition, beauty treatment, or other activities for mental care which the prospect will be more and more excepted.

2.1.10 Types of Spa in Thailand

The general idea of spa in Thailand has future into seven main categories which are Club Spa, Cruise Ship Spa, Day Spa, Destination Spa, Medical Spa, Mineral Springs Spa and Resort/Hotel Spa (The International SPA Association, Tourism Authority of Thailand, 2003b). However, Areesorn and Tomseth (2002) have recently classified types of spas in Thailand, as follows;

1. The Destination Spa

A spa whose sole purpose is to provide guests with lifestyle improvement and health enhancement through professionally administered spa services, physical fitness, educational programming, and on-site accommodations. Spa cuisine is served exclusively (Areesorn and Tomseth, 2002).

2. The Resort/Hotel Spa

A spa owned by and located within a resort or hotel property providing professionally administered spa services, fitness and wellness components and spa cuisine menu choices.

Additionally, there are normally located with vocation resort that offers all kinds of sport activities such as tennis, golf, riding, and swimming etc (Areesorn and Tomseth, 2002).

3. The Medical Spa

A medical spa is a facility that operates under the on-site supervision of a licensed health care professional operating within their scope of practice, with a staff that operates within their scope of practice as defined by their individual licensing board if licensure is required. The facility may offer traditional, complimentary, and alternative health practices and treatments in a spa-like setting

The primary purpose is to retreat and addresses customers' specific health problems, as well as offering services to those who are interested in maintaining good and healthy lives (Areesorn and Tomseth, 2002).

4. The Day Spa

"Day Spa" means any commercial establishment that offers to the public both massage therapy. A spa offering a variety of professionally administered spa services to clients on a day-use basis (Areesorn and Tomseth, 2002).

The Factor of opportunity of expanding continuously of spas in Thailand as below:

• The various types of services and spa providers in Thailand.

• Spas in Thailand are very unique and famous of Thai Traditional Massage.

• Friendly and generous attitude of Thai people.

• The tremendously increasing of spa users in Thailand in the year of 2005 which include all proposals of using spa services 4,614,966 persons per year, and can be described in each type of spas: day spas in the amount of 3,176,373 clients, Hotel and Resort spas 1,316,630,

Destination spas 9,230 persons and Medical Spas 112,368 persons per year (Tourism Authority of Thailand)

• The spas proprietors in Thailand bring herbs to develop and modify spa products suitable to spa services. Spa products such as oil extracting from sun flower, coconut, sesame, lemon grass, bergamot, cloves, and ginger, including cosmetic products and skin treatments.

• Private sectors of spa owner found the Federation of Thai spas which the members are from related business such as Thai Spa Association, Thai Lanna Spa Association, Phuket Spa Association, Samui Spa Association, Krabi Spa Club, Pangha Spa Club, and Ranong Spa Club.

• The cooperation from Royal Thai Government and private sectors in order to upgrade Thai spa to international competitiveness i.e. Ministry of Public Health, Ministry of Industry, Ministry of Labor and Social Welfare, Ministry of Commerce, Ministry of Education, Thailand Institutes of Science and technological Research, Tourism Authority of Thailand and The Federation of Thai Spa All sectors go hand in hand to succeed and achieve the goal to increasing spa services among Thai and foreign tourists as it brings together the development in both economic, social and other competitiveness into a world class spa

2.1.11 A Formula for Success for Thai Spa

The Thai Spa formula goes beyond service excellence. Thai Spas embody a rich healing tradition based on herbal and holistic remedies, generations of folk wisdom and centuries-old healing techniques. Many of the healing and well-being therapies featured on the contemporary Thai Spa menu have been adopted and adapted from such practices.

Natural healing is based on the power of indigenous herbs and plants, which are used to restore balance and rejuvenate the mind, body and spirit. A variety of other healing techniques are employed, such as meditative practices, which reflect deep-rooted Buddhist

influences. The act of performing traditional Thai Massage, for instance, is considered an act of compassion in which the healer (or therapist) practices the physical application of metta (loving kindness) and bestows a healing touch in the spirit of giving. The Thai Spa experience directly exposes guests to the best that Thai culture has to offer.

2.1.12 Market Trends of Spa in Thailand

The initial wave of Thai spas was fuelled in part by the arrival of international operators and spa consultants who brought with them experience and expertise to establish and manage high-quality spa operations. This led to the emergence of several major players such as the Mandara and the Spa of Siam, and the five chain hotels with their own distinctive spa brands namely - the Banyan Tree, Angsana, Six Senses, Centara by the Central Hotels & Resorts, and Devarana by the Dusit Group.

It is forecasted that The Hotel/Resort Spa sector will be leading the future growth of the spa business sector with an increasing number of hotel properties in Thailand expected to launch their own spa products in the coming year (Kanlian, 2004). With the rapid growth of spas in recent years, Thailand's Ministry of Public Health recognizes the importance of establishing internationally accepted standards for the industry and wishes to ensure that future industry growth proceeds in the right direction with Thai spa operators aiming for higher standards and striving towards the achievement of global spa industry standards.

To achieve this, the Ministry is working closely with the Thai Spa Association in identifying appropriate criteria for the accreditation and certification of Thailand's spa operators (Tourism Authority of Thailand, 2003a).

The Thai Spa Association consists of 50 members representing the major players in the industry comprising spas, spa operators, product suppliers, training school, and government agencies etc. The certification criteria being proposed for consideration are based on the generic guidelines of the International Spa Association (ISPA) but also taking it a step

further by supplementing generic criteria with more tangible and measurable indicators of excellence (Tourism Authority of Thailand, 2003a).

There is growing international interest around the world in Thai spa expertise and "Made in Thailand" spa, health and beauty products, particularly herbal treatments (Chomnak, 2003). For instance, Savvy spa operators looking to add Thai touch to their spa menu have been in contact with Tourism Authority of Thailand offices seeking help and advice in sourcing information and local contacts for Thai spa resources available products and therapists included.

The growing demand for highly qualified and experienced spa personnel in the spa destinations both in Thailand and overseas drives new business opportunities in the recruitment, training and skills development of spa staff, particularly therapists. Therefore, Long-recognized for the world class service and hospitality, international spa operators are looking to Thailand to lead the region in the training of spa personnel to address market need in a world where demand far outstrips supply.

Although there are no formal spa training schools in Thailand, spas such as The Banyan Tree, Mandara and Chiva-Som operates their own schools originally, established for the purpose of in-house training (Panichkarn, 2004). At the present, Thai spas have recently diversified and are offering their spa training curriculum as an alternative product made available to international trade buyers and individual therapists seeking to acquire accreditation by a respected and well recognized spa institution. (Jotisalikorn, 2002)

2.1.13 The Future of Thai Spa

Many analysts predict that hotel and golf industries will lead the future growth of the spa sector; many luxury resorts and courses will be adding spa facilities and offering in-house lines of spa services and products to keep pace with consumer expectations. International spa operators are looking to Thai Spa concepts as they launch or expand their ventures.

Recognizing the growth of overseas demand, the members of the Thai Spa Operators Association (TSOA) have begun implementing major initiatives involving spa HR development, designing and promoting various spa training courses with comprehensive curricula to produce qualified spa management and personnel to support the local and international spa industry.

2.2 Theories of Service Quality

2.2.1 Service

"Service represents either tangibles yielding satisfactions directly (transportation, housing), or intangibles yielding satisfactions jointly when purchased either with commodities or other services (credit, delivery)" (Regan 1963, p.57)

"Service is a deed, performance, an effect" (Rathmell 1966, p.32)

"For the consumer, services are any activities offered for sales that provide valuable benefit or satisfactions; activities that he cannot perform for himself or that he chooses not to perform for himself' (Bessom 1973, P.9)

"A service is an activity or series of activities which take place in interactions with a contact person or a physical machine and which provides consumer satisfaction" (Lethinen 1983, p.21)

"Service is any activity, benefit, or satisfaction that is offered for sale. It is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product (Kotler 1994,p.640).

"Service is an activity or series of activities of more or less intangibles nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resource of goods and/or system of the service provider, which are provided as-solutions to customer problems" (Gronroos, 1990).

Four major characteristics of service

Services have four major characteristics that greatly affect the design of marketing programs: Intangibility, Inseparability, Variability, and Perishability (Kotler, 2000).

1. Intangibility: Services are intangible. They cannot be seen, tested, felt, heard, or smelled before they purchased. To reduce uncertainly, buyers look for signs or evidence that will provide information and confidence about the service. Lewis (1989) pointed out that customers who purchase a service may go away empty handed, but they do not go away empty headed. They have memories that can be shared with others.

2. Inseparability: Services are typically produced and consumed simultaneously. In the hospitality industry, customers contacting employees is part of the service. And the implication of inseparability is that customers and employees must understand the service delivery system.

3. Variability: Services are highly variable because they depend on who provides them and when and where they are provided.

4. Perish ability: Services cannot be stored. The perish ability of services is not a problem when demand is steady. When demand fluctuated, service firms have problems.

Components of Service

The components of service can be broken down into four main components – Physical product, Service product, Service environment, and Service delivery (Rust Zahorik. and Kenningham, 1996).

Physical product is whatever the organization transfers to the customer that can be touched, seen, and felt. As with the rest of service offering, product design must be customer-oriented to ensure that product design matches customer needs.

Service product is the core performance purchased by the customer, the flow of events designed to provide a desired outcome. It refers to that part of the experience apart from the transfer of physical goods and typically includes interactions with the firm's personnel.

Service environment is the physical backdrop that surrounds the service, sometimes referred to as the services cape. The service environment may result in the customers becoming dissatisfied or delighted as well as it can also signal the intended market segment and position of the organization.

Service delivery refers to what actually happens when customers buy the services.

Table 2.1 Difference between manufacturing and service companies

Manufacturing Company	Service Company
• Products are transformed from material	• Service does not exist until they are provided at the call or the customer.
• They have physical dimensions and attributes, take up space inventory, are depreciated, and often wear out.	• They take up no space, can't be inventories, and have no shelf life.
• Products can be evaluated against specifications and criteria	• Service quality is evaluated against satisfaction of the customer.

A comparison between service operations and manufacturing operations is useful to show the differences between them. In the simplest terms, manufacturing is about things and service is about people.

Product orientation   Service orientation

Figure 2.2 The Difference between Manufacturing and Service operations.

Source: Wagen (1998), "Supervision and Leadership in Tourism and Hospitality", London: Cassell.

For most services, there are some basic characteristics as follow

1. Services are processes consisting of activities or a series of activities rather than things.

2. Services are at least to some extent produced and consumed simultaneously.

3. The customer participates in the service production process at least to some extent.

Table 2.2 Difference between services and physical goods

Physical Goods	Services
Tangible	Intangible
Homogenous	Heterogeneous
Production and Distribution separated from consumption	Production ,Distribution and consumption simultaneous processes
A thing	An activity or a process
Core value produced in factory	Core value produces in buyer-seller interactions
Customers do not (normally) participate in the production process	Customer participated in production
Can be kept in stock	Cannot be kept in stock
Transfer of ownership	No transfer of ownership

Quality

Quality is seen as being the key to achieving customer satisfaction. It is simply meeting the customer requirements and this has been expressed in many ways by authors:

- Fitness for purpose of use (Juran, 1989).

- Quality should be aimed at the needs of the consumer, present and future (Deming, 1993).

- Quality is conformance to requirements (Crosby, 1988).

Two researchers, Buzzel and Gale (1987) premised that quality is whatever the

Customer say it is, and the quality of a particular product or service is whatever the customer

perceives it to be.

Quality is exceeding what customers expect from the service (Zenithal et al., 1990).

Quality is a meeting or exceeding the guest's expectation (Kotler, 1996).

Quality is the extent to which the service, the service process and the service

organization can satisfy the expectation of the user (Kasper, Helsdingen, Vries Jr., 1999).

Gillbert (1999) support that quality is an important factor for consumer's buying

decision. It is important to create a good quality reputation for the product and service offered

as this provides a positive image for the company or organization.

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Although quality has many definitions, it is important to note that satisfying the customer's needs and expectations is the main factor in all these definitions. In service, Quality is defined by the customer whether it meets and exceeds customer expectations. But in the present time, it is harder to gain the customer superior quality because of:

- The customer's dynamic needs and wants

- The company's promise and delivery of superior performance

- Competitor's promise that they can do even better

2.2.2 Service Quality

Service quality is the foundation for services marketing because the core product being marketed is a performance (Parasuraman, Zeithaml et al., and Berry, 1988). The performance is the product; the performance is what customers buy. A strong service concept gives companies the opportunity to complete for customers; a strong performance of the service concept builds competitiveness by earning customer's confidence and reinforcing branding, advertising, selling, and pricing.

Service quality is simply defined by Zeithaml, Parasuraman, and Berry as excellence, and this is determined by the extent of discrepancy between customer expectations and their perceptions (Zeithaml et al., 1990).

Companies that deliver high service quality have higher profits accruing from more loyal customers, lower marketing costs and consequently, higher return on sales (Bell and Zemke, 1992).

2. 2.3 The Theory of Determinants of Service Quality

The determinants of service quality are as followed: (LoveLock, 1988)

1. **Reliability:** It involves consistency of performance and dependability. It means that the firm performs the service right the first time and also means that the firm honors its promises.

2. **Responsiveness:** It concern about the willingness or readiness of employees to provide service.

3. **Competence:** It means possession of the required skilled and knowledge of service provider to perform the services

4. **Access:** It involves approachability and ease of contact.

5. **Courtesy:** It involves politeness, respect consideration, and friendliness of contact personnel (including receptionists, telephone operators, and so forth)

6. **Communication:** It means keeping customer informed in language they can understand. It also means listening to customer. It may mean that the company has to adjust its language for different customers-increasing the level of sophistication with a well-educated customers and speaking simply and plainly with a novice. cost

7. **Assuring** the customer that a problem will be handled

8. **Credibility:** It involves trustworthiness, believability, and honesty. It involves having the customer's best interest at heart.

9. **Security:** It is the freedom from risk, danger or doubt. Understanding the customer: It involves making the effort to understand the customer's needs.

10. **Tangibles:** It includes the physical evidence of the service

Table 2.3 Ten Dimension of Service Quality

Dimension	Definition
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willing to help customers and provide prompt service
Competence	Possession of the required skills and knowledge to perform the service
Access	Approachability and ease of contact
Courtesy	Politeness, respect, consideration and friendliness of contact personnel
Communication	Keeping customers informed in language they can understand and listening to them
Credibility	Trustworthiness, believability, honesty of the service provider
Security	Freedom from danger, risk or doubt
Understanding the customer	Making the effort to know customers and their needs
Tangibles	Appearance of physical facilities, equipment, and communication materials

Source: Zeithaml, A., Parasuraman, A., and Berry, L. (1990) Delivery Quality Service: Balancing Customer Perception and Expections. New York: Free Press, pp.21-22

2.2.4 SERVQUAL: Service Quality Measurement

The SERVQUAL scale was first introduced by Parasuraman, Zeithaml and Berry in 1985. They attempt to develop an instrument that would measure service quality across a range of service industries, where quality is defined as the difference between what a service company should offer and what actually offers are.

Parasuraman, Zeithaml, and Berry (1985) originally identified ten determinants of service quality based on a series of focus group session. They subsequently developed SERVQUAL (1988), which recasts the ten determinants into five specific components.

