



THE STUDY OF SERVICE QUALITY OF FAST-FOOD RESTAURANTS
IN BANGKOK USING SERVQUAL MEASUREMENT

By

WALAILUCK BOONTAGANON

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

November 2002.

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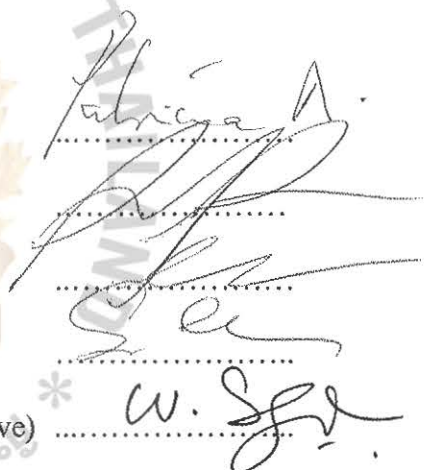
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ABSTRACT

A Study of Service Quality of Fast-Food Restaurants in Bangkok Using SERVQUAL Measurement

by

Walailuck Boontaganon

Although the western-style fast-food industry in Thailand is very attractive, the competition in this industry is very intense. The fast-food operators try to compete with price-cutting and number of outlets extension which can affect their profitability in the long run. To compete in this market, providing sufficient service quality can be an alternative for fast-food operators since it can create satisfaction and also word-of-mouth among customer.

The main objective of this study was to measure the service quality level of fast-food restaurants in Bangkok by using SERVQUAL assessment methodology. SERVQUAL (Zeithaml, et al., 1990) is the most popular service quality measurement technique as it can examine the service quality in the customer view point by comparing customer perception in service quality with the their expectations. So this can reflect the level of satisfaction the customer receives. Additionally, the study examined the differences in service quality expectation and perceptions based of demographic characteristics including gender, age, occupation, education and income level.

A survey questionnaire included the SERVQUAL instrument to determine the level of customer expectation and perception of service quality of 3 major fast-food chains in Bangkok. These questionnaires were completed by 360 respondents who had just existed from the fast-food outlets in Bangkok. The sample was drawn from 3

major fast-food chain including KFC, McDonald's and The Pizza Company. The participants were asked to score 22 statements in order to evaluate their perception of service provided by an ideal fast-food restaurant. Then they were asked to score a similar set of statements that would measure their perception of the actual service they received. Finally, the participants completed the demographic factors including gender, age, occupation, education and income level. Analysis of discrepancy between their expectation and perception, and the influence of demographic factor on expectation and perception scores were conducted using SPSS.

The results show significant differences in service quality expectation and perception of customer which indicates the unacceptable service quality delivered by fast-food restaurant in Bangkok. The service quality was highest in the tangible dimension and lowest in the reliability dimension. In addition, the analyses suggested that the most demographic factors had no influence on the service quality expectation. In contrast, almost all demographic factors, except gender, had influence on the service quality perception score.

This research provided useful information for service quality planning and improvement as well as marketing strategy formulations. Moreover, the research provided managerial guidelines to service quality improvement

Further research could extend this study to include the customers in the others areas in the sample framework. Moreover, the measurement of service quality in Asian-style fast-food should be conducted.

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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Background of Fast-Food Industry in Thailand:

The western-style fast-food industry has gained popularity among Thai customers. This can be judged from the country's abundant outlets like McDonald's, KFC and Pizza Hut which have mushroomed all around Thailand now. In 2001, Thailand boasted 600 fast-foods nationwide and this figure is likely to be around 1,000 in the near future. Last year, the overall market turnover of fast-food industry was valued at Bht.12 billion (TFRC, 2001).

In 1977, Pizza Hut became the first American fast-food restaurant to open a branch in Bangkok and this was followed by a number of western-style fast-food restaurants such as McDonald's. The popularity of fast-food restaurants has increased dramatically because of the booming of middle-income class and also because of the acculturation of Thai people. According to the Bangkok Bank Review (1984), the marked success of western-style fast-food restaurant is derived from the western style that offers a combination of air-conditioning, pop-music, bright décor and fast service. Hence, fast-food consumption is more than good taste; it offers a way of life that is fun, free and fashionable.

Besides the fact that workingwomen have little time to cook, Bangkok rapid development and traffic jams have helped to popularize fast-food. Every shopping mall seems to have fast-food for customers. The demand of fast-food in Thailand, especially in Bangkok, tends to increase because of several reasons:

1. The increase in Bangkok's population: The registered population in Bangkok increased from 5,882,411 million in 1900 to 6,320,172 million in 2000 or approximately 7.5% within 10 years. (The National Statistical Office, Thailand,

2001) However, the Bangkok Metropolitan Administration has stated that, the actual current population of Bangkok is about 10 million which determines the large demand in Bangkok.

2. The higher income of Bangkok people: The average Bangkokian has more income than ever before, as the average monthly income per person in year 2000 is 7,716 Bht. or has increased around 35 % in 10 years (The National Statistical Office, Thailand, 2001). Individuals have more money to spend as they choose. And growing numbers are spending a substantial amount of it in foodservice establishments.
3. The smaller family size: The average Bangkokian family size tends to decrease as the family size has reduced from 3.4 persons in 1995 to 3.0 person in 2000. (The National Statistical Office, Thailand, 2001). There are more women in the workforce and they are choosing to postpone having children. Moreover many are choosing to have fewer children. In two-earner households, women lack time, they are tired and often go out to eat or have a meal delivered instead of preparing the evening meal at home. And also, it is probably easier and more affordable to go out to dinner with a small family than with a large one.
4. The change in lifestyle: The two-earner households are less likely to prepare evening meals at home. Moreover, neither young people attending school nor working adults carry their lunches from home as they did in the past. Having automobiles allows them more convenience to go out for a quick meal. Besides, the more wage earners in the family, the less members prepare food.
5. The traffic conditions: The traffic in Bangkok is horrendous. Numerous foodservice especially fast-foods offer home delivery to customers who are pressed for time or do not want to brave Bangkok's traffic jams. Bangkok is

one of the most serious traffic congested city in the world, as traffic often slows to less than 10 kilometers per hour (Hook, 1992).

For these reasons, the demand in foodservice including fast-food sector has dramatically increased. Before the economic crisis, Thai fast food business grew by 25% - 30% annually (Treerapongpichit, et al., 1997) with an estimated market value of Bht.8.8 billion with 19.9% growth rate in 1998 as shown in Table 1.1. But the economic downturn has dramatically slashed the growth rate to single digits in 1997, and drop to only 2% in 2000 (Tanzer, 1993).

Table 1.1 : Development of the Restaurant Sale Volume in Thailand:

Year	1995	1996	1997	1998	1999	2000	2001	2002F
Restaurant Sales (Mil. Bht.)	180,115	206,136	205,070	187,171	208,989	210,259	212,033	218,394
Growth Rate (%)		14.4%	-0.5%	-8.7%	11.7%	0.6%	0.8%	3.0%
Fast-food Market Size (Mil.Bht.)	7,300	8,750	9,467	10,622	11,557	11,788	12,124	13,500
Growth Rate (%)		19.9%	8.2%	12.2%	8.8%	2.0%	2.9%	11.3%
Fast-food Market Share (%)	4.0%	4.1%	4.2%	4.6%	5.7%	5.5%	5.6%	6.2%

Source: -Nation Economic & Social Development Board, 2001

-Thai Farmers Research Center, 2002

- Minor Food Group PLC: Annual Report (2001)

In 2001, the growth rate of fast-food sectors was 2.9%, slightly recovering from 2000 with market turnover of Bht.12,124 million. Competition in 2002 should center on two leading multinational companies, Tricon Restaurant International (the franchiser of Pizza Hut) and Minor Food Group (the former franchisee of Pizza Hut in Thailand). After terminating the Pizza Hut franchise contract, Minor Food Group

launched its own pizza chain named The Pizza Company and rebranded all their 116 outlets. Tricon competed with Minor by developing and expanding the Pizza Hut chain by itself to maintain its brand awareness among Thais.