Ten Dimension for Evaluating Service Quality

Original Ten Dimensions for Evaluating Service Quality	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Tangibles					
Reliability					
Responsiveness			■■■■		
Competence					
Courtesy					
Credibility					
Security					
Access					
Communication					
Understanding the Customer					

The Figure 2.3 shows the correspondence between the original ten dimensions and SERVQUAL's five dimensions. Source: Zeithaml, A., Parasuraman, A., and Berry, L. (1990) Delivery Quality Service: Balancing Customer Perception and Expections. New York: Free Press, pp25

Five dimension of service quality are as follows:

1. Reliability: it is the ability to perform the promised service dependably and accurately. Reliability service performance is a customer expectation and means that the service, every time is accomplished on time, at approximately the same time each day.

2. Responsiveness: it is the willingness to help customer and to provide prompt service.

3. Assurance: It is the knowledge and courtesy of employees and their ability to convey trust and confidence.

4. Tangible: It is the appearance of physical facilities, equipment, personnel and communication materials.

5. Empathy: It is the provision of caring, individualized attention to customer. It includes the following features: approachability, sense of security, and the effect to understand the customer's needs.

SERVQUAL VS SERVPERF

Since Parasuraman et al., (1990)'s SERVQUAL is so popularly implemented in several studies, the use of SERVQUAL instrument easy comparability to another researches that have been used in the previous. The comparative by Angur et al., (1999) shown that SERVQUAL vs. SERVPERF (service performance), which is a measure's alternative of service quality which employs customer perceptions rather than gap of service quality. The researchers found that while SERVPERF appears to explain more variance in overall service quality than SERVQUAL, the average difference in variance explained was so small to the extent that it was negligible. Angur et al., (1999) also discover from a practical point that the SERVPERF scale represented to provide high adequate information to the managers in position the specific areas of service performance rather than SERVQUAL.

Many researchers concur that customer' evaluations of continuously afford services might be regard solely on performance, thus suggesting that an overall measure of service quality of variance which explains by performance-based measurement (Oliver, 1989; Bolton and Drew, 1991a, b; Cronin and Taylor, 1992; Boulding et al., 1993; Quester et al., 1995). These researches recovering are steady with another research which have comparative's methods focus in service activities, However, the verification that SERVPERF (performance-only) results in more reliable judges, performance of convergent, distinguish of validity, greater elucidated variance, 'and the result less prejudice than the SERVQUAL and EP scales (Cronin and Taylor, 1992; Parasuraman et al., 1994; Quester et al., 1995; Llusar and Zornoza, 2000).

Carman (1990) also argued that SERVQUAL unable to measure and applied to any service. The customized was needed to be to the specific its service. Babakus and Boller (1992) are likewise maintained that the service quality dimensions might be depending on the kind of services according to the study. In addition, the studies referred the empirical analysis, only the perceptions measures had greater correlations with an overall service quality measurement.

Cronin and Taylor's SERVPERF that explained by Cronin and Taylor (1992) argued that SERVQUAL unperformed these satisfaction as well as attitude. They concluded that service quality can be conceptualized as "alike to an attitude", and able to be operationalized by the "adequacy-importance" model. In focusing, the researches maintained that "performance" instead of 'the variances between performance and expectation" evaluates its service quality and that created an alternative measurement's instruments, as the SERVPERF, which concerns purely performance. In previously empirical study, SERVQUAL represented to have a suitable for only two of the four industries such as banking, pest control, dry cleaning as well as fast food examined, whereas SERVPERF had a perform fit in all four industries. A similar consequence was acquired from regression analyses.

SERVQUAL's five dimensions (Parasuraman, et al., 1990) represented the way to measure service quality what's that SERVQUAL measurement model based on their gap theory which had only five dimensions that they captured facts of all the ten originally conceptualized dimensions and Cronin and Taylor (1992) revised to be SERVPERF that measure by its performance These definitions have been synthesized in a 22 items scale and also along with the definitions of the three originally dimension that interact, are as follow :

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Tangibles: Appearance of physical facilities, equipment, personnel and communication materials, it is defined as the appearance of physical facilities, equipment, personnel, and communication materials. Tangibles provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. Service industries that emphasize tangibles in their strategies include hospitality service in which the customer visits the establishment to receive the service, such as hotels and restaurants

Reliability: Ability to perform the promise service dependably and accurately This dimension has been consistently shown to be the most important determinant of perception of service quality among US customers, reliability is defined as the ability to perform the promised service dependably and accurately , in its broadest sense , reliability means that he company delivers on its promises, promises about delivery, service provision , problem resolution and pricing .customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and core service attribute

Responsiveness: Willingness to help customers and provide prompt service, it is the willingness to help customers and to provide prompt service, This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answer the questions or attention to problems, Responsiveness also captures the notion of flexibility and ability to customize the service to customer needs.

Assurance: Knowledge and courtesy of service provider and their ability to cover trust and confidence, Trust and confidence may be embodied in the person who links the customer to the company, such as securities brokers, insurance agents, lawyers, or

counselors. In such service contexts the company seeks to build trust and loyalty between key contact people and individual customers

Empathy: Caring, individualized attention, the firm provides its customers, Empathy is defined as the caring, individualized attention that the firm provides its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special and that their needs are understood. Customers want to feel understood by and important to firms that provide service to them

2.3 Theory of Customer Retention

Even though it is sometimes seen as less exciting than customer acquisition and new product development, Customer Retention is important for delivering profits to the bottom line. Not only do customers need to continue to use your product on a continuous basis, they need to buy other products and service that you offer to them. Current customers are important not only for their purchases but for their Word- of Mouth to help attract new customers. By turning loyal customers into advocated, you significantly reduce Customer Acquisitions costs and significantly increase the value of your current customers.

Three keys Customer Experience element drive Customer Retention:

• Long tem usages and satisfaction: retain customers who continue to use and enjoy the product

• Buy more products: Sell Loyal customers more useful and enjoyable products

• Word-of-mouth : Turn customers into advocates to help you acquire new customer

Often after companies successfully develop new product and conduct a big marketing launch to acquire new customers, companies do not pay as much attention to retaining those customers as they should. Current customers typically deliver the huge share of a business' profit because they have already been acquires and are more likely to buy new products and services offered to them from the same company. Further, for many

businesses, Word Of Mouth from current customers drives about half of new customer acquisition purchases. So loyal customers not only continuous to pay directly for products and service used on a continuous basis but also help to drive down Customer Acquisitions costs by acting as your stealth sales force.
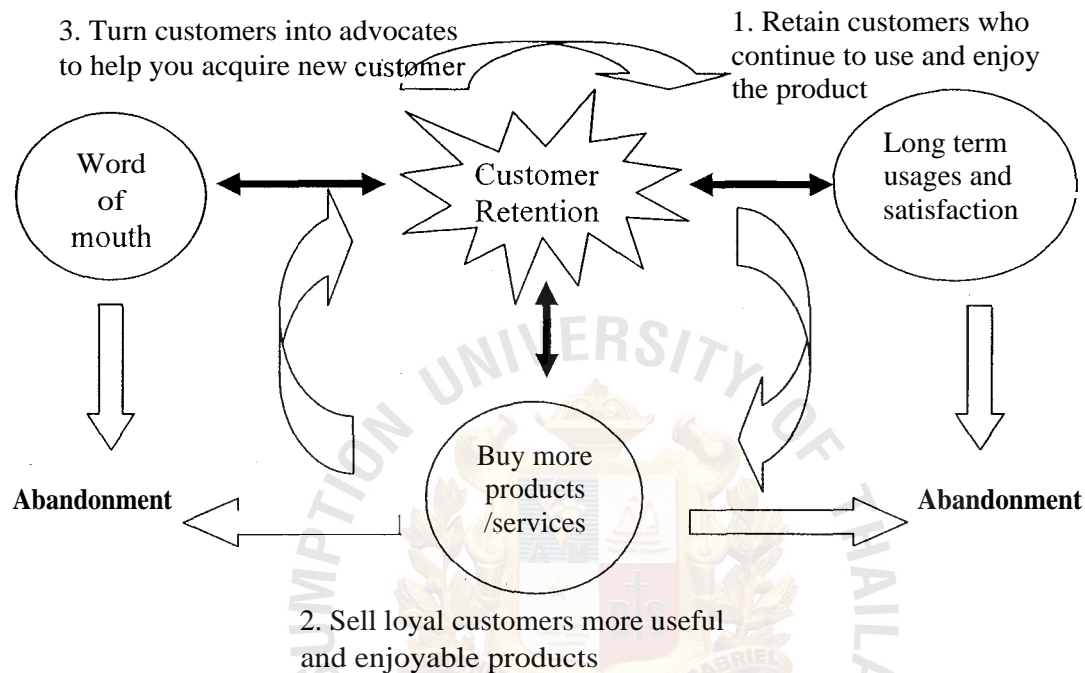
Figure 2.4 Customer Experience Model Sources: Suzannes Taylor Marketing strategy consulting: building Brands and business by creatinh WOW customer Experience (www.customerretentionmodel.com)

In order to measure how well you are doing in these areas, it is important to identify the metrics that matter cost .the metrics chose will not only help to determine goals but will also be the yardstick by which success and progress is measures .The metrics must measure something that is important to business results and can be measured accurately, consistently, and efficiently.

Customer retention is critical component of any business because it delivers the most profit to the bottom line. Abandoned customers need to be carefully studied so you can understand how to prevent abandonment. Customer research such as segmentation and lifetime value analyses stress on who the best customers are and why .this in turn help

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marketer refine their target customer descriptions and marketing communications for customer acquisition. The lifetime value of customers also helps determine how much businesses should be willing to pay to acquire new customers. Finally, current customers certainly drive product development since their needs and wants should be considered a high priority.

2.4 Related Theories of The Relationship and Previous Study between Dependent variable and Independent Variable

2.4.1 The related theories of the relationship of dependent variable and independent variable

1) Journal of Zeithaml (2000)

At the aggregate level, a growing body of evidence is emerging about the relationship between service qualities and profitable. Zeithaml(2000) synthesizes recent evidence and identifies relationship between service quality and profits. She assess the evidence and presents conceptual framework that show the direct relationship between service quality and profitability as figure 2.6 below

The conceptual model presents the variables involved in the relationship between service quality and profits: the offensive marketing and the defensive marketing. An offensive effect of service quality defines as impact of service on obtaining new customer, Findings from her studies showed that company offering superior service achieving higher-than normal market shares growth and that mechanism by which service quality increased profits included higher market share ,premium prices and positive word of mouth.
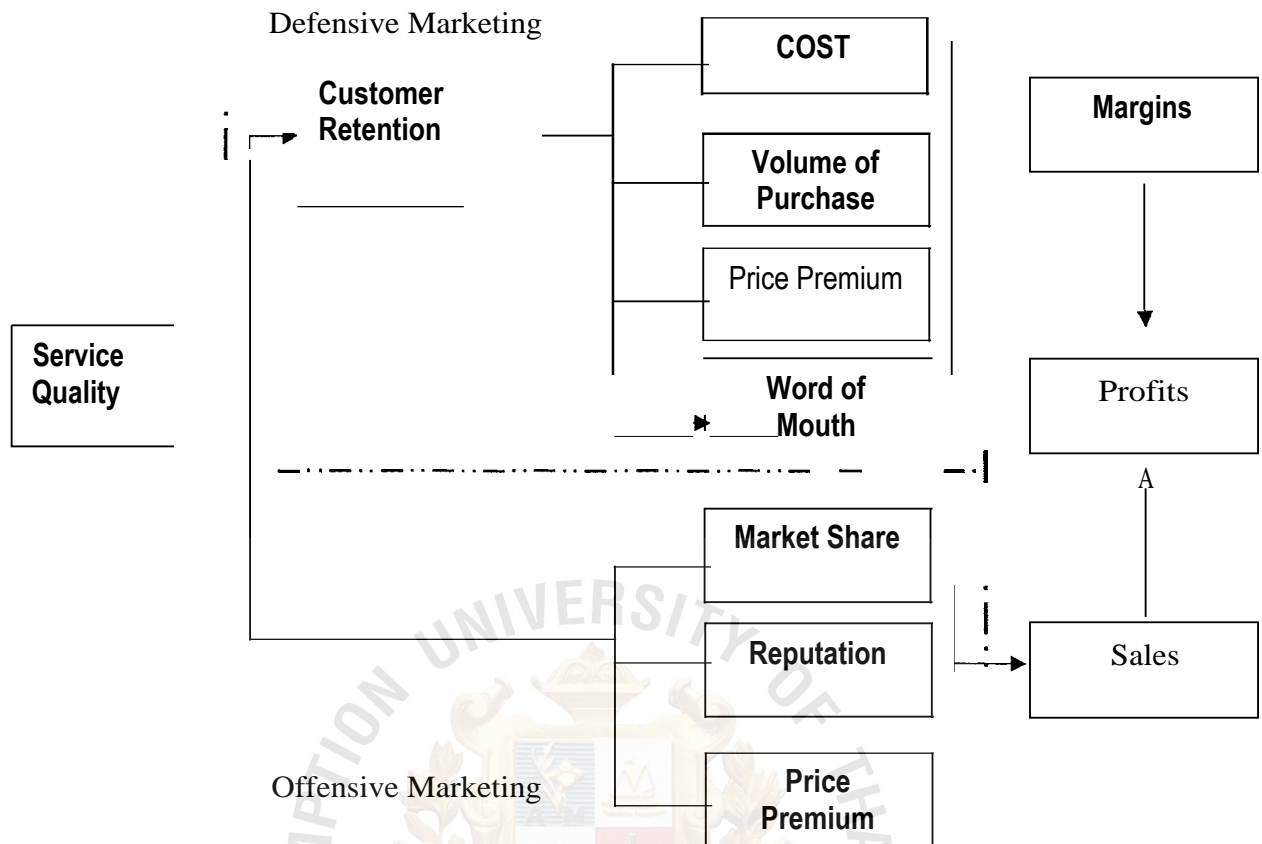
Figure 2.5 Model of Service Quality and profitability Source: Zeithmal (2000) "service quality profitability, and the economic worth of customer: what we know and what we need to learn," Journal of Marketing scenice,28(vol.,p72)

When it come to keeping the customers affirm already has ,an approach is called "defensive marketing" figures2.4 shows linkage between customer retention and profit through the identified intervening factor of cost , incrased purchase , price premium, and word of mouth communication. Existing customers who satisfied with the service quality of the firm are likely to increase their purchase and buy other services and product from company. They also may stay with the company even if the service and products from the company are increased .Finally they tell other people about their positive experience with company, generating favorable word of mouth that subsequently reduces the marketing costs the company must expend to get additional customer

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Since the relevant steam of the research in marketing has examined the impact of aspects of the service on perceptual dependent variable (including overall service quality, customer satisfaction and purchase intention) rather than on retention or profitability. Zeithmal (2000) suggests that it is more useful managerially to identify specific driver of service quality that most related to the dependent and the intervening variables likes customer retention and profit. Doing so will help firms understand what aspect of service quality to change to influence the relationship, and therefore where to invest resource.

2) Journal of Thurau and Klee (1977)

Customer satisfaction with a company's products or services is often seen as the key to a company's success and long —term competitiveness. In the context of relationship marketing, customer retention is often viewed as central determinant of customer retention. Thurau and Klee examine the postulate of a close relation between customer satisfaction and customer retention, and identify that perceived overall quality plays a key role as a mediator in the relationship between satisfaction and customer retention in Figure 2.6 below

The product and /or service quality perception is seen as the higher order and more stable variable .Thus, Satisfaction is regard as a long term emotional state that results from an interpersonal comparison of the customer's expectation with the evaluation of a single product or service encounter
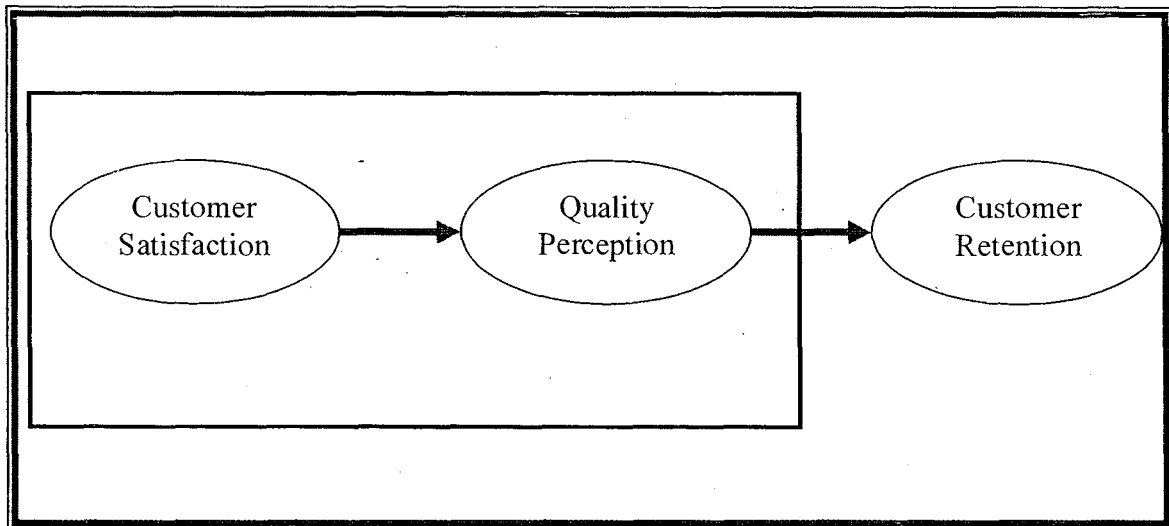
Figure 2.6 Schematic Representation of postulated Relationship of Customer Satisfaction, Overall Quality Perception, and Customer Retention: Source: "The impact of customer satisfaction and relationship quality and customer retention: A critical reassessment and model development" psychology & Marketing Vol,14(8)pp.737-764

2.4.2 Previous Research related to the Topic

1) Lee-Kelly, Davies and Kangis (2002)

This latest study examined the association between service quality for customer retention in the UK steel industry. The literature suggests that loyalty may be expressed either as a repurchase intention or as a direct action. For practical reasons, it would have been difficult to track the conversion of stated intentions by buyers through to actual repurchase activities; both different approaches and significantly higher levels of resource would have been required to reach methodological acceptability. For the purpose of their study, the service quality was measured through SERQUAL instrument based on Parasuraman et al. 1988 and the measuring customer retention was limited to the respondent's stated intention to continue the relationship by: buying the same steel product again; and/or buying other tpes of steel; and/or recommending the supplier to others. For the questionnaire measuring service quality and customer retention, they used five point Likert scales (anchored on: strongly

disagree/ strongly agree). The hypothesis tested was that the level of perceived quality (measured through SERQUAL dimensions) the higher would be the intended loyalty.

2) Research findings of customer perceptions of service quality and purchase intention

Published research also offers evidence that customer satisfaction and/or service quality perceptions positively affect intentions to behave in positive ways – praising the firm, preferring the company over others, increasing the volume of purchases, or agreeably paying a price premium.

Most of the early research operationalized behavioral intentions in a unidimensional way rather than delineated specific types of behavioral intentions. Woodside, Frey, and Daly (1989), for example, found a significant association between overall patient satisfaction and intent to choose a hospital again. Anderson and Sullivan (1993), analyzing data from the Swedish Customer Satisfaction Barometer, found that stated repurchase intention was strongly related to stated satisfaction across virtually all product categories. Cronin and Taylor (1992), using a single-item purchase-intention scale, found a positive correlation with service quality and customer satisfaction.

Several academic studies have examined the association between service quality and more specific behavioral intentions. The following presents the research findings of perceptions of service quality and behavioral intentions.

In a series of studies (see Parasuraman et al., 1991; Parasuraman et al. 1998), a positive and significant relationship between customers' perceptions of service quality and their willingness to recommend the company.

Boulding and colleagues (1993), in one of two studies they conducted, found a positive correlation between service quality and a two-item measure of repurchase intentions and willingness to recommend. In a second study involving university students, they found strong links between service quality and other behavioral intentions that are of strategic

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importance to a university, including saying positive things about the school, planning to contribute money to the class pledge upon graduation, and planning to recommend the school to employers as a place from which to recruit (Boulding, KaIra, Staelin, and Zeithaml ,1992).

Zeithaml et al.,(1996) empirically examined the quality intentions link using a behavioral-intentions battery composed of 13 specific behavioral intentions likely to result from perceived service quality. The battery was significantly correlated with customer perceptions of service quality.

Individual companies have also monitored the impact of service quality on selected behavioral intentions. Toyota found that intent to repurchase a Toyota automobile increased from a base of 37 percent to 45 percent with a positive sales experience, from 37 percent to 79 percent with a positive service experience, and from 37 percent to 91 percent with both positive sales and service experiences (McLaughlin 1993).

A similar study by Gale (1992) quantitatively assessed the relationship between level of service quality and willingness to purchase at AT&T. of AT&T's customers who rated the company's overall quality as excellent, more than 90 percent expressed willingness to purchase from AT&T again. For customers rating the service as good, fair, or poor, the proportions decreased to 60 percent, 17 percent, and 0 percent, respectively.

2.5 Theoretical and Conceptual Frameworks

2.5.1 Theoretical Framework

The Theoretical Framework is drawn base on the different theoretical Framework and studies depicted in the Literature Review.

This research involves the effect of service quality dimensions and customer retention as service quality is viewed as a multidimensional concept. It is produced in the relationship between a customer and elements of the service organization (Lethinen and

Lethinen, 1991). According to two authors, there are three attributes of service quality, 1) physical quality 2) corporate quality 3) interactive quality is image and profile while interactive quality relates to the interaction between contact personal and customers as well as between the customers and non-customers.

Measuring Satisfaction, to measure customer satisfaction with different aspects of service quality Parasuraman, Zeithaml and Berry (1988) developed a survey research instrument called SERVQUAL and researcher modified SERVQUAL revised to be SERVPERF; it is based on the premise that customers can evaluate a firm's service quality by comparing their perceptions of its service with their expectations. SERVQUAL revised to be SERVPERF dimensions included Tangibles, Reliability, Responsiveness, Assurance and Empathy which use for assessment the relationship between service quality and customer satisfaction of this empirical research. The explanations of 5 factors of SERVQUAL revised to be SERVPERF dimensions are following:

- Tangibles: Appearance of Physical facilities, equipment, personnel and communication materials

- Reliability: Ability to perform the promise service dependably and accurately

- Responsiveness: Willingness to help customers and provide prompt service

- Assurance: Knowledge and courtesy of service provider and their ability to cover trust and confidence

- Empathy: Caring, individualized attention, the firm provides its customers

Many researchers believe that more direct approach to the measurement of service quality is needed. It is felt that performance-only-based measures of service quality may be an improved means of measuring the service quality construct. This has led to the development and application of a more direct from measurement technique such as SERVPERF. This

technique made use of the original SERVQUAL scale items and also requires the customer to rate a provider's performance.

Nadiri and Hussain, (2005) had explained the Dimensions of SERVPERF The exploratory results factor analysis represented that SERVPERF instrument concerned about its five assumed dimensions – tangibles, reliability, responsiveness, assurance, as well as empathy. Nadiri and Hussain are referred study was aimed to identify the perceived service quality of European customers to analyze the degree of customer satisfaction in North Cyprus hotels. The findings of related study disclose that the SERVPERF scale successfully maintains its reliability.

2.5.2 Conceptual Framework

There are 5 independent variables, which consist of, Tangibles, Reliability, Responsiveness, Assurance and Empathy of service quality. The framework is aim to investigate the effect of five independents variables to customer retention, the dependent variable as showed in figure 2.8

The effect of Service Quality to Customer Retention

Independent Variable   Dependent Variable

Tangibles

Reliability

Responsiveness   Customer
                                                          Retention

Assurance

Empathy
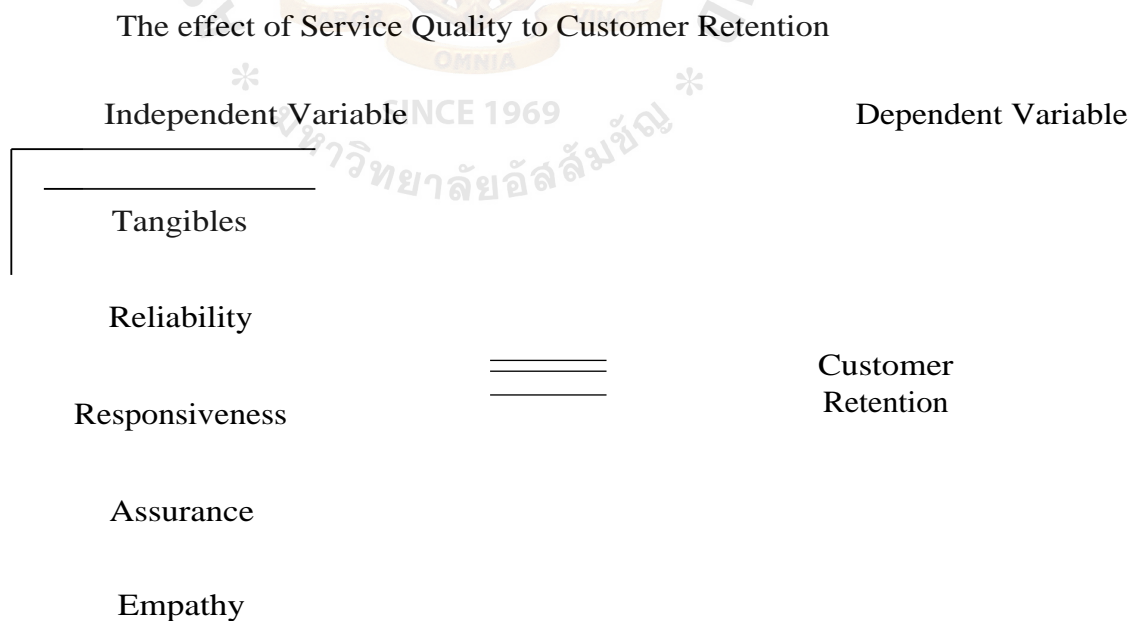
Figure 2.8 Conceptual Framework

2.5.3 Research Hypothesis

A hypothesis is a tentative explanation for certain behaviors, phenomena or events that have occurred or will occur [Gay & Diehl, 1997 For the purpose of this research is to study the effecting on service quality on customer retention toward Escape de Spa on the above conceptual framework of hypothesis testing model, the hypothesis statement is set as follow

H_v1: The tangibles dimension has a significantly effect on customer retention toward Escape de Spa

H2:   The reliability dimension has a significantly effect on customer retention toward Escape de Spa

H3:   The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa

H_v4: The assurance dimension has a significantly effect on customer retention toward Escape de Spa

H5:   The empathy dimension has a significantly effect on customer retention toward Escape de Spa

H6:   The overall service quality dimensions has a significantly effect on customer retention toward Escape de Spa

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that is used to test the hypotheses of the study. This chapter gives an insight into the design of study, population and sampling, collection of data, and proposed data processing and analysis. Therefore, this chapter will provide the clearer understanding of the research process and how the steps in the research process fit together.

3.2 General Procedures

This research is undertaken by conducting surveys. The study measures the effect of service quality to customer retention toward Escape de Spa, Bangkok so the questions relevant to the issues will be directly projected to the questionnaire for the target respondents.

Quantitative method was the method of collecting data for this study. The questionnaire will be conducted to collect the data from Escape de Spa's customer. As the researcher wanted to have the representative information and to ensure would be covered in this survey, structured questionnaire was distributed to the number of respondents who had direct experience the service with Escape de Spa, Bangkok. The researcher used survey data collection method which allows the respondents to complete the surveys on their own (self-administered).

3.3 Research Design

The mean of data collection which is applied to this research process, is referred to the quantitative research. This quantitative research involves a sizable representative sample of the population and a formalized procedure for gathering data (Burns & Bush, 2005).

According to Patel and Davidson (1994), a qualitative approach involves a statistical analysis of the collected data. This research is structured, based on predetermined research questions and conceptual frameworks. In addition, the data is based on the numbers and variables which help to easily interpret the result (winter, 1992).

This research decided to use a structured self-administered questionnaire which is those questionnaires that researcher knows what information is needed and has predetermined list of mechanisms when the researcher knows exactly what is required and how to measure the variables of its interest. The questionnaires with close questions accurately and at affordable costs. A questionnaire consists of a set of questions presented to respondents for their answer. Questionnaire need to be carefully developed, tested, and debugged before they are administered on a large scale. In addition, the questionnaire should use simple, direct, unbiased wording and should be pretested with a sample of respondents before it is used. (Kotler, 2000)

3.4 Collection of Data

The collecting data method applied in this research consists of primary and secondary data. The primary data which is the data gathered and assembled specifically for the research project .Primary data will be collected by distributing questionnaires to the respondents which have direct experience of Escape de Spa's service, Bangkok

The secondary data is gathered from text books, journal which is important source to support and development the conceptualization model for this study. After the required data are collected, it will be analyze and summarized in a readable and easily interpretable form the statistical Package for Social Science (SPSS) program will be employed to summarize the data as needed.

3.5 Research Instruments/ Questionnaire

A self —administered questionnaire is one in which the respondent completes the survey on his or her own (Burn & Bush, 2005). Therefore, the researcher designed the questionnaire survey as the research instrument to answer and clarify the research problems and research objectives. The questions in each part was composed and reviewed to provide the data needed for this study regarding to the hypotheses and main variables.

The questionnaires will be distributed to the customers who experienced the service of Escape de Spa or the member of the Escape Des Spa , Bangkok. The respondents were randomly selected as the sample in this study. The questions were separated into 3 main parts as the following

Part I: Demographic profile of respondents: It is the general information of the respondent who has direct experience of Escape de Spa, Bangkok as the below table 3.1

Table 3.1 Operationalization of the Demographic Variable

Variable	Concepts	Operational Components	Scale	Question in the Questionnaire
Gender	Sex identification of one person.	Male or Female	Nominal Scale	In part 1: Q1
Age	The period of time a person has lived,	Duration of life specific to one person	Ordinal scale	In part 1: Q2
Marital Status	An official marital status of that person.	Single , Married or Divorced	Nominal scale	In part 1: Q5
Occupation	An activity that serves as one's regular likelihood.	The career of the person	Nominal scale	In part 1: Q4
Education	The knowledge of skill level one has obtained or developed by learning process through formal instruction at school.	Individual's highest education level	Nominal scale	In part 1: Q4
Income	The amount of money or its equivalent one received during a period of time in exchange for labor	Individual average income per month	Interval scale	In part 1: Q6

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Part II: To measure the level of service performance base on term of service quality (see table 3.2 for details).