In 2002, the overall market is expected to achieve Bht.13,500 million with 11.3% growth rate. The rise is expected to be a consequence of fast-food operators' reliance on marketing campaigns to extend market share, particularly, price cutting. Moreover, the more confident consumer's purchasing power, the opening of outlets at discount stores and the lively competition between The Pizza Company and Pizza Hut could lead to big growth in the fast-food business. This may encourage other fast-food chains to invest more in strengthening their brands and keeping customers. However, there are some negative factors in fast-food business, including rising raw material and increasing competitors, particularly, indirect competitor such as Japanese restaurant chains, packaged food services, etc (TFRC, 2002; The Nation, 2002).

As the food service sector in Thailand is shaped by economic condition, Table 1.2 shows the figures forecasted based on a sustained average of GDP growth of 3.0% (BOT, 2002) which has translated into more confident consumer's purchasing power.

Table 1.2 : Forecast Growth of Thai Fast-food Industry (2002-2005)

Year	2002	2003	2004
GDP Growth (%)	3.0%	3.0%	3.0%
Restaurant Sales	218,394	228,221	238,491
Fast-food Market Size (Mil. Bht.)	13,500	14,107	15,377
Fast-food Market Share (%)	5.9%	6.2%	6.4%

Source : Minor Food Group Plc.: Annual Report (2001)

With 3% of household consumption growth by 2004, the fast-food sector in Thai would be estimated to achieve annual revenues of Bht. 15,377 million compared to Bht. 12,124 million in 2001. (The Minor Food Plc.: Annual Report, 2001). The proportion of fast-food market value to the overall nation foodservice value is only 5-6% which is quite low compared to others countries in Asia as the proportions of fast-food market value to the overall national foodservice value in Singapore, Malaysia, and The Philippines are 20%, 20%, and 9% respectively (The Minor Food Plc., : Annual Report, 2000). Judging from these figures, the fast-food service sector in Thailand remains very attractive for the continuous development of both existing brands and the entry of new brands.

Fast food in Thailand consists of 2 majors sections which include:

1. Heavy Fast-food includes Chicken, Hamburger and Pizza
2. Light Fast-food includes ice-cream and doughnuts

The market value and major players in each segment are shown in Table 1.3:

Table 1.3 : The Key Fast-food Players in Thailand as of Year 2001

Section	Market Value (Mil. Bht.)	Market Share	Participants
Chicken	4,375	36.1%	KFC, McDonald's, Chester's Grill, etc.
Pizza	2,198	18.1%	The Pizza Company, Pizza Hut, Narai Pizzeria, etc.
Hamburger	2,160	17.8%	McDonald's, Burger King, etc.
Doughnuts	1,000	15.0%	Dunkin' Donuts, Mister Donut, etc.
Ice Cream	1,261	10.4%	McDonald's, Swensen's, Dairy Queen, Baskin Robbins, etc.

Source: - Minor Food Group Plc.: Annual Report: 2001

- Thai Farmers Research Center, 2001, "Growth of 10-15 percent expected in the 2001 fast food business" March 30, 2001.

Chicken segment is the largest segment in chicken carrying 36% of overall Thai fast- food market since Thai prefers chicken to beef. This segment which is dominated by KFC chain who operates totally 300 outlets nationwide. The chicken segment

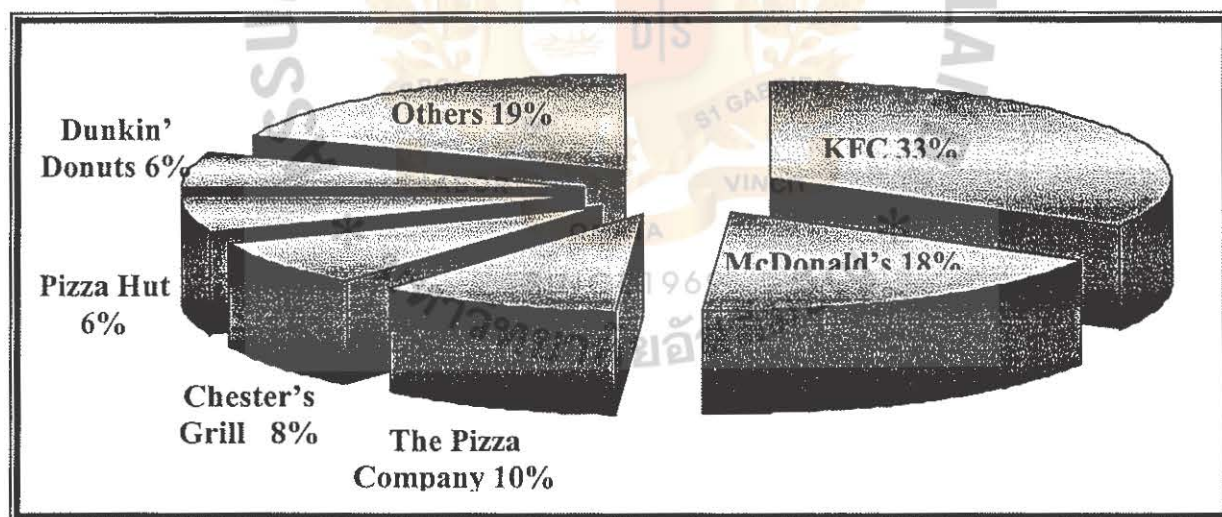
appeared to be caught between rising prices for chicken due to high export demand and price discounting which erodes operating margins.

The second segment is pizza whose market clearly attracted the most interest last year. The launch of The Pizza Company in March 2001 together with the rapid expansion of Pizza Hut to nearly 85 outlets lead the market, achieving Bht.2.2 billion in 2001 compared to Bht.1.7 billion in 2000 (The Minor Food Plc. : Annual Report, 2001).

For hamburger segment, the competition in this segment is not heavy as compared to chicken and pizza market. This segment is dominated by McDonald carrying almost 90% of total market.

The shareholder of overall fast-food market in Thailand are shown in Figure 1.1:

Figure 1.1: The Market share of Overall Thai Fast-Food Industry as of Year 2001



Source: - Minor Food Group Plc.: Annual Report, 2001

- Retail Business Information Center, 2001: Siam Future Development Co., Ltd.

- Thai Farmers Research Center, 2001, "Growth of 10-15 percent expected in the 2001 fast food business" March 3 (Cooper & Schindler, 2001).0, 2002

The major shareholder in Thai fast-food market is KFC who owns 300 outlets nationwide. The major of KFC outlets are operated by parent company, Tricon Restaurant International and some outlets are operated by its franchisee Central Group. KFC also plans to expand 36 outlets within this year (Manager, 1 March 2002).