Part **III:** for measure customer retention of Escape de Spa, Bangkok by A five point Likert scale to indicated the future purchase behavior (see table 3.2 for details).

A five-point Likert scale is used in this research because respondents are asked to indicate their degree of Agreement and Disagreement for each of series of statements. The scale captures the intensity of their feeling. Both of part **II** and Part III applied the average weight means measuring the level of service performance and customer retention by using the arbitrary level and descriptive rating used for classified the level of respondent's perception as follow:

Descriptive Rating		**Arbitrary Level**
Strongly Agree	5	4.20 - 5.00
Agree	4	3.40 - 4.19
Neither Agree nor Disagree	3	2.60 - 3.39
Disagree	2	1.80 - 2.59
Strongly Disagree	= 1	1.00 - 1.79

Table 3.2 Operationalization of the Variables

Variable	Concept	Operational Component	Scale	Question in the Questionnaire
Tangibles	One of service quality aspects related to the appeal of facility. equipment and material used by a service firm as well as the service employees affect	-Up to date equipment -Appealing physical facilities -Employee's well dressed and appear neat -Appearance of physical facilities overall	Interval scale	In part 2: Q1,Q2,Q3,Q4
Reliability	One of service quality aspect involved with the accurate service the first time with out any mistakes and deliver what it has promised to do by the time that has agreed upon	-Performing services as promised -Dependability of service personnel in Solving problems - -Accuracy of service -Providing service by the first time promise	Interval scale	In part 2:Q5 ,Q6,Q7, Q8,
Responsiveness	One of service quality aspect concerned the willingness of employees to help customer and respond to their request as well as to inform customer when service will be provide , and then give prompt service	-Consistency of service -Telling when service will be performed -Prompt services Helpfulness of service Personnel Readiness of service -Not to busy too respond	Interval scale	In part 2: Q9,Q10,Q11,12 ,13
Assurance	One of service quality aspect related to employees' behavior to give customer confidence and feel safe in the firm. The employees are always courteous and have to necessary knowledge to respond to customers' question	-Trustworthy -Safety -Polite -Knowledge to answer customer questions.	Interval scale	In part 2: Q14, Q15,Q16,Q17,

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Table 3.2 Operationalization of the Variables (con't)

Variable	Concept	Operational Component	Scale	Question in the Questionnaire
Empathy	One of service quality aspect involved understand customers problem and performs in their best interests as well as giving customers individual personal attention and having convenient operating hours	-Individual attention. -Convenience operating hours -Personalized attention -Understanding customers -know the customer's need	Interval scale	In part 2:Q18,Q19,Q20 ,Q21,
Repurchase behavior	The ability of a service provide to get the customer to return in the future	-Repurchase intention -Buy more service -Recommending	Interval scale	In part 3:Q1, Q2 Q3

3. 6 Population and Sampling

Population is defined as the entire group under study as specified by the objectives of the research project (Burn & Bush, 2005).). The researcher used the appropriate sample size of customer of Escape de Spa, as follow:

3.6.1 Population

The entire group of people, events, or things of interest that the researcher wishes to investigate is called population and the target population is the specific complete group relevant to the research project (Zikmund, 2000). The population is all customers or members of Escaper de Spa who have direct experience of Escape de Spa , Bangkok

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3.6.2 Sampling Procedure

Sampling method

The researcher randomly selected the customers and members of Escape de Spa. In order to increase response rate, both of Thai and foreigner customers were randomly selected to be the sample in this study.

The selection of particular sampling method depends on the objectives of the study, the financial resources available, time limitations, and the mature of the problem under investigation. The major alternative sampling methods can be grouped under two headings: probability sampling methods and non-probability sampling methods. Probability samples are samples in which every element of the population has a known, nonzero probability of selection. Non-probability samples are samples that include the selection of specific elements from the population in a nonrandom manner (Burns& Bush, 2005).

Probability sampling method is used in this research. In probability sampling, every element in population has known nonzero probability of selection (Zikmund 2000). The sample in this study was randomly selected from the list of customers and members of Escape de Spa.

Simple Random Sampling of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection. The frame is not subdivided or partitioned .The procedure is extremely simple. It described as the assignment of objects (subjects, treatments, groups, etc.) of a population to subsets (sample) of the population in such a way that, for any given assignment to a subset (sample), every member of the population has an equal probability of being chosen for that assignment. Randomization is essential for probability samples which are the only samples that can generalize results back to the population. And random sampling is important because it is required by inferential statistics. If the researcher desires to make inferences about

populations based on the behavior of samples, then random sampling must be used. (Kerlinger, 1986).

Sampling Unit

Kotler (2000) mentioned that sampling units is whom the researcher would like to survey. The sampling unit is the customer and member who had experienced the Escape de Spa. The marketing researcher must define the target population that will be sampled. Once the sampling unit is determined, a sampling frame must be developed so that all members of the target population have an equal or known chance of being sampled.

Sample Size

The respondent of this researcher were member who were a member of Escape De Spa which located in Sukumvit Soi 31 , Bangkok the table below show the no of the memberships since they opened this spa

Table3.3: No .of Member of Escape De Spa from year 2005- year 2007

	year 2005	year 2006	year 2007
Escape de spa member	150	350	500

From the table 3.2 the members in year 2007 of Escape De Spa is 500 members; therefore the sample size is 217 respondents base on the research done by krejic& Morgan as shown in table below

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Table 3.3: Sample size

Population Size	Sample Size	Population Size	Sample Size	Population Size	Sample Size
10	10	110	86	300	169
15	14	120	92	320	'175
20	19	130	97	340	181
25	24	140	103	360	186
30	28	150	108	380	191
35	32	160	113	400	196
40	36	170	118	420	201
45	40	180	123	440	205
50	44	190	127	460	210
55	48	200	132	480	214
60	52	210	136	500	217
65	56	220	140	550	226
70	59	230	144	600	234
75	63	240	148	650	242
80	66	250	152	700	248
85	70	260	155	750	254
90	73	270	159	800	260
95	76	280	162	850	265
100	80	290	165	900	269

(95% confidential level with 5% of tolerance rate)

Source: R.V. Krejic& Morgan determining sample size for research activities, Educational and Psychological Measurement Vol.No3, pp.607-610

The researcher used the probability sampling as the no. of membership of Escape de spa had known as no. of population , distributed to the membership randomly including Thai and foreigner customer ,both male and female when the member were in the Escape de Spa. The researcher sends email or fax the questionnaire to the customer who did not come to the shop. After that the researcher telephoned to follow up the respondents sent mail or fax the questionnaire back to the Escape de spa' manager.

3.7 Statistical Method for Data Analysis

The completed questionnaires that are returned from all respondent will be calculated and computed by the Software Statistical Package of the Social Sciences (SPSS) for window program.

Regression analysis will be applied for hypotheses testing. The relationship between the mean value of a random variable and the corresponding values of one or more independent variables. A statistical analysis is assessing the association between two variables. Regression analysis is a method of analysis that enables you to quantify the relationship between two or more variables (X) and (Y) by fitting a line or plane through all the points such that they are evenly distributed about the line or plane.

Regression analysis examines the relation of a dependent variable (response variable) to specified independent variables (explanatory variables). The mathematical model of their relationship is the *regression equation.* The dependent variable is modeled as a *random variable* because of uncertainty as to its value, given only the value of each independent variable. A regression equation contains estimates of one or more hypothesized *regression parameters* ("constants"). These estimates are constructed using data for the variables, such as from a sample. The estimates measure the relationship between the dependent variable and each of the independent variables. They also allow estimating the value of the dependent variable for a given value of each respective independent variable. When there are many X's, this is called multiple regression. When there is one X, we call it single regression or simple regression.

Simple Regression is a linear regression in which there is only one covariate (predictor variable). Simple linear regression is a form of multiple regressions, is used in situations to evaluate the linear relationship between two variables. One example could be the

relationship between muscle strength and lean body mass. Another way to put it is that simple linear regression is used to develop an equation by which we can predict or estimate a dependent variable given an independent variable.

Simple regression technique will be applied for hypotheses testing in analyzing the association between one independent variables for each service quality dimensions effect on the dependent variable which is customer retention

The simple regression equation is given by

$$y = a + b_1x_1$$

Where Y = the dependent variable,

a = the y intercept,

b = the gradient or slope of the line,

X = independent variable and is a random term.

Multiple regression technique will be applied for hypotheses testing in analyzing the association between independent variables which are service quality in terms of tangibles, reliability, responsiveness, assurance and empathy and its effect on the dependent variable which is customer retention

The multiple regressions are computed as:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + ... +$$

Where;

y = the dependent, or predicted, variable

= independent variable i

a = the intercept ,

$b1$ = the slope for independent variable i

m = the number of independent variables in the equation

The statistical model applied in this research will be descriptive statistics. By using this method, the large quantities of raw data can be summarized and the result can be interpreted easily

The test of the hypothesis is conducted by bivarated correlation statistics, which is appropriate to measure of association between two variables at a time the suitable scale for this study is interval scale .the data analysis of interval scale typically uses parametric statistic tests .

Table 3.5 Statistical method used for each of the hypothesis

No.	Hypothesis	Statistics used
H_O1	The tangibles dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression
H_O2	The reliability dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression
H_O3	The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression
H_O4	The assurance dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression
H_O5	The empathy dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression
H_O6	The overall service quality dimension has a significantly effect on customer retention toward Escape de Spa	Multiple - regression

3.8 Pretest

A pilot test was administered to thirty customers before data collection. The pilot test was used to determine if the order of appearance of question had any effect on the results. The pilot will be also used to measure the reliability and validity of the scales used in the study.

Cornbach's alpha is utilized to assess the internal consistency of the level of performance of service quality and customer retention questionnaire ,If the grouped construct

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show the alpha value greater than 0.8,It is significant reliable. If the alpha value is between

0.6 and 0.8, it is still reliable, Reliability was tested using Cronbach's alpha is 0.8739

Table3.6

 Summary of Cronbach's alpha Coefficient value for questionnaire

Questionnaire		no. of case	no. of item	alpha
PartII	Perceive Service quality	30	22	0.9279
Part III	Customer Retention	30	3	0.9423
Overall Scale		30	31	0.8739

CHAPTER IV

DATA ANALYSIS AND RESULTS

4.1 Introduction

The study of the effect of service quality to customer retention in spa business case study of Escape De Spa had collected the primary data through 221 questionnaires with target respondents. The data collection phase of this research is followed by data analysis of phase of the research study. The findings are organized into two sections namely, Descriptive Statistics and Inferential Statistics.

Descriptive Statistics is a branch of statistics that provides researchers with summary measures for the data in their samples. The objective of descriptive statistics is to provide summary measures of the data contained in all the elements of a sample.

Inferential Statistics is the branch of statistics that consists of generalizing from samples to populations performing hypothesis and making predictions, since data collected are interval scaled data, therefore, to test the hypothesis about the variable of interval; Multiple Regression was used to find out the relationship between variables.

4.2 Sample Profile

The research conducts the survey and collects the data by distributing 221 copies of questionnaire to the members and the customers of Escaper de Spa. Self – administered questionnaire is used to collect the data from the customers or members whose had direct experience with escape de spa's service and be membership of Escape de Spa including both of Thai and foreigner customers.

4.3 Descriptive Data Analysis

In this part the researcher is going to analyze the descriptive statistics of the personal information of the respondents. The items are explained in this part are as following; Descriptive Data Analysis of the result of population breakdown analysis by:

a. Gender

b. Age

c. Marital Status

d. Occupation

e. Education level

f. Income per month

g. SERVQUAL dimensions in term of tangible

h. SERVQUAL dimensions in term of reliability

i. SERVQUAL dimensions in term of responsiveness

j. SERVQUAL dimensions in term of assurance

k. SERVQUAL dimensions in term of empathy

l. Customer retention

Table 4.1: Gender of respondent

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 male	70	31.7	31.7	31.7
	2 female	151	68.3	68.3	100.0
	Total	221	100.0	100.0	
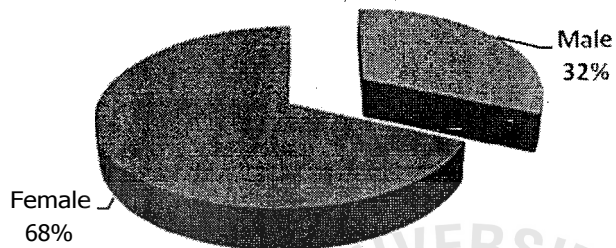
Table 4.1 shows that the most of respondents of this study are female which accounted for 151 respondents (68%) and the rest are male which represents 70 respondents (32%).

Table 4.2   Age of respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <21 years	19	8.6	8.6	8.6
	2 21-30 years	76	34.4	34.4	43.0
	3 31-40 years	76	34.4	34.4	77.4
	4 41-50 years	25	11.3	11.3	88.7
	5 >50 years	25	11.3	11.3	100.0
	Total	221	100.0	100.0	

Table 4.2 shows that the highest percentage of respondents is in the age range of between 21-30 years old which represents 76 respondents (35 %). The second highest is in the age between 31-40 years which represents 76 respondents (34%). The rest are groups of age between 41-50 years old 25 respondent (11.3%), more than 50 years old 25 respondent (11.3% and low than 21 year old ,19 respondents (8.6 %), respectively. Therefore, it can be concluded that the majority of respondent of this study are working people range.

Table 4.3: Marital Status

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 single	112	50.7	50.7	50.7
	2 married	84	38.0	38.0	88.7
	3 divorced	25	11.3	11.3	100.0
	Total	221	100.0	100.0	
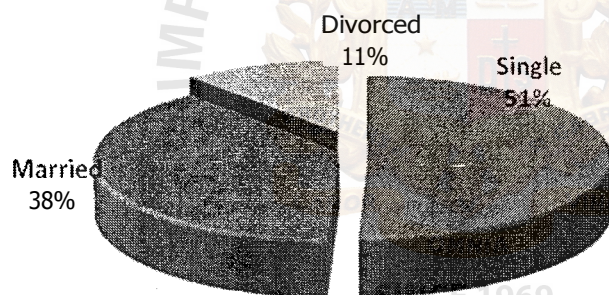
Table 4.3 shows marital status of respondents. Among 221 respondents, 112 respondents (51%) are single and the rest are married which accounted for 84 respondents (38%), and divorced which represents 25respondents (11%).

Table 4.4: Occupation

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 student	31	14.0	14.0	14.0
	2 government employee	12	5.4	5.4	19.5
	3 business owner	42	19.0	19.0	38.5
	4 company employee	118	53.4	53.4	91.9
	5 retired	15	6.8	6.8	98.6
	6 other	3	1.4	1.4	100.0
	Total	221	100.0	100.0	

Table 4.4 shows the occupation of respondents. Among 221 respondents, 118 respondents (53.4%) are company employee, 42 respondents (19%) are business owner ,31 respondents **(14%)** are student ,15 respondents are retired (7%) , 12 respondent are government employee (6%) , and other are 3 respondents(1%).

Table 4.5: The Level of Education of Respondents

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <bachelor degree	38	17.2	17.2	17.2
	2 bachelor degree	129	58.4	58.4	75.6
	3 >bachelor degree	54	24.4	24.4	100.0
	Total	221	100.0	100.0	
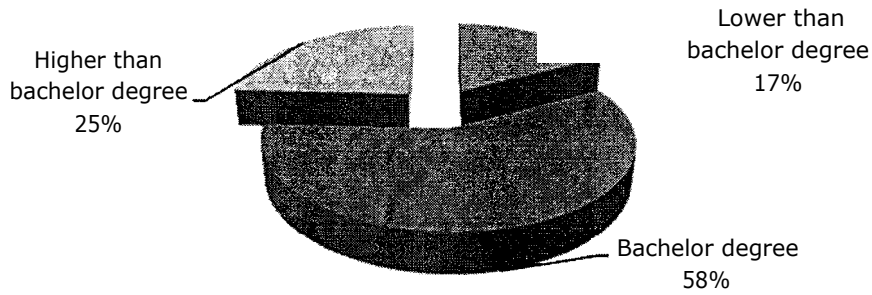
Table 4.5 shows that the current level of education of respondents. From the table, it can be explained that 58.3% or 129 respondents are either studying or holding Bachelor's Degree. 154 respondents or 24.4% are in the group of higher than Bachelor's Degree and 38 respondents or 17.4% are of under Bachelor's Degree.

Table 4.6: Average Monthly Individual Income of respondents

Monthly per income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <10,001 baht	4	1.8	1.8	1.8
	2 10,001-15,000 baht	25	11.3	11.3	13.1
	3 15,001-20,000 baht	19	8.6	8.6	21.7
	4 20,001-30,000 baht	35	15.8	15.8	37.6
	5 30,001-40,000 baht	56	25.3	25.3	62.9
	6 40,001-50,000 baht	22	10.0	10.0	72.9
	7 >50,000 baht	60	27.1	27.1	100.0
	Total	221	100.0	100.0	

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From Table 4.6, the majority of respondents have monthly individual income more than50,
000 baht which accounted for 60 respondents (27 .1%). The second group is those whose
individual income is in the range of 30,001-40,000 baht which represents 56 respondents (25
.3%). The third group is those whose individual income is in the range of 20,001-30,000 baht
which represents 35 respondents (16 %). The forth group is those whose individual income is
in the range of 10,001-15,000 baht which represents 25 respondents (11 %). The rest of
income respondents have monthly individual income ranges of 40,001-50,000 baht which
accounted 22 respondents (10%), 15,001-20,000 Baht which represent 19 respondents
(8.6%), and lower than 10,001 baht which represents 4 respondents (1.8%), respectively.

4.3.2 Descriptive Statistics: consist of the result of variable of each component.

The average weight means measuring the level of service performance and customer
retention for each components by using the arbitrary level and descriptive rating used for
classified the level of respondent's perception as follow:

Descriptive Rating		Arbitrary Level
Strongly Agree	= 5	4.20 - 5.00
Agree	= 4	3.40 - 4.19
Neither Agree nor Disagree	= 3	2.60 - 3.39
Disagree	= 2	1.80 - 2.59
Strongly Disagree	= 1	1.00 - 1.79

Table 4.7 SERVQUAL Dimensions in term of Tangible Variable

Tangibles	N	Mean	Std. Deviation	Meaning
Escape de Spa has modern equipment	221	3.62	0.793	Agree
Escape de Spa 's physical facilities are visually appealing	221	3.78	0.802	Agree
Escape de Spa staff are well dresses and appear neat	221	4.23	0.747	Strongly Agree
The physical facilities and tools appearance of Escape de Spa are suitable for the type of service provided	221	3.62	0.948	Agree
Mean of tangibles	221	3.8122	0.65264	Agree

According to table 4.7, the table shows the component for tangible variable ,the respondent strongly agree that Escape de Spa staff are well dresses and appear neat most with mean 4.23 and standard deviation 0.747 .

The respondent agree that Escape de Spa 's physical facilities are visually appealing with mean 3.78 and standard deviation 0.802 .

The respondent agree with Escape de Spa has modern equipment with mean 3.62 and standard deviation 0.793 .

The respondent agree with The physical facilities and tools appearance of Escape de Spa are suitable for the type of service provided mean 3.62 and standard deviation 0.948

Table 4.8 SERVQUAL Dimensions in term of Reliability Variable

Reliability	N	Mean	Std. Deviation	Meaning
Escape de Spa promise to provide service by a certain time, they will do so.	221	4.03	0.747	Agree
When Customer has problem ,Escape de Spa staff Show a sincere interest in solving it	221	4.05	0.74	Agree
Escape de Spa staff provide the service right the first time.	221	4.03	0.703	Agree
Escape de Spa Staff will provide their services at the time they promise to do so.	221	3.97	0.792	Agree
Mean of Reliability	221	4.0215	0.60663	Agree

According to table 4.8, the table shows the component of Reliability variable , The respondent agree with When Customer has problem , Escape de Spa staff Show a sincere interest in solving it with mean 4.05 and standard deviation 0.74.

The respondent agree Escape de Spa staff provide the service right the first time with mean 4.03 and standard deviation 0.703.

The respondent agree with Escape de Spa promise to provide service by a certain time, they will do so with mean 4.03 and standard deviation 0.747.

The respondent agree with Escape de Spa Staff will provide their services at the time they promise to do so with mean 3.97 and standard deviation 0.792.

Table 4.9 SERVQUAL dimensions in term of Responsiveness variable

Responsiveness	N	Mean	Std Deviation	Meaning
Escape de Spa Staff insist on error-free service	221	3.57	0.894	Agree
Escape de Spa Staff tell customers exactly when services will be performed.	221	4.01	0.792	Agree
Escape de Spa Staff give prompt service to customers.	221	4.07	0.657	Agree
Escape de Spa Staff are always be willing to help customers.	221	4.13	0.641	Agree
Escape de Spa Staff never too busy to respond to respond to customer request promptly	221	4.13	0.658	Agree
Mean of Responsiveness	221	3.9828	0.5643	Agree

According to table 4.9, the table shows the component of Responsiveness variable , The respondent agree with Escape de Spa Staff are always be willing to help customers with mean 4.13 and standard deviation 0.641

The respondent agree with Escape de Spa Staff never too busy to respond to respond to customer request promptly with mean 4.13 and standard deviation 0.658

The respondent agree with Escape de Spa Staff give prompt service to customers. with mean 4.07and standard deviation 0.657

The respondent agree with Escape de Spa Staff tell customers exactly when services will be performed with mean 4.01 and standard deviation 0.792

The respondent agree with Escape de Spa Staff insist on error-free service. mean 3.97 and standard deviation 0.854

Table 4.10 SERVQUAL dimensions in term of Assurance variable

Assurance	N	Mean	Std Deviation	Meaning
Escape de Spa have staff Instill confidence in customers	221	3.94	0.723	Agree
You can feel safe in Escape de Spa 's service	221	3.97	0.762	Agree
Escape de Spa staffs are polite and consistently courteous with customers	221	4.2	0.68	Agree
Escape de Spa Staff have the knowledge to do their job and answer customer questions.	221	4.27	0.75	Agree
Mean of Assurance	221	4.0962	0.58976	Agree

According to table 4.10, the table shows the component of Assurance variable, The respondent agree with Escape de Spa Staff have the knowledge to do their job and answer customer questions with mean 4.27 and standard deviation 0.75.

The respondent agree with Escape de Spa staffs are polite and consistently courteous with customers with mean 4.2 and standard deviation 0.68.

The respondent feel safe in Escape de Spa 's service with mean 3.97and standard deviation 0.762.

The respondent agree with Escape de Spa have staff Instill confidence in customers with mean 3.94 and standard deviation 0.723.

Table 4.11 SERVQUAL dimensions in term of Empathy variable

Empathy	N	Mean	Std Deviation	Meaning
Escape de Spa staffs give customers individual attention	221	3.88	0.766	Agree
Escape de Spa staffs have operation hours convenient to customers.	221	4.43	0.655	Strongly Agree
Escape de Spa have staffs who give customers personal attention.	221	3.91	0.733	Agree
Escape de Spa have the customer's best interest at heart.	221	4.17	0.743	Agree
Escape de Spa staffs understand the specific needs of their customers.	221	4.19	0.72	Agree
Mean of Empathy	221	4.1176	0.58582	Agree

According to table 4.11, the table shows the component of Empathy variable, The respondents strong agree with Escape de Spa staffs have operation hours convenient to customers with mean 4.43and standard deviation 0.655.

The respondents agree with Escape de Spa staffs understand the specific needs of their customers with mean 4.19 and standard deviation 0.72.

The respondents agree with Escape de Spa have the customer's best interest at heart. with mean 4.17and standard deviation 0.743.

The respondents agree with Escape de Spa have staffs who give customers personal attention with mean 4.19 and standard deviation 0.733.

The respondents agree with Escape de Spa staffs give customers individual attention with mean 3.88 and standard deviation 0.766.

Table 4.12 Customer retention

Customer retention	N	Mean	Std Deviation	Meaning
You will be the customer of Escape de Spa again in the future	221	4.17	0.621	Agree
You will use the other types of services from Escape de Spa in the future (i.e. treatment /scrub)	221	4.04	0.791	Agree
You will recommend Escape de Spa to other	221	4.11	0.737	Agree
Mean of customer retention	221	4.1041	0.64018	Agree

According to table 4.12 , the table shows the component of customer retention variable, The respondents agree that they will be the customer of Escape de Spa again in the future with mean 4.17and standard deviation 0.621.

The respondents agree that they will recommend Escape de Spa to other with mean 4.11 and standard deviation 0.737.

The respondents agree that they will use the other types of services from Escape de Spa in the future (i.e. treatment /scrub) with mean 4.04 and standard deviation 0.791.

4.4 Testing Research Hypothesis

to completed questionnaires that are returned from all respondent will be calculated and computed by the Software Statistical Package of the Social Sciences (SPSS) for window program and interpret the SPSS output and testing the hypothesis as the below :

Simple regression technique will be applied for hypotheses testing in analyzing the association between one independent variable for each service quality dimensions effect on the dependent variable which is customer retention

Multiple regression technique will be applied for hypotheses testing in analyzing the association between independent variables which are service quality in terms of tangibles, reliability, responsiveness, assurance and empathy and its effect on the dependent variable which is customer retention

Analysis of variance (ANOVA) Table is a collection of statistical models, and their associated procedures, in which the observed variance is partitioned into components due to different explanatory variables

R is a measure of the correlation between the observed value and the predicted value of the criterion variable. In our example this would be the correlation between the levels of job satisfaction reported by our participants and the levels predicted for them by our predictor variables.

R Square (R^2), is the square of this measure of correlation and indicates the proportion of the variance in the criterion variable which is accounted for by our model, often called the coefficient of determination is defined as the ratio of the sum of squares explained by a regression model and the "total" sum of squares around the mean. R^2 is often interpreted as the proportion of response variation "explained" by the regressors in the model. Thus, $R^2 = 1$ indicates that the fitted model explains all variability in y, while $R^2 = 0$ indicates no 'linear' relationship between the response variable and regressions. An interior value such as $R^2 = 0.7$ may be interpreted as follows: "Approximately seventy percent of the variation in the response variable can be explained by the explanatory variable. The remaining thirty percent can be explained by unknown, lurking variables or inherent variability."

In simple regression, fitted by least squares, R^2 is the square of the Pearson product-moment correlation coefficient relating the regression and the response variable. More generally, R^2 is the square of the correlation between the constructed predictor and the response variable.

Standardized coefficient or beta coefficient is the estimate of an analysis performed on variables that have been standardized so that they have variances of 1. This is usually done to answer the questions which of the independent variables have a greater effect on the

dependent variable in multiple regression analysis. In statistics, a result is called statistically significant if it is unlikely to have occurred by chance. "A statistically significant difference" simply means there is statistical evidence that there is a difference; it does not mean the difference is necessarily large, important or significant of the word.

The beta value is a measure of how strongly each predictor variable influences the criterion variable. The beta is measured in units of standard deviation. For example, a beta value of 2.5 indicates that a change of one standard deviation in the predictor variable will result in a change of 2.5 standard deviations in the criterion variable. Thus, the higher the beta value the greater the impact of the predictor variable on the criterion variable. When you have only one predictor variable in your model, then beta is equivalent to the correlation coefficient between the predictor and the criterion variable. This equivalence makes sense, as this situation is a correlation between two variables. When you have more than one predictor variable, you cannot compare the contribution of each predictor variable by simply comparing the correlation coefficients. The beta regression coefficient is computed to allow you to make such comparisons and to assess the strength of the relationship between each predictor variable to the criterion variable.

The significance level of a test is a traditional frequents statistical hypothesis testing concept. It is defined as the probability of making a decision to reject the null hypothesis when the null hypothesis is actually trues (a decision known as a Type I error, or "false positive determination"). The decision is often made using the p-value: if the p-value is less than the significance level, then the null hypothesis is rejected. The smaller the p-value, the more significant the result is said to be.

The significance level is usually represented by the Greek symbol, a (alpha). Popular levels of significance are 5%, 1% and 0.1%. If tests of significance gives a p-value lower than

the a-level, the null hypothesis is rejected. Such results are informally referred to as 'statistically significant'. For example, if someone argues that "there's only one chance in a thousand this could have happened by coincidence," a 0.1% level of statistical significance is being implied. The lower the significance level, the stronger the evidence.

t-Value Measure of the statistical significance of an independent variable b in explaining the dependent variable y. It is determined by dividing the estimated regression coefficient b by its standard error S_b. That is

t-Value $= b/S_b$

Thus, the t-statistic measures how many standard errors the coefficient is away from zero. Generally, any t-value greater than +2 or less than - 2 is acceptable. The higher the t-value, the greater the confidence we have in the coefficient as a predictor. Low t-values are indications of low reliability of the predictive power of that coefficient.

Hypothesis Testing

The researcher would like to determine the effect of individual dimension (tangibles, reliability, responsiveness, assurance and empathy) to customer retention. H1 to. H5 were used to test the effect of each dimension and customer retention. Therefore, the result of each effect was shown as follows:

Hypothesis 1 Testing

H_u1: The tangibles dimension has no significantly effect on customer retention toward Escape de Spa

H_a1: The tangibles dimension has a significantly effect on customer retention toward Escape de Spa

Table 4.14 Simple regression testing Hypothesis 1

Hypothesis 1		R-square	Standardized Coefficients Beta	t	Sig.
Dependent Variable	Customer Retention	0.307	0.554	9.842	0.000
Independent Variable	Tangibles				

a Predictors: (Constant), tangible
b Dependent Variable: customer retention

According to the Table 4.14 , it show R^2= 0.307 , it means that 30.7% of customer retention

can be explained by tangibles dimension at beta =0.554 and t value = 9.8420 , it mean that

tangibles dimension had positive relationship with customer retention , at significant value

0.000 as it less than 0.05 H_o1 was rejected. This finding suggests that the performance of

tangibles dimension has a significant influenced to customer retention.