The second largest shareholder is McDonald's operated by McThai Co., Ltd.. McDonald's covers almost 100% of the burger segment and has also added chicken and soft-serve menu to attract customers. The chain enjoyed 20% of growth rate last year which has been attributed to its Bt19 price campaign in selected products. Last year, the chain operated 91 outlets and it plans to open another 20 restaurants. (The Nation, 2001)

The third largest chain in the Thai fast-food market is The Pizza Hut operated by Minor Food Group Plc. The company is the former franchisee of Pizza Hut. After facing the contract negotiation problem with the American parent, Tricon Global Restaurants Inc., the company converted existing 116 Pizza Hut outlet to its own brand in 2001. Nowadays, the company holds 60% of market share in pizza market and 10% in fast-food market in Thailand.

However, fast-food business in Thailand seems to be entering into the maturity stage as its sales growth rate and profit margin decline because of the intensive competition (Kotler, 2000). Although the figure showed that fast-food sector in Thailand is very attractive, there are some limitations in this industry. The competition in this segment is very intense and western-style fast-food now has dominated the marketplace for the past decade. Because of the heavier competition, players try to complete with the strategic competitive tools including discounts to return profits to customers, which simultaneously boost sales and encourage customer brand loyalty, or buffet promotions, which customers perceive as offering value-for-money and

collectible gift items, which is utilized to gain consumer interest. Many restaurants now provide extra touches, such as home delivery services via telephone and internet ordering (TFRC, 2002).

1.2 Introduction of The Study:

Regarding to the current situation in fast-food business in Thailand, although this industry is expected to grow, the fast-food operators themselves are facing lower margin as the falling value of the baht has increased the cost of raw materials while they are not in the position to raise product prices to compensate for the higher costs. Therefore, most of fast-food restaurants are sacrificing their profit margin to achieve greater volume. Small operators with only a few outlets are likely to disappear from the market and there will be fewer number of entrants into this market over the next few years.

Every operator should realize that the business cannot continue in the long term with slim or non-existing profit. They are forced to search the quick fixes with which to boost sales and profitability. Some operators try to expand the number of outlets in order to maintain the market share and profitability.

However, gaining increased market share is the market will not automatically improve profitability. For example, in 1987, McDonald's share of fast-food sales in the United States has dropped by two percent (Kotler, 2000). The company tried to solve this problem by building thousands of new restaurants. However McDonald's stole customers and profits from its existing franchises.

To increase the productivity, a consideration of only product, price and number of outlets is not enough. One of most important tasks of a hospitality business is to develop the service side of business, to develop a strong service culture. This culture focuses on serving and satisfying customers (Kotler, et al, 1999).

"With service excellence, everyone wins. Customers win. Employees win. Management wins stockholders win. Communities win. The country win." (Zeithaml, et al., 1990, p.2).

Customers swarm to the world's 14,000 McDonald's restaurants not only because of food products but the company also focused to the excellent services to customer. As throughout the world, McDonald's finely tuned system delivers a high standard of what the company calls QSCV-quality, service, cleanliness and value. The customer perceives that its restaurants are clean, and its service is quick, which has made McDonald's achieve success for long term (Kotler, 2000).

In fast-food business, to consider only price, product and number of outlet isn't enough. One of most important tasks of a hospitality business is to develop the service side of business, to develop a strong service culture. This culture focuses on serving and satisfying customers (Kotler, et al, 1999).

The menu offers by fast-food restaurants are considerably similar. Unsurprisingly, service offers the most important opportunity to differentiate one operator from another. Therefore, the crucial differentiation becomes service (Powers, 1995). Therefore, it is an alternative for fast-food companies to consider service quality to be their key success factor in this competition edge.

High quality of service can create customer satisfaction, customer loyalty, revenue growth and ultimately profitability (Reichheld, 1994). The satisfied customer not only repeats the purchase, but also be a word-of-mouth referral source which is one of the most important factors influencing a customer's decision to buy a firm's product (Bell & Zemke, 1992).

However, earning and maintaining service quality is not possible without measurement (Reichheld & Sasser, 1990). Moreover, service quality measurement is

more difficult and complex than the product quality measurement and also only customers can judge the service quality. The SERVQUAL model (Zeithaml, et. al, 1990) was implemented to measure the service quality of western-style fast-food restaurants in Bangkok area.

The SERVQUAL model is applied to measure service quality in this study because it employs a multiple-item scale that measures service quality as perceived by consumers. This model assesses service quality along five distinct dimensions which are tangibles, reliability, responsiveness, assurance and empathy, so the managers and practitioners of fast-food restaurant should be able to know which are the critical service dimension for them and also understand how to allocate their resources into those service quality dimensions. Moreover, SERVQUAL has relatively simple and inexpensive instrument that provide valuable information. Therefore, the researcher applied SERVQUAL model to illustrate the level of service quality of fast-food restaurants in Bangkok and how the operators in this business can improve their service quality.

1.3 Research Objective:

The purpose of this study is to measure the service quality of western-style fast-food restaurants in Bangkok by using SERVQUAL. The SERVQUAL instrument can examine the service quality by comparing the customer's expectation and perception of service provided and delivered. Hence, the objectives of this research are:

1. To measure the level of perceived service quality of western-style fast-food restaurants in Bangkok by comparing customer's expectation and perception.
2. To measure the level of perceived service quality of western-style fast-food restaurants in Bangkok by comparing customer's expectation and perception

separately on each dimension of service quality i.e. tangibles, reliability, responsiveness, assurance, and empathy.

3. Identifying the level of customer expectation and of the customers in the different demographic factors.

1.4 Statements of Problem:

As per the research objective, this study is designed to measure the service quality in fast-food restaurants in Bangkok. Hence, the questions based upon objectives in this research are:

1. What is the level of the perceived service quality of western style fast-food restaurants in Bangkok?
2. What are the level of the perceived service quality of western style fast-food restaurants in Bangkok in terms of tangibles, reliability, responsiveness, assurance and empathy?
3. What are the differences of service quality expectation and perception of customers in different demographic factors including age, gender, education level, occupation and income level?

1.5 Scope of Research:

The research considers the level of service quality of western-style fast-food restaurants in Bangkok. This research measures the service quality by selecting the three biggest fast-food chains according to market share, i.e., KFC (33%), McDonald's (18%) and The Pizza Company (10%). The combined market share these three chains are holding 61% of overall western-style fast-food market.

In this study, the researcher focuses only the perception and expectation of service quality of customers towards the western-style fast-food restaurants located in Bangkok under the brand names of KFC, McDonald's and The Pizza Company.

1.6 Limitations of the Research:

1. This research measured the service quality of western-style fast-food restaurants and focuses only in Bangkok area, so the findings of this study should not be generalized for the overall industry in a different area.
2. In the data collection process, customers answered the question of expectation and perception at the same moment which may affect their responses.
3. Time and cost constraints did not allow for more extensive data collection, so customers of the others western-style restaurants were excluded.

1.7 Significance of the Study

The research explores perceived service quality of western fast-food outlets in Bangkok area by examining the expectations and perceptions of customers on 5 key SERVQUAL dimensions including tangibles, reliability, responsiveness, assurance, and empathy. Moreover, the relationship of customer's perceived service quality and their demographic factors are also considered.

The outcome of this study is useful for the customer service manager since it not only provides the level of service quality in the customer's point of view, but also can helps the manager to understand what customers expect and what they actually receive in order to enhance the quality of their service offerings.

Because this research measures service quality on five dimensions, the managers understand the components and break down quality into bits which they can better analyze. Also, the manager can understand their customers in depth in each segment via their demographic factors.

Thus, this research provides the level of service quality of fast-food restaurants in Bangkok. And also, it makes the fast-food operators realize the importance of service quality in their business. Moreover, it provides the customer service managers and other practitioners more understanding on the overall picture of service quality delivery and also of their customers' expectation and perception. Finally, this study serves as a guideline and direction for customer service manager to monitor and develop services with the purpose of increasing customer satisfaction.