Hypothesis 2 Testing

H_o2: The reliability dimension has no significantly effect on customer retention toward
Escape de Spa

H_a2: The reliability dimension has a significantly effect on customer retention toward Escape
de Spa

Table 4.15 Simple regression testing Hypothesis 2

Hypothesis 2		R-square	Standardized Coefficients Beta	t	Sig.
Dependent Variable	Customer Retention	0.393	0.627	11.918	0.000
Independent Variable	Reliability				

a Predictors: (Constant), reliability
b Dependent Variable: customer retention

According to the Table 4.15 , it show R^2= 0.393 ,it means that 39.3% of customer retention

can be explained by reliability dimension at beta =0.627 and t value = 11.918 , it mean that

reliability dimension had positive relationship with customer retention at significant value

0.000 as it less than 0.05 H_02 was rejected. This finding suggests the performances of

reliability dimension in Escape De Spa effect to customer retention.

Hypothesis 3 Testing

H_03: The responsiveness dimension has no significantly effect on customer retention toward Escape de Spa

H_a3: The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa

Table 4.16 Simple regression testing Hypothesis 3

Hypothesis 3		R-square	Standardized Coefficients Beta	t	Sig.
Dependent Variable	Customer Retention	0.345	0.587	10.734	0.000
Independent Variable	Responsiveness				

a Predictors: (Constant), responsiveness
b Dependent Variable: customer retention

According to the Table 4.16 , it show R^2= 0.345 , it means that 34.5% of customer retention

can be explained by responsiveness dimension at beta = 0.587 and t value = 10.734, it mean

that responsiveness dimension had positive relationship with customer retention at

significant value 0.000 as it less than 0.05 H_a3 was rejected. The finding suggest that using of

customer retention as dependent variable indicated that responsiveness dimension effect

customer retention

Hypothesis 4 Testing

H_04: The assurance dimension has no significantly effect on customer retention toward Escape de Spa

H_a4: The assurance dimension has a significantly effect on customer retention toward Escape de Spa

Table 4.17 **Simple regression testing Hypothesis** 4

Hypothesis 4		R-square	Standardized Coefficients Beta	t	Sig. -
Dependent Variable	Customer Retention	0.376	0.613	11.496	0.000
Independent Variable	Assurance				

a Predictors: (Constant), assurance
b Dependent Variable: customer retention

According to the Table 4.17, it show $R^2 = 0.376$, it means that 37.6 % of customer retention can be explained by assurance dimension at beta $= 0.613$, t value $= 11.496$, it mean that assurance dimension had positive relationship with customer retention at significant value 0.000 as it less than 0.05 so $H_o4$was rejected. The finding suggests that assurance dimension effect customer retention.

Hypothesis 5 Testing

H_05: The empathy dimension has no significantly effect on customer retention toward Escape de Spa

H_a5: The empathy dimension has a significantly effect on customer retention toward Escape de Spa

Table 4.18 **Simple regression testing Hypothesis** 5

Hypothesis 5		R-square	Standardized Coefficients Beta	t	Sig.
Dependent Variable	Customer Retention	0.552	0.743	16.423	0.000
Independent Variable	Empathy				

a Predictors: (Constant), empathy
b Dependent Variable: customer retention

According to the Table 4.18, it show $R^2 = 0.552$, it means that 55.2 °A) of customer retention can be explained by empathy dimension at beta $= 0.743$,t value $= 16.423$, it mean that empathy dimension had positive relationship with customer retention at significant value

0.000 as it less than 0.05 so $H_o5$was rejected. This finding suggests that performance of

empathy dimension effect to customer retention in Escape de Spa.

Hypothesis 6 Testing

H_o6: The overall service quality dimension has no significantly effect on customer retention
toward Escape de Spa

H_a6: The overall service quality dimension has a significantly effect on customer retention
toward Escape de Spa

Table 4.19 multiple regression testing Hypothesis 6

Hypothesis 6		R-square	Standardized Coefficients **Beta**	t	Sig.
Dependent Variable	Customer Retention	0.605	-	-	0.000
Independent Variable	Overall Service Quality				
	Tangibles		0.146	2.606	.010
	Reliability		0.115	1.647	.101
	Responsiveness		0.079	1.239	.217
	Assurance		0.077	1.174	.242
	Empathy		0.483	6.936	.000

a Predictors: (Constant), M5 mean empathy, M1 mean tangible, M3 mean responsiveness, M4 mean
assurance, M2 mean reliability
b Dependent Variable: M7 mean customer retention

According to the Table 4.19 Multiple regression testing Hypothesis 6, it shows $R^2=$

0.605, it means that 60.5 % of over all service quality dimensions can be explained by

customer retention.

From H1 to H 5 investigated the customer's evaluation of each dimension of service

quality. To determine the hypotheses relating to individual dimension and it impact on

customer retention, simple regression analysis which consist of one independent and one

dependent was conducted. Customer retention was investigated as a dependent variable with individual dimension as an independent variable.

Additionally, H6 investigated customer's evaluation of overall service quality of five dimensions. To explore this, multiple regression analysis was performed, again, using customer retention as the dependent variable, but including five dimensions of service quality variables tangibles, reliability, responsiveness, assurance and empathy- as independent variables

The H6 propose to examine the effect of overall service quality dimension to customer retention Thus, $H_O6$was rejected, the finding suggest that overall service quality dimension effect on customer retention.

From the table 14.9 show that empathy variable with significant 0.000 and beta of standardized coefficients 0.483 (highest value), it mean that empathy variable had significantly effect on customer retention, its also can predict the customer retention same as the tangible variable have a significantly effect on the customer retention with significant 0.010 and beta of standardized coefficients 0.146 (the test with the significant is less than 0.05).

4.5 Summary of Hypotheses Testing Results
Table 4.20: Summary of the hypotheses testin

c	Statistics used	R^2	Lever of Significant	Result
Hal: The tangibles dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression	0.307	0.0000	Accept Ha
H_a2 The reliability dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression	0.393	0.0000	Accept Ha
H_a3: The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression	0.345	0.0000	Accept Ha

c	Statistics used	R^2	Lever of Significant	Result
Ha4: The assurance dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression	0.376	0.0000	Accept Ha
Ha5: The empathy dimension has a significantly effect on customer retention toward Escape de Spa	Simple Regression	0.552	0.0000	Accept Ha
Ha6: The overall service quality dimension has a significantly effect on customer retention toward Escape de Spa	Multiple - regression	0.605	0.0000	Accept Ha

*Significant at the 0.05 level 2-tailed

4.6 The Answers of the Research Question

This study aimed to examine the effect of service quality dimension which are tangibles reliability, responsiveness, assurance and empathy to customer retention toward escape de spa, Bangkok, after gathering the questionnaire from the target respondents, the result shown from data analysis can answer the research questions as following:

Research Question 1: What is the effect of the service quality dimensions in term of tangibles, reliability, responsiveness, assurance and empathy and customer retention toward Escape de Spa, Bangkok

From the summary of hypotheses testing in Table 4.20 can explain the effect of service quality dimensions in term of tangibles, reliability, responsiveness, assurance and empathy to customer retention toward Escape de Spa, Bangkok

as following:

Service quality dimensions have a significant effect on customer retentions

- The tangibles dimension has a significantly effect on customer retention toward Escape de Spa. According to table 4.20, it show $R^2 = 0.307$, it means that 30.7% of Tangibles dimension can be explained by customer retention at significant level 0.000 less than 0.05 , $H_0 1$ was rejected , accept $H_a 1$

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- The reliability dimension has a significantly effect on customer retention toward Escape de Spa. According to table 4.20, it show $R^2 = 0.393$, it means that 39.3% of reliability dimension can be explained by customer retention at significant level 0.000 less than 0.05 , H_o2 was rejected , accept H_a2

- The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa. According to table 4.20, it show $R^2 = 0.354$, it means that 34.5% of responsiveness dimension can be explained by customer retention at significant level 0.000 less than 0.05 , H_03 was rejected , accept H_a3

- The assurance dimension has a significantly effect on customer retention toward Escape de Spa. According to table 4.20, it show $R^2 = 0.376$, it means that 37.6% of assurance dimension can be explained by customer retention at significant level 0.000 less than 0.05 , H_o4 was rejected , accept H_a4

- The empathy dimension has a significantly effect on customer retention toward Escape de Spa. According to table 4.20, it show $R^2 = 0.552$, it means that 55.2% of empathy dimension can be explained by customer retention at significant level 0.000 less than 0.05 , H_05 was rejected , accept H_a5

Research Question 2:

- What is the most important critical dimension of over all service quality based on administration of the SERVQUAL scale in assessing customer retention?

    Referring **to H_o6** The overall service quality dimension has no significantly effect on customer retention toward Escape de Spa .H_06 was rejected as significant value at 0.000(less than 0.05) at $R^2 = 0.605$ it means that 60.5 % of over all service quality dimensions can be explained by customer retention. and Table 4.19 ,the beta coefficient value of the empathy represents at 0.483 (highest value) and had the most value, with significant 0.000 it implies that empathy has high contribution to explain the customer retention followed by the

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tangibles beta of standardized coefficients 0.146 with significant 0.010. So this is the two critical dimension of overall service quality to predict customer retention toward Escape de Spa

4.7 Summary

In this chapter, it relates to the analysis process after collecting the data from 221 respondents including Thai and forefinger customer, both male and female of age that had direct experience with service and being member of Escape De Spa, Bangkok. The SPSS program is applied to compute the data by using the Frequency test and Multiple Regression at 95% of confidence level and 5% acceptable error. The Frequency test analyses the general information, personal data and the factors find out the effect of service quality which are tangibles reliability, responsiveness, assurance and empathy to customer retention.

After analyzing the data, most of the respondents are female in age between 21-30 years old. Most of them are single as employees in a company with bachelor degree who earn more than 50,000Baht per month.

As for the regressions analysis is a method of the hypotheses test. It indicates that there is the effect of service quality which are tangibles reliability, responsiveness, assurance and empathy to customer retention. After completing the computation, the hypotheses are significance values are 0.000 (p<0.05). It may conclude have effect of service quality which are tangibles reliability, responsiveness, assurance and empathy to customer retention.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

This chapter presents the main finding, conclusions, discussions, implication and recommendation based on the research. The first section shows the summary of study that is based on the statement of the problem and research objectives. The second section is summary of finding. The third section is to discuss the recommendations and conclusion from the study and recommendation for future research.

5.1 Summary of findings

The objective of this research is to understand the effect of service quality dimension to customer retention of Escape de Spa .In this study, the research uses descriptive statistic for the data analysis to explain its frequency and percentage.

Summary of Demographic Characteristic of Respondents

Based on the data of 221 respondents collected, the gender of the respondents of this research was composed of 68.33% female and 31.67% male. The high percentage of age group of the respondents in aged between 21-30 years old counted for 35% of the total respondents. While 34% are people in the age group between 31-40 years old, 11 ％ are people in both of the age group 41-50 year and more than50 years , and 9% are people in the age group of below 20 years

The highest percentage (58%) of respondents hold Bachelor's degree. The remaining are 25 ％ who hold Master's degree or PhD degree and 17% are hold below bachelor .The majority of the respondent's status are single (50.68%), married (38.01 %), and divorced

(11.31%). The majority of the respondents' occupation is company employee counted for 53.39%. Whereas the other groups of the respondent's occupation are business owner 19%, student counted for 14%, retired counted for 6.7%, government officer counted for 5.4%, and others 1%.

The majority of the respondents' income is more than 50,000 bath counted for 27.19 %. The rest are 30,001-40,000 baht count for 25% ,20,001-30,000 counted for 16% , 10,001-15,000 bath counted for 11 %, 15,001-20,000 counted for 9 %, and lower than 10,001 baths counted for 2%.

Summary of SERQUAL Dimension .

From this research, the respondents were satisfied with service performance of Escape de Spa which can be explained each factor by using average weight mean used to identify the service quality dimensions as the following :

Tangibles: most of respondents were satisfied with tangibles factors which were most satisfied with staff are well dresses and appear neat (highest value, mean = 4.23).followed by physical facilities appealing (mean =3.78), The Escape De Spa to be suitable for the service type provide and they have modern equipment provide for the service(mean =3.62)

Reliability: most of respondents were satisfied with reliability factor which were most satisfied with the staff show the sincere to solve the problem (mean=4.05)followed by the time as they can provide the service at the promised time and they can provide the service at the certain time (mean = 4.03), The respondent agree with Escape de Spa Staff will provide their services at the time they promise to do so (mean = 3.97)

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Responsiveness: most of respondent were satisfied with responsiveness factors, which were most satisfied with responsiveness factor of Escape de spa staff are always be willing to help customer and staff are always to respond to customer request promptly (mean =4.13) followed by factor that staff give prompt service to customers(mean=4.07),staff are tell customers exactly when services will be performed (mean =4.01) ,and staff never provide the wrong service (mean =3.97).

Assurance: most of respondent were satisfied with assurance factors, which were most satisfied with assurance factor of Escape de spa staff are have the knowledge to do their job and answer customer questions properly (mean =4.27) followed by the politeness and courtesy to the customer (mean =4.2), make the customer feel safe (mean = 3.97)and confident with their service(mean = 3.94).

Empathy: most of respondent were satisfied with empathy factors, which were most satisfied with empathy factor of convenient hour for operation (mean = 4.43)and they understand the customer need and want (mean=4.19), followed by the respondents agree with Escape de Spa have staffs who give customers personal attention (mean= 4.19) , spa staff have service mind to provide the best service(mean=4.17). and the respondents agree with Escape de Spa staffs give customers individual attention (mean =3.88).

Summary of Hypotheses Testing Results

Table 5.1: Summary of hypotheses Testing Results

	Hypothesis	R^2	Test Result
H1	**H01:** The tangibles dimension has no significantly effect on customer retention toward Escape de Spa **H$_a$1:** The tangibles dimension has a significantly effect on customer retention toward Escape de Spa		0.307 Reject $H_0$1
H2	**H.2** The reliability dimension has no significantly effect on customer retention toward Escape de Spa **H$_a$2** The reliability dimension has a significantly effect on customer retention toward Escape de Spa		0.3093 Reject $H_0$2

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Table 5.1: Summary of hypotheses Testing Results (con't)

	Hypothesis	R^2	Test Result
H3	H_o3: The responsiveness dimension has no significantly effect on customer retention toward Escape de Spa H_a3: The responsiveness dimension has a significantly effect on customer retention toward Escape de Spa	0.587	Reject H_03
H4	**HA**: The assurance dimension has **no** significantly effect on customer retention toward Escape de Spa H_a4: The assurance dimension has a significantly effect on customer retention toward Escape de Spa	0.376	Reject H_04
H5	H_05: The empathy dimension has **no** significantly effect on customer retention toward Escape de Spa H_a5: The empathy dimension has a significantly effect on customer retention toward Escape de Spa	0.552	Reject H_05
H6	H_06: The overall service quality dimension has **no** significantly effect on customer retention toward Escape de Spa H_a6: The overall service quality dimension has a significantly effect on customer retention toward Escape de Spa	0.778	Reject H_06

5.2 Conclusion

The purpose of this research is to study the effect service quality to customer retention in spa business case study of Escape de Spa

The conceptual model was established to test the effect of the level of service performance by using the 22 attribute of service quality, which is tangible, responsiveness, reliability, assurance and empathy to customer retention

The researcher collected the number of 221 customers both Thai and foreigners, male and female who are currently using the service of escape de spa as member. Data collected were gather through distribution questionnaire by distributing directly through customers while their were waiting for the service, direct mail and fax to the member list. There are three part of questionnaire which consists of demographic information of respondent, the service performance in level of customer satisfaction and information of

customer retention. These data were analyzed through SPSS program. The bivaraiate analysis is used to test the hypotheses and to precede the research objective .The statistical test were significant as 0.05 confident levels (2-tailed)

Form the respondent of this research, it found that the majority of customer of escape de spa are female in age between 21-30 years old. Most of them are single as employees in a company with bachelor degree who earn more than 50,000Baht per month.