1.8 Definitions of Terms:

Service: an essentially intangible set of benefits or activities that are sold by one party to another (Grönroos, 1990)

Western-style fast-food restaurant: the foodservice establishments which serves foods for which there is little or no waiting with limited menus and offers the western food such as hamburgers, french-fries, hot dogs, chickens, pizza, etc. (Walker, 1996).

Customer: A person who consumes western-style fast-food at a western-style fast-food restaurants in Bangkok area.

Service Quality: The overall evaluation of a specific service firm that results from comparing firm's performance with the customer's general expectations of how a firm in that industry should perform (Parasuraman, Zeithaml, and Berry, 1988).

Demographic Factors: The respondents demographic characteristics including age, gender, education, occupation and income.

- Gender: The respondent classification of sex including male and female

- *Age:* the respondent current age classified into six ranges as follow:
 - Upto 20 years
 - 21 - 30 years
 - 31 - 40 years
 - 41 - 50 years
 - Over 50 years
- *Education Level:* The respondent higher education level including:
 - Upto High School
 - College Graduate
 - Bachelor Degree
 - Master Degree
 - Doctorial Degree or higher
 - Others
- *Occupation:* The respondent current career
 - Student
 - Business Sector Employee
 - Government Sector Employee
 - Business Owner
 - Others
- *Income level:* The respondent current month income level classified into 6 ranges as follow:
 - Upto Bht. 5,000
 - Bht. 5,001 - Bht. 10,000
 - Bht. 10,001 - Bht. 15,000
 - Bht. 15,001 - Bht. 20,000
 - Bht. 20,001 - Bht. 25,000
 - Bht. 25,001 - Bht. 30,000
 - Over Bht. 30,000

Systematic Sample: A sample drawn by taking every nth case from a list, after starting with a randomly selected case among the first n individuals (Cooper & Schindler, 2001).

SERVQUAL: a service quality measurement which evaluate by discrepancy between expectation and perception among five important dimensions including:

- *Tangibles*: appearance of physical facilities, equipment, personnel, and communication materials;
- *Reliability*: ability to perform the promised service dependably and accurately;
- *Responsiveness*: willingness to help customers and provide prompt service;
- *Assurance*: knowledge and courtesy of employees and their ability to convey trust and confidence; and
- *Empathy*: the caring, individualized attention the firm provides its customers

Customer Expectation: how or what individual customers feel the service provider should offer (Parasuraman, Zeithaml, and Berry, 1988).

Customer Perception: customers' belief concerning the service received (Parasuraman, Zeithaml, and Berry, 1988).

Perceived Service Quality: the difference between consumer expectations and perceptions (Parasuraman, Zeithaml, and Berry, 1985) including:

- *Surprise Quality*: the customer's expectation is lower than perception ($E < P$)
- *Satisfaction Quality*: the customer's perception can meet expectation ($E = P$)
- *Unacceptable Quality*: the customer's expectation is higher than his/her perception ($E > P$)

(Parasuraman, Zeithaml, and Berry, 1985).

CHAPTER 2

LITERATURE REVIEW

This research studies the service quality measurement of fast-food restaurants by using SERVQUAL model. The literature review focuses on the nature of fast-food business, particularly in service section, of both service providers and customers. And this chapter also covers the unique characteristics of service.

In addition, this chapter includes the theory of service quality, the importance of service quality in the business and, how to measure the service quality. Finally, the last section of this chapter illustrates the service quality measurement involving the instrument. Therefore, the literature review is divided into 7 parts as followings:

- 2.1 Nature of Fast-Food Business,
- 2.2 Nature of Service,
- 2.3 Service Quality,
- 2.4 Model for Analyzing Quality in Service,
- 2.5 Service Quality Measurement: SERVQUAL,
- 2.6 Demographic Variables and
- 2.7 Previous Studies

2.1 Nature of Fast-food Business:

Fast-food, often referred to quick service restaurants, emerged in the late 1940s, rapidly developed and expanded over the next few decades (in large measure due to the success of franchising), and became the dominant consumer eating choice at the time (Nagengast and Appleton, 1994). Fast-food restaurants are responsible for the large amount of the growth in away from home food consumption (Manchester, 1992).

Fast-food restaurant is a type of foodservice establishments which serves foods for which there is little or no waiting. Many people identify these as fast service or quick service restaurants in recognition of the fact that the service is fast, not the food. Fast-food offers limited menus featuring food such as hamburgers, french-fries, hot dogs, chickens, and other items for the convenience of people on the go. Customers order their food at a counter under a brightly lit menu featuring color photographs of food items. Customers are even encouraged to clean their own trays which helps reduce costs. There are different types of fast-food restaurants including hamburger, Pizza, Chicken, etc (Walker, 1996).

Fast-food's Unique Characteristics:

- Fast-food has network chains operating in every market. Because of their many locations, they make eating out convenient. That convenience reinforces patronage.
- Fast-food has simplified menus and operation formats, resulting in low price and fast services that are very attractive to customers. This simple operating format results in fast service and has earned fast-food its name. Moreover, self-service is built into the operating format, reinforcing both speeds of service and lower cost, especially in the absence of any tipping.

- Fast-food restaurant typically includes almost specialized equipment for preparing the foods on the menu quickly and a staff properly trained to use the equipment efficiently and serve a large number of customers in a short time.
- Fast-service restaurant is a very well-organized enterprise designed to operate with staff that can be trained quickly and easily (Dittmer & Griffin, 1997).
- Franchising and chains have been a key component of the expansion and success of commercial restaurants, particularly fast-food outlets (Connor and Schiek, 1997). With the franchising and chain, they can achieve economies of scale not only in purchasing of raw material but also in advertising, marketing and developing of operational skills.
- The products served in fast-food restaurants are highly standardized. How much difference is there, really, between one hamburger and another or between fried chicken products? With such a simple and narrow product line, it is difficult for the smaller chain to compete against the market leader by using product differentiation (Power, 1995).

Off-premises in Fast-food service:

With the intense competition, the fast-food operators offer the extra off-premise to attract customers. The three main off-premises are carry-out, drive-through, and delivery (Power, 1995).

- *Take out:* A takeout is an operation that prepares foods for consumption off-premises. Foods for takeout may either be fully prepared in advance and packaged when ordered by a customer, or they may be prepared when ordered, takeout merely means that food leaves the premises where it is sold (Dittmer & Griffin, 1997). Takeout is an old established part of food service. Nearly all fast-food

operations offer takeout meals. Not only in fast-food service, the vast majority of other table-service restaurants also offer takeout to their customers (Powers 1995).

- *Drive-through:* Drive-through is an operation at which a customer can drive a vehicle to a window to obtain and pay for food without ever leaving the vehicle. Having received the food, the customer drives away to consume the food elsewhere (Dittmer & Griffin, 1997). The main advantage of drive-through is the convenience of speed of service that gives operators a significant advantage in competing for their target market (Powers 1995).
- *Delivery:* Delivery operation fits well with consumers in big cities where customers are not willing to face the heavy traffic problem particularly during the rush hours. Many delivery chains use a single number for all units. Often a catchy phone number is used as a handy focus for promotion. At the central answering facility, employees take calls working at computer terminals. When a customer places an order, the operator asks for his or her phone number and address and inputs this information into the computerized guest history system. Then, on subsequent calls, the operator is able to call up the customer's record, using their phone number (Powers 1995).

Product in foodservice business:

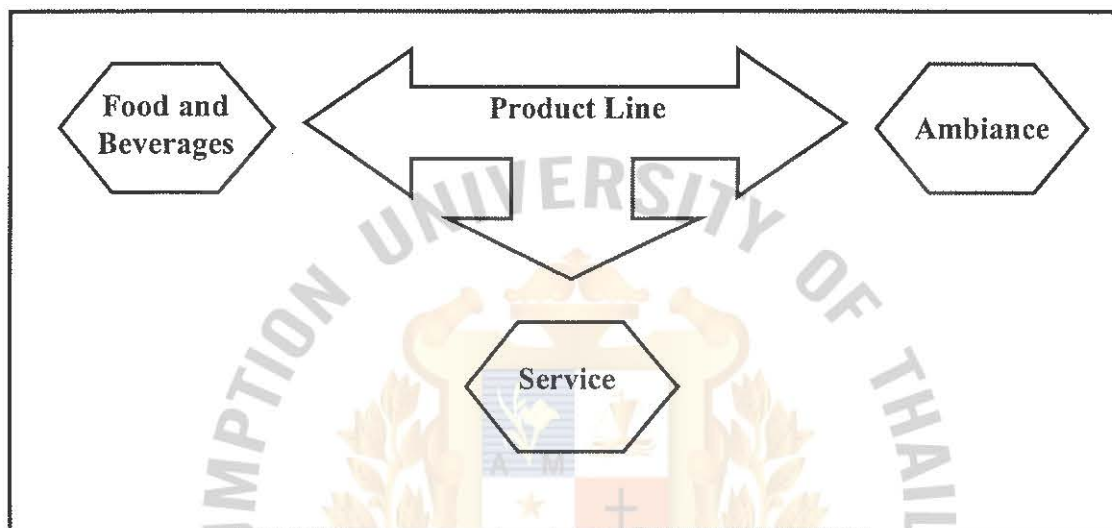
“Foodservice Is About Enhancing The Guest’s Experience.” (Wadhwa, 2001)

Product in foodservice section is actually the *guest’s experience*. This involves not only the food served but also the service including the guest interaction, the atmosphere of the place, etc. This is not to argue that the physical product (food) is unimportant but it needs to be seen in the overall that determines the guest’s total experience. Thus, product acceptability requires that guest expectation be met or

exceeded. It is clear that all elements of this service product are essential. Additional services can be crucial in the competitive struggle (Powers 1997).

Dittmer and Griffin (1997) have stated that the product line of foodservice includes Food and beverages, Service, and Ambiance as illustrated in Figure 2.1

Figure 2.1: The Component of Product Line in Foodservice Industry



Source: Dittmer, P.R. and Griffin, G.G. (1997) *Dimensions of the Hospitality Industry*, 2nd ed., New York: Van Nostrand Reinhold.

- *Food and Beverages:* These include all the items in the menu which the operator intends to offer to customers. For example, KFC, specializes in chicken and offers additional items that serve as accompaniments to those features.
- *Service:* The second component is the services the operator intends to offer to customer. It includes the interaction to customer, food preparation, dishwashing, valet parking, background music, special attention to birthday celebration, etc.
- *Ambiance:* These are related feature that customers see or sense and that contribute to the total atmosphere of the establishment including many essential details both tangible and intangible. These essential details are for example, theme, lighting

uniforms furnishings, cleanliness, fixtures, decorations, table settings, etc (Dittmer & Griffin, 1997).

The Role of Service in the fast-food business:

There is evidence that if someone has a good experience at your place of work, they will tell at least three people, while a disgruntled customer will tell twelve people about an unpleasant experience with a company (Wilson, 1996). The possibility of bad word of mouth and potential loss of other sales makes the problem of the dissatisfied guest even more serious. As people are better educated and more sophisticated, they prefer better service. Moreover, competitive options give customers plenty of other places to go if they don't receive the kind of service they seek. Therefore, excellence in service is a matter of survival in future.

In the foodservice industry, service is experience for customers or it is the organization performance from the customer's point of view. Product line in foodservice includes both tangible goods and intangible goods and both must be acceptable. All the cheerfulness in the world will not make up for a bad meal, at the same time, it is also true that a good meal can be ruined by bad service (Powers, 1995).

Although the foodservice in each segment, particularly fast-food restaurants, are considerably similar, service offers the most important opportunity to differentiate one operator from another. Therefore, the crucial differentiation becomes service and usually personal service (Powers, 1995).

2.2 Service:

In this competitive era, the companies can increase their competitive advantage by focusing on the customer service. They may find they are able to differentiate their product by providing unique and exceptional service related to their delivery systems. Thus, many manufacturers and distributors use a service strategy to differentiate

themselves such as free delivery, special credit arrangements, and some companies provide a number which customer can call for free advice. In this era of relative product parity, service is becoming the driving force in establishing a competitive advantage (Kotler, 2000).

“Service is defined as an essentially intangible set of benefits or activities that are sold by one party to another” (Grönroos, 1990, p. 27). In reality, service permeates every aspect of our lives. In fact, most of us enter life via one service encounter and spend the rest of our lives experiencing a multitude of service encounters. However, the current educational approach to customer service is to treat it as a “common sense” issue. Maxims such as, “Treat your customers like you want to be treated yourself”, are frequently the only guidance provided regarding direct interactions with customers. Although helpful, the common sense approach fails to develop a true understanding of the complex relationships that exist among employees, the organization, and the customer when service is at issue (Kotler, 2000).

The distinction between goods and service is not always perfectly clear (Berry and Parasuraman, 1991). In reality, many services contain at least some good (product) elements, such as the hamburger at McDonald’s or the bank statement from the local bank. Also, most goods at least offer a delivery service.

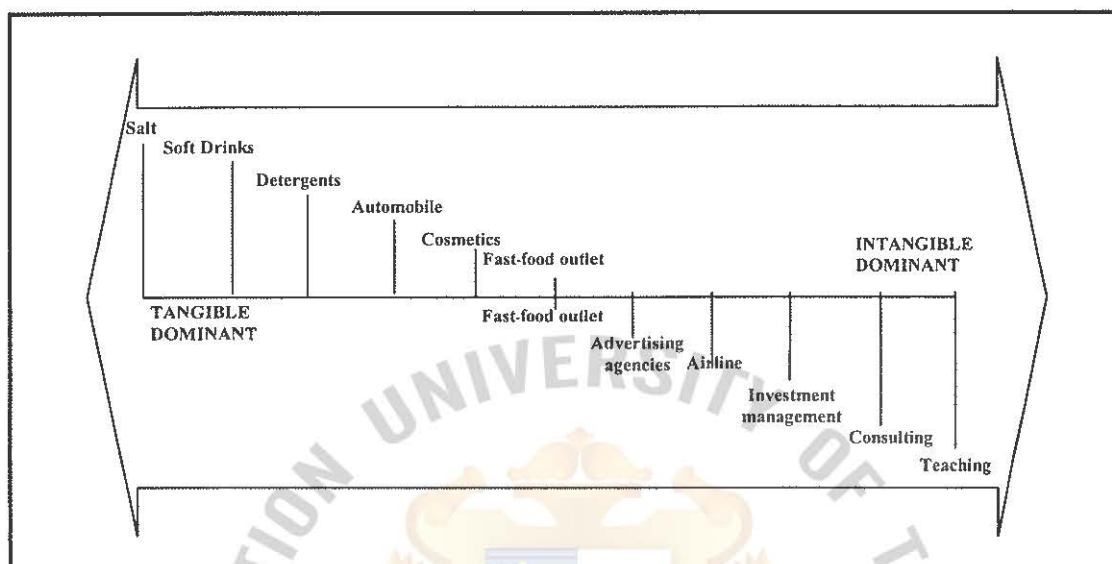
In general, goods can be defined as objects, devices, or things, whereas, service can be defined as deeds, efforts or performances. Normally, a product always refers to the combination between both goods and service. The primary difference between goods and services is the property of tangibility (Hoffman and Bateson, 1997).