Single regression analysis test the effect of one independent variable for each the service quality dimensions which are tangibles, reliability, responsiveness, assurance and empathy to customer retention as one dependent variable. And the respondents satisfy with the level of service performance of escape de spa as below:

The tangibles dimension has a significant effect on customer retention of escape de spa whereby the most of respondents satisfied with tangibles component that escape de spa staff are well dresses and appear neat.

The reliability dimension has a significant effect on customer retention of escape de spa whereby the most of respondents were satisfied with reliability component which the escape de spa staff show the sincere to solve the problem.

The responsiveness dimension has significant effect on customer retention of escape de spa whereby the most of respondents were satisfied with responsiveness component that Escape de spa staff are always be willing to help customer and staff are always to respond to customer request promptly.

The assurance dimension has an significant effect on customer retention of escape de spa whereby the most of respondents were satisfied with assurance component that Escape de spa staff are have the knowledge to do their job and answer customer questions properly.

The empathy dimension has a significant effect on customer retention of escape de spa whereby the most of respondents were satisfied with empathy component that **escape de spa** have the convenient operation hours.

Multiple regression Analysis test the overall service quality dimension effect on customer retention. The independent variables consisted tangibles, reliability, responsiveness, assurance and empathy. The multiple regression finding that overall service quality dimensions had significant effect on customer retention where by there are two independent variable that has influence effect on customer retention are empathy and tangibles.

5.3 Discussion

This research aim to identify the SERVQUAL dimension effect on the customer retention in spa business, a case of Escape de Spa.

According to Dabholkar *et al.* (2000) and Wang *et al.* (2002), factors influencing to service quality (e.g. reliability, responsiveness, tangibles, assurance and empathy) are antecedents to customers perceived service quality. This view accords with that of Cronin and Taylor (1992) who found that perceived service quality is an antecedent of customer satisfaction in various service industries. In this study, the regression analysis results showed that the empathy dimension emerged as the critical determinant influencing customer retention where by consider the overall service quality dimension. Such findings are inconsistent with the work of Stafford et al (1998) who found that assurance was the most critical dimension of service quality. However, the results indicate that assurance contained the least critical dimension in the overall service quality dimension toward escape de spa. The assurance dimension on perceived service quality, indicate that assurance such as escape de spa have staff Instill confidence to customers, staffs are polite are not critical dimension whereby the customer consider this dimension with other dimension. .

5.4 Recommendations

After analyzed the results of this research, the result show that **all** of service quality dimension have a significant effect on customer retention. This support for improving the level of service performance can increase the favorable behavioral intention which in the current study mean including buy more service again or buy the other type of service and also recommend Escape de Spa to others.

Therefore, the researcher would like to provide some recommendation as below

Empathy : From the research result, this service quality dimension is the most influence factor affect on customer retention when customer consider the overall service quality , and also have the significant effect on customer retention when customer consider this dimension as only one dimension .The caring individualization attention from Escape de Spa Staff to each customer can improve the relationship between the staff and customer .Escape de spa staff must recognize and remember the customer 's name to make the customer feel themselves as the special customer. Escape de Spa should be able to identify the customer's needs, fulfill their needs, know the type of massage that customer always buy. The staff should address and take action for those needs. The Escape de Spa should provide the flexible operation hours to customer.

Tangibles: From the research result, this service quality dimension is the influence factor affect on customer retention when customer consider the overall service quality , and also have the significant effect on customer retention when customer consider this dimension as only one dimension. Tangibles dimensions are the first thing in the customer's mind of escape de spa same as the atmospheres in the spa are very visual so the spa manager must concern more on appearance of physical facilities, provide the modern equipment that suitable with the service, and control the quality of the spa product such as essential oil,

aroma oil, scrub, Form bath etc The dresses of Escape de Spa staff must appeal neat and properly suit with type of spa.

Reliability: From the research result, this service quality dimension is the influence factor affect on customer retention when customers consider this dimension as only one dimension . The Escape de spa staff should provide consistency of service performance and dependability. If the customers have problems, the employees are able to help their problem. Customers are always right, whenever something goes wrong or unexpectedly happens the service provide. The staff should apologize and immediately take actions to keep the customer feel good.

Responsiveness: From the research result, this service quality dimension is has a significant effect on customer retention when customers consider this dimension as only one dimension. The escape de spa staff should understand that the waiting time is the important to the customer and try to keep the minimum waiting time. The staff must make appointment through the telephone and inform the approximate service time. The staff should demonstrate a willingness and readiness to actively approach customer and respond to customer request promptly. The staff must never be busy to respond the customer request.

Assurance: From the research result, assurance dimension is has a significant effect on customer retention when customers consider this dimension as only one dimension. The escape de spa must have knowledge to perform their jobs to make the customer feel safe with their service as well as the skilled required for solve the problems in professional way. The staff behavior should be polite and let the customer know that staff appreciates their patronage through the staff action and behave.

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5.4 Suggestion for Further Research

1) The sample size in this research is 221 respondents which can interpret the opinion of only small group of people. The next research should have more sample size in order to interpret more data from a larger group of people.

2) Future research should incorporate a more extensive multi-item behavioral-intentions measure than has been used in this research and examine service quality's impact on specific type of behavioral intentions for both favorable and unfavorable In this research, favorable behavioral intentions as it is retention, spend more time with the spa by using the other service , recommend company and it may include more specific behaviors such as say positive things about company and agreeable pay a price premium . Unfavorable behavioral intention should be integrated in the further research. customer perceiving service performance to be inferior are likely to exhibit behaviors signal that they are poised to leave the company , switch the spa shop .specific indicators of unfavorable behavioral intentions may include complaining ,say negative things and switch to other spa shop.

3) This study has been examine in service quality factor .it is recommended to studies further on price and promotion in order to understand customer's need.

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Appendix A: Questionnaire (English Version and Thai Version)

Questionnaire

The Questionnaire was designed as a tool for collecting data in order to determine the relationship between factors of service quality and customer retention of Escape de spa. The survey is conducted for the purpose of the preparation of Research project for the completion Master of Science in Management, Assumption University of Thailand

— —

Part I Demographic of Respondents

Please mark I in the blank for the your answer

1. What's your sex?

___Male   ___Female

2. What's your age?

___lower than 21 year   ___21-30 yrs   31-40 yrs

   41-50yrs   ___more than 50 year

3. Marital Status

___Single   ___Married   Divorced

4. What is your occupation?

   Student   Government officer   Business owner

   Business employee   ___Retired   ___ Others (please specify..)

5. What's your education level?

___Lower than Bachelor degree   ___Bachelor degree

___ Higher than Bachelor degree

6. What is your current income per month (THB)?

___Lower than 10, 001 THB   ___10,001-15,000 THB

___15,001-20,000THB   ___20,001-30,000THB

___30,001-40,000 THB   ___40,001-50,000THB

_More than 50,000THB

Part II Perceive Service quality

Please select the no. that show opinion about your level of service performance on the following item that you have experience from Escape de Spa, Bangkok

Tangibles	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. Escape De Spa has modern equipment.	5	4	3	2	1
2. Escape De spa's physical facilities are visually appealing.	5	4	3	2	1
3. Escape De Spa staffs are well dress and appear neat.	5	4	3	2	1
4. Physical facilities and tools appearance of Escape De Spa are suitable for the type of service provided.	5	4	3	2	1
Reliability					
5. Escape De Spa promise to provide service by at certain time and they keep the promise.	5	4	3	2	1
6. When customer has problem, Escape De Spa staff show a sincere interest in solving it.	5	4	3	2	1
7. Escape De Spa staff provides the service right the first time.	5	4	3	2	1
8. Escape De Spa Staff will provide their services at the time they promise to do so.	5	4	3	2	1
Responsiveness					
9. Escape De Spa Staff insist on error-free service.	5	4	3	2	1
10 Escape De Spa Staff tell customers exactly when services will be performed.	5	4	3	2	1
11. Escape De Spa Staff give prompt service to customers.	5	4	3	2	1
12. Escape De Spa Staff are always being willing to help customers.	5	4	3	2	1
13. Escape De Spa Staff **never** too busy to respond to respond to customer request promptly.	5	4	3	2	1
Assurance					
14. Escape De Spa have staff instill confidence in customers.	5	4	3	2	1
15. You can feel safe in Escape De Spa 's service	5	4	3	2	1
16. Escape De Spa staffs are polite and consistently courteous with customers.	5	4	3	2	1
17. Escape De Spa Staff have the knowledge to do their job and answer customer questions.	5	4	3	2	1

Empathy	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
18. Escape De Spa staffs give customers individual attention.	5	4	3	2	1
19. Escape De Spa staffs have operation hours convenient to customers.	5	4	3	2	1
20. Escape De Spa have staffs who give customers personal attention.	5s	4	3	2	1
21. Escape De Spa have the customer's best interest at heart.	5	4	3	2	1
22. Escape De Spa staffs understand the specific needs of their customers.	5	4	3	2	1

Part III The Repurchase Behavior

Please select the no. that show opinion about your Repurchase intention in the future

Repurchase intention	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. You will be the customer of Escape de Spa again in the future.	5	4	3	2	1
2. You will use the other types of services from Escape de Spa in the future (i.e. treatment /scrub)	5	4	3	2	1
3. You will recommend Escape de Spa to other.	5	4	3	2	1

Thank you very much for your cooperation

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาเรื่อง "ความสัมพันธ์ระหว่างคุณภาพ ของการให้บริการ และแนวโน้มในการกลับมาใช้บริการในครั้งต่อไปของลูกค้า เดอ สปาในกรุงเทพฯ   รายงาน ของนักศึกษาปริญญาโท, มหาวิทยาลัยอัสสัมชัญ

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ส่วนที่ 1:   โปรด ทำเครื่องหมาย   ตรงกับข้อมูลของตัวท่าน

1. เพศ

ชาย

น้อยกว่า 21   21-30ปี   31-4011

41-5011   ___มากกว่า 50ปี

3. สถานะภาพ

สมรส

4.อาชีพ

เจ้าของกิจการ

___พนักงานบริ to   เกษียณอายุ   อื่นๆ (โปรดระบุ___)

5.ระดับการศึ ran

ต่ำกว่าปริญญาตรี   ปริญญาตรี

6.ระดับรายได้

___น้อยกว่า 10001   10001-15000 บาท

15001-200001mi   20001-30000 บาท

30001-40000บาท   40001-50000 บาท

50000 บาทขึ้นไป

ส่วนที่ 2 กรุณาเลือกตัวเลข   **เสดงความคิดเห็นของ**
ณต่อการได้รับบริการของร้านเอสเคป เดอ สปา

Tangibles	เห็นด้วนอย่างยง	เห็นด้วน	tam	ไม่เห็นด้วน	ไม่เห็นด้วนอย่างยิ่ง
1. ร้านเอสเคป WI@ สปาใช้อุปกรณ์ที่ทันสมัย	5	4	3	2	1
2. ร้านเอสเคป IAอ สปามีสถานที่และสิ่งอำนวยความสะดวก เช่นมีห้องรับรองลูกค้าที่ สะดวกสบาย	5	4	3	2	1
3. พนักงานของร้านเอสเคป เดอ สปา แต่งกายสะอาด สุภาพเรียบร้อย	5	4	3	2	1
4. ร้านเอสเคป เดอ สปามีวัสดุอุปกรณ์ เครื่องใช้ ในการให้บริการ ที่ดีและสวยงาม	5	4	3	2	1
Reliability					
5. พนักงานของร้านเอสเคป เดอ gill ให้บริการตามที่ได้สัญญาไว้แก่ลูกค้า	5	4	3	2	1
6. เมื่อ ลูกค้ามีปัญหาพนักงานของร้านมีความสนใจในการแก้ปัญหาอย่างจริงจังและ จริงใจ	5	4	3	2	1
7. พนักงานของร้านเอสเคปIA@ สปาให้บริการอย่างถูกต้องตั้งแต่ในครั้ง Lon	5	4	3	2	1
8. พนักงานของร้านเอสเคป Lola gill ให้บริการ ตรงตามเวลาที่ได้ให้สัญญาไว้	5	4	3	2	1
Responsiveness					
9. พนักงานของร้านเอสเคป เดอ สปา สามารถให้บริการโดยไม่เกิดข้อผิดพลาด	5	4	3	2	1
10. พนักงานของร้านเอสเคป เดอ สปา แจ้งให้ลูกค้าทราบถึง เวลานัดหมายที่สามารถให้บริการแก่ลูกค้าได้	5	4	3	2	1
11. พนักงานของร้านเอสเคป เดอ สปา ให้บริการที่รวดเร็ว ทันใจแก่ลูกค้า	5	4	3	2	1
12. ร้านเอสเคป เดอ สปา มีพนักงานที่เต็มใจในการให้บริการแก่ลูกค้า	5	4	3	2	1
13. พนักงานของร้านเอสเคป เดอ สปา มีความพร้อมอยู่เสมอ เพื่อให้ให้บริการได้ในทันทีที่ลูกค้าร้องขอ	5	4	3	2	1

Assurance	เห็นด้วย อย่างยิ่ง	เห็นด้วย	เฉยๆ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
14. ้านเอสเคป ma สปามีพนักงานที่ สร้างความ มั่นใจให้แก่ลูกค้า	5	4	3	2	1
15. ท่านรู้สึกปลอดภัยเมื่อได้รับการ ให้บริการของร้านเอสเคป ma สปา	5	4	3	2	1
16. พนักงานของร้านเอสเคป เดอ สปามี ความสุภาพ และอ่อนน้อมต่อลูกค้า เสมอ	5	4	3	2	
17. พนักงานข นเอสเคป เดอ สปา มีความรู้เป็นอย่ งดีที่จะตอบคำถาม แก่ลูกค้าได้	5	4	3	2	1
Empathy					
18. พนักงานร้ นเอสเคป ma สปา ความ สนใจต่อลูกค้าเป็น รายบุคคล	5	4	3	2	1
19. ร้านเอสเคป เดอ สปามีเวลาทำการ (เปิด-ปิด)ที่สะดวกสำหรับท่าน	5	4	3	2	1
20. ร้านเอสเคป **Ma** สปามีพนักงานที่ เอาใจใส่ ต่อลูกค้ เทุกคน	5	4	3	2	
21. ร้านเอสเคป ma สปา11;i" ความสำคัญสูงสุด ต่อผลประโยชน์ ของลูกค้า	5	4	3	2	1
22. พนักงานร้านเอสเคป เดอ สปา คำนึงถึงความต้องก ร เฉพาะของ ลูกค้าเป็นรายบุคคล	5	4	3	2	1