Figure 2.2 displays a range of products based on their tangibility. Pure goods are tangible dominant, while pure services are intangible dominant (Shostack, 1997).

Fast food is the business which contain both goods and service components and

falls in the middle of the continuum. Any business which ignores the service element of its offering is overlooking a vital component of its business.

Figure 2.2: Tangibility Spectrum



Source: Shostack, G. L. (1977). *Breaking Free From Product Marketing*. *Journal of Marketing*, 41(April), pp.77.

Service Characteristics:

Basically, service has four main characteristics include intangibility, inseparability, heterogeneity and perishability (Bitner, Fisk and Brown, 1993). These service characteristics have created problems of definition and measurement of service quality for marketers (Bebko, 2000).

Intangibility: Degree of intangible

Intangibility is one of the key characteristics of services and introduced the idea of services being activities, benefits or satisfactions which are offered for sale, or are provided in connection with the sale of goods (Regan, 1963). Moreover, the degree of intangibility has been proposed as a means of distinguishing between products and services (Levitt, 1981). This can be illustrated in Figure 2.2.

This is considered to be the most basic difference between products and services.

In fact, it is believed that intangibility determines three other basic characteristics of service (Kasper, et al., 1999). Services—being benefits or activities—cannot be seen, felt, tasted, or touched, like products can. Consequently,

- services cannot be inventoried,
- services cannot be patented,
- services cannot be readily displayed or communicated, and
- pricing is more difficult.

Inseparability: The degree of simultaneous production and consumption

Inseparability is taken to reflect the simultaneous delivery and consumption of services (Regan, 1963) and it is believed to enable consumers to affect or shape the performance and quality of the service (Zeithaml, 1981). Services are produced and consumed simultaneously, whereas for products, production and consumption can be separated. For example, a car can be produced first, sold a few months later, and then be consumed over a period of several years. For services on the other hand, the production and consumption has to take place in parallel. The production of the service creates the 'set of benefits', whose consumption cannot be postponed. For example, a restaurant service—preparing a meal, serving the customer—has largely to be produced while the customer is receiving the service. Consequently,

- customers participate in and affect the transaction,
- customers may affect each other, for example, noisy people in a restaurant may make dinner less enjoyable for other guests,
- employees affect the service outcome, and
- centralization and mass production are difficult.

Inconsistency: The Degree of Heterogeneity:

The third dimension of service is heterogeneity, which takes into account the potential for a high degree of variability in the service encounter (Zeithaml et al., 1985). Because services are created by activities, and activities are performed by humans, services tend to be more heterogeneous than products. Consequently,

- service delivery and customer satisfaction depend on employee actions,
- service quality depends on factors which are difficult to control, such as the ability of the customer to articulate his or her needs, the ability and willingness of personnel to satisfy those needs, the presence or absence of other customers, and the level of demand for the service, and
- these complicating factors make it hard to know whether the service was delivered according to plan or specifications.

Inventory: The Degree of Perishability:

In general, services cannot be stored and carried forward to a future time period (Rathmell, 1966; Donnelly, 1976; and Zeithaml et al., 1985). And also, services are “time dependent” and “time important” which make them very perishable (Onkvisit and Shaw, 1991). Services cannot be saved or stored. Consequently,

- it is difficult to synchronize supply and demand with services, and
- services cannot be returned or resold.

In conclusion, the service is different from goods in many aspects shown in Table 2.1:

Table 2.1 Differences between Product and Service

Goods	Services	Resulting implications
Tangible	Intangible	<ul style="list-style-type: none"> - Service cannot be inventoried - Service cannot be patented - Service cannot be readily displayed or communicated - Pricing is Difficult
Production separate from consumption	Simultaneous	<ul style="list-style-type: none"> - Customers participate in and affect the transaction. - Customers affect each other - Employees affect the service outcome. - Decentralization may be essential. - Mass production is difficult
Standardized	Heterogeneous	<ul style="list-style-type: none"> - Service delivery and customer satisfaction depend on employee actions - Services Quality depends on many uncontrollable factors. - There is no sure knowledge that the services delivered matches plans and promotion.
Nonperishable	Perishable	<ul style="list-style-type: none"> - It is difficult to synchronize supply and demand with services. - Services cannot be returned or resold.

Source: Adapted from Zeithaml V.A., Parasuraman A. and Berry L.L. (1985).

Problems and strategies in services marketing. Journal of Marketing, 49, 33

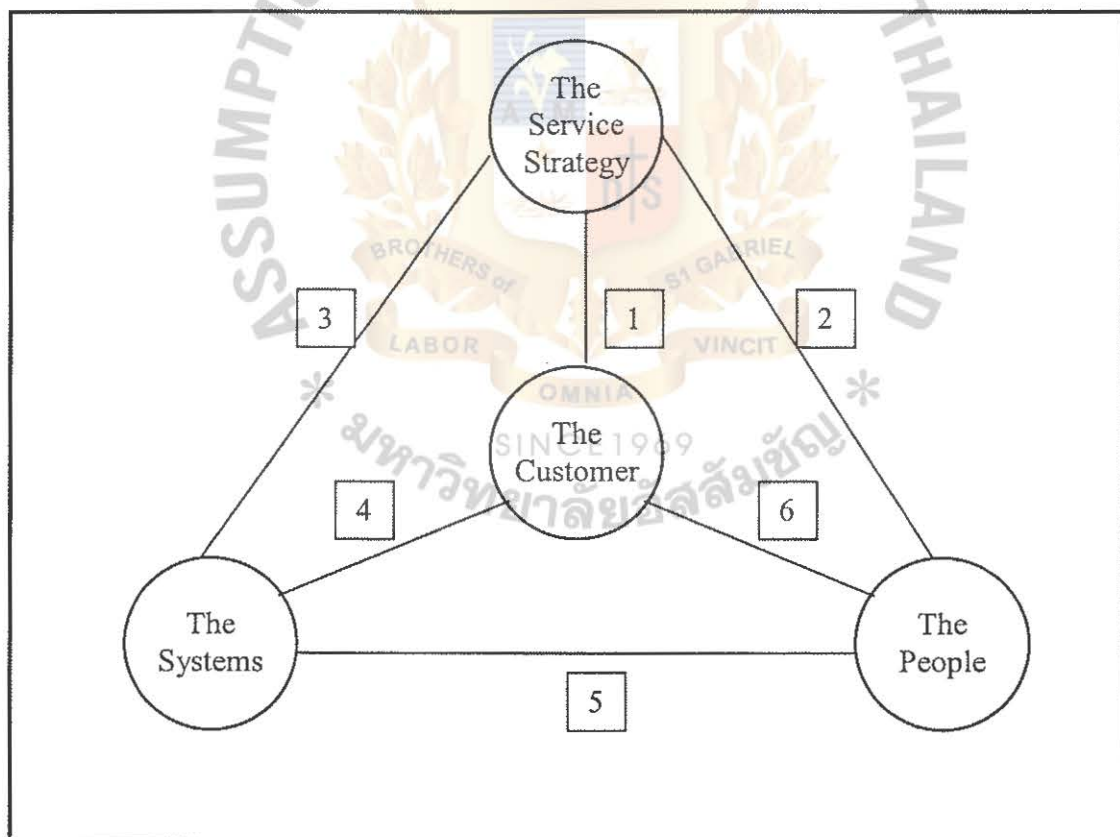
- 46.