ส่วนที 3 กรุณาเลือกตัวเลข
ต่อความแนวโน้มที่จะกลับมาใช้บริการที่ร้านเอสเคป   สปาอีกในอนาคต

Repurchasing intention	เห็นด้วย อย่างยิ่ง	เห็นด้วย	เฉยๆ	ไม่เห็ นด้วย	ไม่เห็นด้วบ อย่างยิ่ง
1ท่านจะกลับมาใช้บริการของร้านเอสเคป เดอ สปาอีกในครั้งต่อไป	5	4	3	2	1
2.ท่านจะกลับมาใช้บริการอย่างอื่นของร้าน เอสเคป เดอ สปาอีกในครั้งต่อไป	5	4	3	2	1
3. ท่านจะแนะนำ นเอสเคป เดอ สปา ให้กับเพื่อน ๆของท่าน	5	4	3	2	1

แบบสอบถามนี้ฉบับนี้

Appendix B: Reliability of Questionnaire-Pretest output

****** Method 1 (space saver) will be used for this analysis **********

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	AI	1.6000	.4983	30.0
2.	A2	2.8000	.7611	30.0
3.	A3	1.4667	.6814	30.0
4.	A4	3.5667	.9353	30.0
5.	A5	2.4667	.5713	30.0
6.	A6	5.2000	1.9010	30.0
7.	B1	4.2000	.4068	30.0
8.	B2	4.4000	.6747	30.0
9.	B3	5.0000	.0000	30.0
10.	B4	4.8000	.4068	30.0
11.	B5	4.7000	.4661	30.0
12.	B6	4.8000	.4068	30.0
13.	B7	4.7000	.4661	30.0
14.	B8	4.7000	.4661	30.0
15.	89	4.7000	.4661	30.0
16.	B10	4.6000	.4983	30.0
17.	811	4.7000	.4661	30.0
18.	B12	4.7000	.4661	30.0
19.	B13	4.7000	.4661	30.0
20.	B14	4.8000	.4068	30.0
21.	B15	4.7000	.6513	30.0
22.	B16	4.6000	.6747	30.0
23.	B17	4.6090	.6747	30.0
24.	B18	4.7000	.4661	30.0
25.	B19	4.6000	.4983	30.0
26.	B20	4.5000	.6823	30.0
27.	821	4.8000	.4068	30.0
28.	B22	4.8000	.4068	30.0
29.	C1	4.8000	.4068	30.0
30.	C2	4.7000	.4661	30.0
31.	C3	4.7000	.4661	30.0
32.	C4	4.7000	.4661	30.0

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
AI	137.2000	86.8552	-.1604	.8887
A2	136.0000	80.4828	.3333	.8815
A3	137.3333	82.5057	.2136	.8838
A4	135.2333	77.2885	.4531	.8792
A5	136.3333	83.9540	.1273	.8846
A6	133.6000	82.1103	-.0032	.9227
81	134.6000	83.2138	.3010	.8813
82	134.4000	77.4207	.6517	.8738
B3	133.8000	85.6138	.0000	.8836
B4	134.0000	83.2414	.2973	.8814
85	134.1000	84.3690	.1200	.8840
86	134.0000	78.7586	.9264	.8727
B7	134.1000	79.4724	.7129	.8748
B8	134.1000	78.9897	.7733	.8739
B9	134.1000	87.4034	-.2303	.8892
810	134.2000	84.3034	.1161	.8843
811	134.1000	83.3345	.2423	.8822
B12	134.1000	83.8172	.1851	.8831
B13	134.1000	83.5414	.2177	.8826
814	134.0000	78.7586	.9264	.8727
B15	134.1000	75.4034	.8652	.8691

14

B16	134.2000	76.3034	.7513	.8715
B17	134.2000	75.6138	.8135	.8700
B18	134.1000	79.2655	.7387	.8744
B19	134.2000	79.4759	.6629	.8752
620	134.3000	76.0793	.7620	.8711
B21	134.0000	78.7586	.9264	.8727
B22	134.0000	78.7586	.9264	.8727
C1	134.0000	78.7586	.9264	.8727
C2	134.1000	78.9897	.7733	.8739
C3	134.1000	78.9897	.7733	.8739
C4	134.1000	78.9897	.7733	.8739

Reliability Coefficients

N of Cases = 30.0   N of Items = 32

Alpha = .8827

Reliability -Part 1

****** Method 1 (space saver) will be used for this analysis ****
RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	AI	1.6000	.4983	30.0
2.	A2	2.8000	.7611	30.0
3.	A3	1.4667	.6814	30.0
4.	A4	3.5667	.9353	30.0
5.	A5	2.4667	.5713	30.0
6.	A6	5.2000	1.9010	30.0

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
AI	15.5000	13.7069	-.3178	.7157
A2	14.3000	9.3207	.6203	.5087
A3	15.6333	9.8954	.5652	.5372
A4	13.5333	9.4989	.4179	.5615
A5	14.6333	10.7920	.4434	.5805
A6	11.9000	4.0241	.6746	.4756

Reliability Coefficients

N of Cases = 30.0   N of Items = 6

Alpha = .6267

Reliability -Part 2

****** Method 1 (space saver) will be used for this analysis ****

RELIABILITY ANALYSIS - SCALE (ALPHA)
▪ ▪

		Mean	Std Dev	Cases
1.	B1	4.2000	.4068	30.0
2.	B2	4.4000	.6747	30.0
3.	B3	5.0000	.0000	30.0
4.	B4	4.8000	.4068	30.0
5.	65	4.7000	.4661	30.0
6.	B6	4.8000	.4068	30.0
7.	B7	4.7000	.4661	30.0
8.	B8	4.7000	.4661	30.0
9.	B9	4.7000	.4661	30.0
10.	610	4.6000	.4983	30.0
11.	B11	4.7000	.4661	30.0
12.	B12	4.7000	.4661	30.0
13.	B13	4.7000	.4661	30.0
14.	B14	4.8000	.4068	30.0
15.	B15	4.7000	.6513	30.0
16.	616	4.6000	.6747	30.0
17.	B17	4.6000	.6747	30.0
18.	B18	4.7000	.4661	30.0
19.	619	4.6000	.4983	30.0
20.	B20	4.5000	.6823	30.0
21.	B21	4.8000	.4068	30.0
22.	B22	4.8000	.4068	30.0

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
61	98.6000	45.9724	.3300	.9286
B2	98.4000	41.2138	.7261	.9219
B3	97.8000	47.9586	.0000	.9300
B4	98.0000	46.9655	.1484	.9311
B5	98.1000	46.0241	.2715	.9299
66	98.0000	43.0345	.8915	.9203
B7	98.1000	43.7483	.6476	.9236
B8	98.1000	42.9207	.7894	.9212
B9	98.1000	47.8862	-.0225	.9345
610	98.2000	45.6828	.3010	.9297
B11	98.1000	45.1966	.4061	.9277
B12	98.1000	46.0241	.2715	.9299
B13	98.1000	46.4379	.2052	.9309
B14	98.0000	43.0345	.8915	.9203
B15	98.1000	40.2310	.8840	.9180
B16	98.2000	41.1310	.7364	.9217
617	98.2000	40.0966	.8669	.9183

B18	98.1000	42.7138	.8252	.9206
B19	98.2000	42.5793	.7891	.9209
B20	98.3000	39.7345	.9020	.9174
B21	98.0000	43.0345	.8915	.9203
B22	98.0000	43.0345	.8915	.9203

Reliability Coefficients

N of Cases = 30.0   N of Items = 22

Alpha = .9279

▪ ▪
Reliability -Part 3

****** Method 1 (space saver) will be used for this analysis ****
RELIABILITY ANALYSIS - SCALE (ALPHA)
▪ ▪

		Mean	Std Dev	Cases
1.	C1	4.8000	.4068	30.0
2.	C2	4.7000	.4661	30.0
3.	C3	4.7000	.4661	30.0
4.	C4	4.7000	.4661	30.0

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
C1	14.1000	1.9552	.7638	1.0000
C2	14.2000	1.6138	.9784	.9423
C3	14.2000	1.6138	.9784	.9423
C4	14.2000	1.6138	.9784	.9423

Reliability Coefficients

N of Cases = 30.0   N of Items = 4

Alpha = .9689

Appendix C:

Frequency

AI gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 male	70	31.7	31.7	31.7
	2 female	151	68.3	68.3	100.0
	Total	221	100.0	100.0	

A2 age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <21 years	19	8.6	8.6	8.6
	2 21-30 years	76	34.4	34.4	43.0
	3 31-40 years	76	34.4	34.4	77.4
	4 41-50 years	25	11.3	11.3	88.7
	5 >50 years	25	11.3	11.3	100.0
	Total	221	100.0	100.0	

A3 marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 single	112	50.7	50.7	50.7
	2 married	84	38.0	38.0	88.7
	3 divorced	25	11.3	11.3	100.0
	Total	221	100.0	100.0	

A4 occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 student	31	14.0	14.0	14.0
	2 government employee	12	5.4	5.4	19.5
	3 business owner	42	19.0	19.0	38.5
	4 company employee	118	53.4	53.4	91.9
	5 retired	15	6.8	6.8	98.6
	6 other	3	1.4	1.4	100.0
	Total	221	100.0	100.0	

A5 education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <bachelor degree	38	17.2	17.2	17.2
	2 bachelor degree	129	58.4	58.4	75.6
	3 >bachelor degree	54	24.4	24.4	100.0
	Total	221	100.0	100.0	

A6 monthly income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 <10,001 baht	4	1.8	1.8	1.8
	2 10,001-15,000 baht	25	11.3	11.3	13.1
	3 15,001-20,000 baht	19	8.6	8.6	21.7
	4 20,001-30,000 baht	35	15.8	15.8	37.6
	5 30,001-40,000 baht	56	25.3	25.3	62.9
	6 40,001-50,000 baht	22	10.0	10.0	72.9
	7 >50,000 baht	60	27.1	27.1	100.0
	Total	221	100.0	100.0	

Descriptive

Descriptive Statistics

	N	Mean	Std. Deviation
Al gender	221	1.68	.466
A2 age	221	2.82	1.108
A3 marital status	221	1.61	.683
A4 occupation	221	3.38	1.187
A5 education level	221	2.07	.643
A6 monthly income	221	4.90	1.732
B1 tangible 1	221	3.62	.793
82 tangible 2	221	3.78	.802
B3 tangible 3	221	4.23	.747
84 tangible 4	221	3.62	.948
65 reliability 1	221	4.03	.747
B6 reliability 2	221	4.05	.740
B7 reliability 3	221	4.03	.703
68 reliability 4	221	3.97	.792
B9 responsiveness 1	221	3.57	.894
B10 responsiveness 2	221	4.01	.792
611 responsiveness 3	221	4.07	.657
B12 responsiveness 4	221	4.13	.641
B13 responsiveness 5	221	4.13	.658
614 assurance 1	221	3.94	.723
B15 assurance 2	221	3.97	.762
616 assurance 3	221	4.20	.680
817 assurance 4	221	4.27	.750
618 empathy 1	221	3.88	.766
619 empathy 2	221	4.43	.655
620 empathy 3	221	3.91	.733
621 empathy 4	221	4.17	.743
B22 empathy 5	221	4.19	.720
C4 satisfaction	221	4.11	.692
C1 repurchasing intention 1	221	4.17	.621
C2 repurchasing intention 2	221	4.04	.791
C3 repurchasing intention 3	221	4.11	.737
M1 mean tangible	221	3.8122	.65264
M2 mean reliability	221	4.0215	.60663
M3 mean responsiveness	221	3.9828	.56430
M4 mean assurance	221	4.0962	.58976
M5 mean empathy	221	4.1176	.58582
M6 mean satisfaction	221	4.1086	.69214
M7 mean repurchasing intention	221	4.1041	.64018
Valid N (listwise)	221		

Regression H1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554[a]	.307	.304	.53427

a. Predictors: (Constant), M1 mean tangible

ANOVA[i]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.651	1	27.651	96.870	.000[a]
	Residual	62.511	219	.285		
	Total	90.162	220			

a. Predictors: (Constant), M1 mean tangible

b. Dependent Variable: M7 mean customer retention

Coefficients[i]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.033	.213		9.526	.000
	M1 mean tangible	.543	.055	.554	9.842	.000

a. Dependent Variable: M7 mean customer retention

RegressionH2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627a	.393	.391	.49973

a. Predictors: (Constant), M2 mean reliability

ANOVA[i]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.471	1	35.471	142.040	.000[a]
	Residual	54.690	219	.250		
	Total	90.162	220			

a. Predictors: (Constant), M2 mean reliability

b. Dependent Variable: M7 mean customer retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.442	.226		6.385	.000
	M2 mean reliability	.662	.056	.627	11.918	.000

a. Dependent Variable: M7 mean customer retention

Regression H3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587[a]	.345	.342	31940

a. Predictors: (Constant), M3 mean responsiveness

ANOVA[i]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.081	1	31.081	115.209	.000[a]
	Residual	59.081	219	.270		
	Total	90.162	220			

a. Predictors: (Constant), M3 mean responsiveness

b. Dependent Variable: M7 mean customer retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.451	.250		5.814	.000
	M3 mean responsiveness	.666	.062	.587	10.734	.000

a. Dependent Variable: M7 mean customer retention

Regression H4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613[a]	.376	.373	.50671

a. Predictors: (Constant), M4 mean assurance

ANOVA[i]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.932	1	33.932	132.154	.000[a]
	Residual	56.230	219	.257		
	Total	90.162	220			

a. Predictors: (Constant), M4 mean assurance

b. Dependent Variable: M7 mean customer retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.376	.240		5.742	.000
	M4 mean assurance	.666	.058	.613	11.496	.000

a. Dependent Variable: M7 mean repurchasing intention

RegressionH5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	.552	.550	.42951

a. Predictors: (Constant), M5 mean empathy

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.760	1	49.760	269.731	.000a
	Residual	40.401	219	.184		
	Total	90.162	220			

a. Predictors: (Constant), M5 mean empathy

b. Dependent Variable: M7 mean customer retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.761	.206		3.703	.000
	M5 mean empathy	.812	.049	.743	16.423	.000

a. Dependent Variable: M7 mean customer retention

RegressionH6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778a	.605	.596	.40697

a. Predictors: (Constant), M5 mean empathy, M1 mean tangible, M3 mean responsiveness, M4 mean assurance, M2 mean reliability

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.552	5	10.910	65.875	.000a
	Residual	35.609	215	.166		
	Total	90.162	220			

a. Predictors: (Constant), M5 mean empathy, M1 mean tangible, M3 mean responsiveness, M4 mean assurance, M2 mean reliability

b. Dependent Variable: M7 mean customer retention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.200	.226		.886	.377
	MI mean tangible	.143	.055	.146	2.606	.010
	M2 mean reliability	.122	.074	.115	1.647	.101
	M3 mean responsiveness	.090	.072	.079	1.239	.217
	M4 mean assurance	.083	.071	.077	1.174	.242
	M5 mean empathy	.527	.076	.483	6.936	.000

a. Dependent Variable: M7 mean customer retention

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