In the nature of service, the customer plays an the important role in the quality evaluating (Morrison, 1996). The market-focused management model many help the firm to understand and serve its customers properly.

The market-focused management model :

The purpose of the service firm is to serve the customers. The service delivery becomes the focus of the system and the overall differential advantage in terms of competitive strategy. The framework that supports this philosophy is based on the **services triangle** presented in Figure 2.3. The service triangle includes six key relationships.

Figure 2.3: The Service Triangle



Source: Adapted from Albrecht, K. and Zemke, R. (1985). Service America.

Homewood, IL: Dow Jones-Irwin.

The 6 interactions in the service triangle including:

1. The firm's service strategy must be communicated to its customers. If superior service is the focus of the organization and the key point of differentiation on which it distinguishes itself from competitions, the customer needs to be made aware of the firm's commitment to excellence
2. The service strategy also needs to be communicated to the firm's employees. Good service starts at the top and management must lead their employees by example. If top management is not committed to the process, front-line employees who interact with the firm's customers will not be effective.
3. The third relationship depicted within the triangle focuses on the consistency of the service strategy and the systems which are developed to run the day-to-day operations.
4. The fourth, relationship involves the impact of organizational systems upon customers. Interactions with the firm's systems should facilitate the customer's service experience. Too often, systems are designed for the sole purpose of keeping a small minority of customers from taking advantage of the company. Meanwhile, the majority of honest customers are forced to suffer through systems and policies that treat them as suspects instead of valued assets.
5. The fifth relationship within the service triangle pinpoints the importance of organizational systems and employee effort. Organizational systems and policies should not be obstacles in the way of employees wishing to provide good service.
6. Finally, the last relationship is perhaps the most important of them all-the customer/service provider interaction.

These interactions are often the driving force in customer satisfaction evaluations represent "moments of truth." The quality of this interaction is often the driving force

in customer satisfaction evaluations. This model encourages investment in people as much as it does investment in machines. Consequently, the technology should be to assist front-line personnel, not to replace them or monitor and control their activities.

Further, employee turnover and customer satisfaction is clearly related. It emphasizes the recruitment and training of front-line personnel and ties pay to performance at every level throughout the organization. The benefits of superior training and compensation program are clear. Better-trained and better-paid employees provide better service, need less supervision, and are more likely to stay on the job. In turn, their customers are more satisfied, return to make purchases more often, and purchase more when they do return (Hoffman and Bateson, 1997).

Using Quality Approach as a Key Success Factor in Service :

Normally, the key success factors in services sector are competitive pricing and quality (Kasper et al., 1999). There are some companies those use the price cutting in the hope of gaining market share and lower costs. But price cutting strategy involves possible traps:

1. Low-quality trap: Consumer will assume that the quality is low.
2. Fragile-market-share trap: A low price buys market share but not market loyalty.

The same customer will shift to any lower-price firm that comes along.

3. Shallow-pockets trap: The higher-price competitors may cut their prices and many have longer staying power because of deeper cash reserves.

Thus, by the use of price cutting as the key success factor, the company may be able to maintain the market share in the short-term, while at the same time, it causes the company's profitability to decline in the long-term (Kotler, 2000).

Therefore, to survive in the long-term, the service companies should indicate quality to be their key success factor in competitive markets. It includes the high

quality of personal selling, speed, reaction, the closeness with the customers, etc.

2
6524

2.3 Service Quality:

In everyday life, we are exposed to quality in a variety of forms, from product advertising with slogans like “ Putting Quality on the Road” (General Motors) and “Quality Is Job #1” (Ford) to everyday phrases such as “quality of life” and “quality time.” (Russell & Taylor III, 2000 : 76)✓

Quality is an ambiguous term. There are some definitions of quality as following:

- “Quality is fitness for use, the extent to which the product successfully serves the purpose of the use during usage” (Juran, 1974) ✓
- “Quality is conformance to requirements” (Crosby, 1983)” ✓
- “Quality is zero defects – doing it right the first time” (Parasuraman, et al., 1985) ✓
- “Quality is exceeding what customers expect from the service” (Zeithaml, et al., ✓ 1990)

Although quality has many definitions, it is important to note that satisfying the customers' 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 :

1. the customer's dynamic needs and wants
2. the company's promise and delivery of superior performance
3. competitor's promises that they can do even better.

The “Three C's” of strategy-Customer, Company, and Competitors become the “Three C's” of quality. The customer's expectation change, his or her definition of

value change, and the definition of quality keep evolving. For business-to-business market, there is added pressure because the customers' customers continue to increase their expectations and demands for superior performance.

Thus, quality and continuous innovation go hand in hand as dual requirements of the new marketing concept. Customer exceptions, technological development, and competitive pressures intersect and combine to equate continual improvement with success. Any firm that attempts to make customers satisfied with what they currently have, that is not committed to continuous improvement in products and processes, and that is unable to offer new and better solutions to customer problems, is doomed to failure in the global marketplace (Webster, 1994).✓

Moreover, promising and promoting new, improvement or better products and services won't do the job. The firm's value proposition must be based on skills and resources that deliver value as perceived by the customer. The old definition of marketing-one limited to the function of selling, advertising, promotion, distribution, and customer service is inadequate. It is self-defeating and certain to lead to competitive disaster and business failure. The quality revolution is real, the changes it has brought are permanent, and a customer-centered view of the business is essential (Webster, 1994).✓

Quality in Service:

Service quality means getting it right the first time and this need not be a costly objective. By getting it right the first time, the cost of error correction and customer dissatisfaction is avoided. For a service provider, winning new customers is neither an easy nor cost-effective task. It has been estimated that it costs five times as much to attract a new customer as it does to retain a current one (File and Prince, 1994).✓

Conversely, a decrease in customer defection rates of five percentage points has been

found to increase profits by 25 to 100% (Reichheld, 1994). For these reasons, companies delivering high service quality have higher profits accruing from more loyal customers, lower marketing costs and consequently, higher return on sales (Bell and Zemke 1992).

In order to ensure customer satisfaction, it is important for any service to either meet or exceed customer expectations. Since many customers have different expectations based on prior experiences and their present needs, this is difficult to quantify. Maister (1985) developed some "Laws of Service", one of which suggests that the perceptions from a service encounter should equal or exceed the expectations. The implied formulation of this is:

$$\text{Satisfaction} = \text{Expectations} - \text{Perceptions}$$

Thus, if perceptions are lower than expectations for any given service encounter, satisfaction is negative, or in other words the customer is dissatisfied. Parasuraman et al. (1985) expanded the definition of quality to include five aspects of quality: reliability, responsiveness, assurance, empathy, and tangibles. Defining these various aspects can help focus on the particular area that has a problem.

Parasuraman, Zeithaml, & Berry (1988) have stated that a company or institution can be measured by determining the discrepancy between what the customer wants (customer expectations) and how the customer experiences the service (customer perceptions). Customer expectations are formed by word-of-mouth communications, personal needs, past experience and what and how you communicate to your customer. Customer perceptions are formed by the customer experiencing so-called moment of truths. A "moment of truth" is the basic atom of service and is used to describe each

episode in which a customer comes into contact with any aspect of our organization. Remember that a single negative experience at any point in the service cycle can spoil the entire experience.

The most frequently mentioned means of improving customer satisfaction were through improvements in service quality. Quality in services was given the highest priority among a number of critical issues facing American companies in the coming three years (Edvardsson, et al., 1994).

Benefits of Service Quality:

The higher quality also makes it possible to charge a higher price, which increases income and profitability. And also the high quality produces satisfied customers who are loyal and help to spread a positive image of the company in the market. This lead to a reduction in marketing costs. Further, the staff get positive feedback from the customers, which makes them feel appreciated, staff turnover decreases and it is easier to recruit and retain competent employees. The company is in a virtuous circle.

According to PIMS study, the quality is clearly profitable. PIMS stands for Profit Impact of Market Strategies. About 3000 business units were analyzed and divided into three groups on the basis of the customer-perceived quality of their goods and services. The group with high customer-perceived quality was six times as profitable as the group with low quality (Luchs, 1986).

Quality improvement is primarily a matter of adapting to the customer and developing long-term, trustful customer relations. The customer becomes a partner. It also motivate the staff to improve his/her performance (Edvardsson et al. 1994).

✓Kotler et al., (2000) has stated the benefits of service quality in 4 areas:

1. *Retaining Customers:* High quality builds loyal customers and creates positive word-of-mouth which is an important factor in the purchase decision. This can determine customer satisfaction which affects repeat business and word of mouth. If customer is happy with an existing firm, it is difficult to convince him to use another.
2. *Avoidance of Price Competition:* A restaurant with a reputation for high quality has a much stronger competitive position than one with a reputation for inconsistent or poor quality. The price-cutting by a competitor will not be enough to encourage a client to switch.
3. *Retention of Good Employees:* Employees appreciate working in operations that are well run and produce quality product. They do not enjoy receiving customer complaints. And also, absenteeism, turnover, and loss of employee morale are listed as costs of poor quality. When an operation has good quality, it can retain good employees. Recruiting is easier and training costs are reduced.
4. *Reduction of Costs:* The quality cost includes internal and external costs and quality system costs. Internal costs are those associated with correcting problems discovered by the firm before the product reaches the customer. For example, a cook prepares chicken hamburger instead of the beef hamburger ordered by customer, but the front counter discovers the mistake before serving to customer and has to cook a new hamburger. External cost are associated with errors that the customers experiences. They can very expensive when the customer decides not to return because of a service problem. However, it is more difficult to detect the error to reach customer because of simultaneous production and consumption in the service nature. Although the quality service system doses not come without costs, it is usually less than those internal and external costs resulting from poor-

quality service. Some examples of the costs of a quality system include customer service audits, training, management meetings with employees and customers, and the introduction of a technology (Kotler et al., 1999).✓

2.4 Models For Analyzing Quality in Service:

Quality of services is more difficult to define and model than the quality of goods due to the nature of services themselves (Bergman & Klefsjö, 1994). Service is intangible and not only the service provider involved in the service quality, but also customers play a major role in this process. For understanding of the complexity of service quality, there are some models which illustrate how the quality of service is perceived:

The Total Perceived Quality:

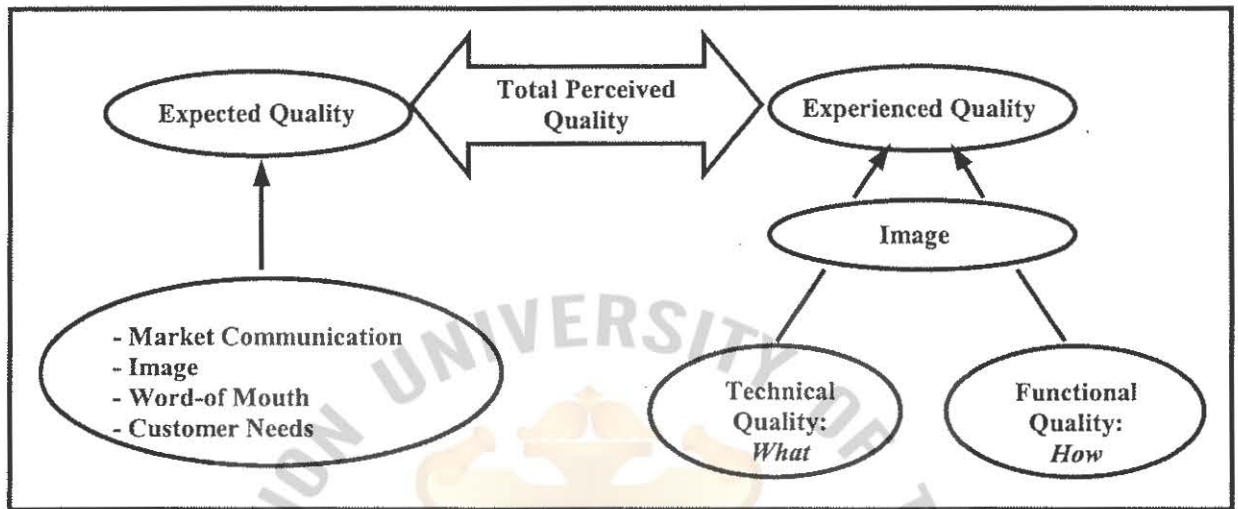
This model was stated by Grönroos (1990) as illustrated in Figure 2.4. The perceived service quality approach seems to form not only the foundation of service quality but also the theory in service marketing. In the area of service management, Grönroos (1990) stated that quality is what customers perceive. In reality, a customer always perceives quality as much broader. And the firm has to define quality in the same way customers do, otherwise the wrong action may be taken and money and time may be poorly invested. It should be remembered that what counts as quality is what is perceived by the customers.

The two dimensions of quality / What and How: In service, the interaction between customer and service provider occurs, so-called buyer-seller interactions which will obviously have a critical impact on the perceived service. The quality of a service as it is perceived by customers has two dimensions, namely, a technical or outcome dimension, and a functional or process-related dimension. In the dimension of *technical or outcome*, it is what customer receive from the firm as the outcome of its

operation. For instance, in the restaurant, the firm provides a meal to customer. So, it is the firm's internal quality of the product delivered.

721.66737

Figure 2.4: The Total Perceived Quality



Source: Grönroos, C. (1990). *Service Management and Marketing—Managing the Moments of Truth in Service Competition*. Lexington, Mass: Lexington Books, pp.41

However, only one dimension is not enough. Another dimension is *functional or process-related*. It is how the customers receive the outcome and how he or she experiences the simultaneous production and consumption process.

There are two basic quality dimensions namely, what a customer receives and how customers receive it. Usually the service provider cannot hide behind brand names or distributors. In most cases, the customers will be able to see the firm, its resources, and its ways of operating.

Corporate and/or local image: is quite important for service. It can impact the perception of quality in various ways. If the provider is good in the mind of customers, that is, if it has a favorable image, minor mistakes will probably be forgiven. Otherwise, if the image is negative, the impact of any mistake will often be

considerably grater than it would be. So image can be viewed as a filter. The company's image may be affected by various PR and marketing measures.

Experience Quality is affected by both technical and functional quality, and also the company image.

Expected Quality is affected by a number of factors, namely, *Market Communication*, *Word-of Mouth Communication*, *Corporate/local Image*, and *Customer Needs*. Market communication includes advertising, direct mail, public relations, and sales campaigns, which are directly under the control of the firm while the image and word-of-mouth factor are only indirectly controlled by the firm. Finally, the needs of the customer also have an impact on his or her expectations.

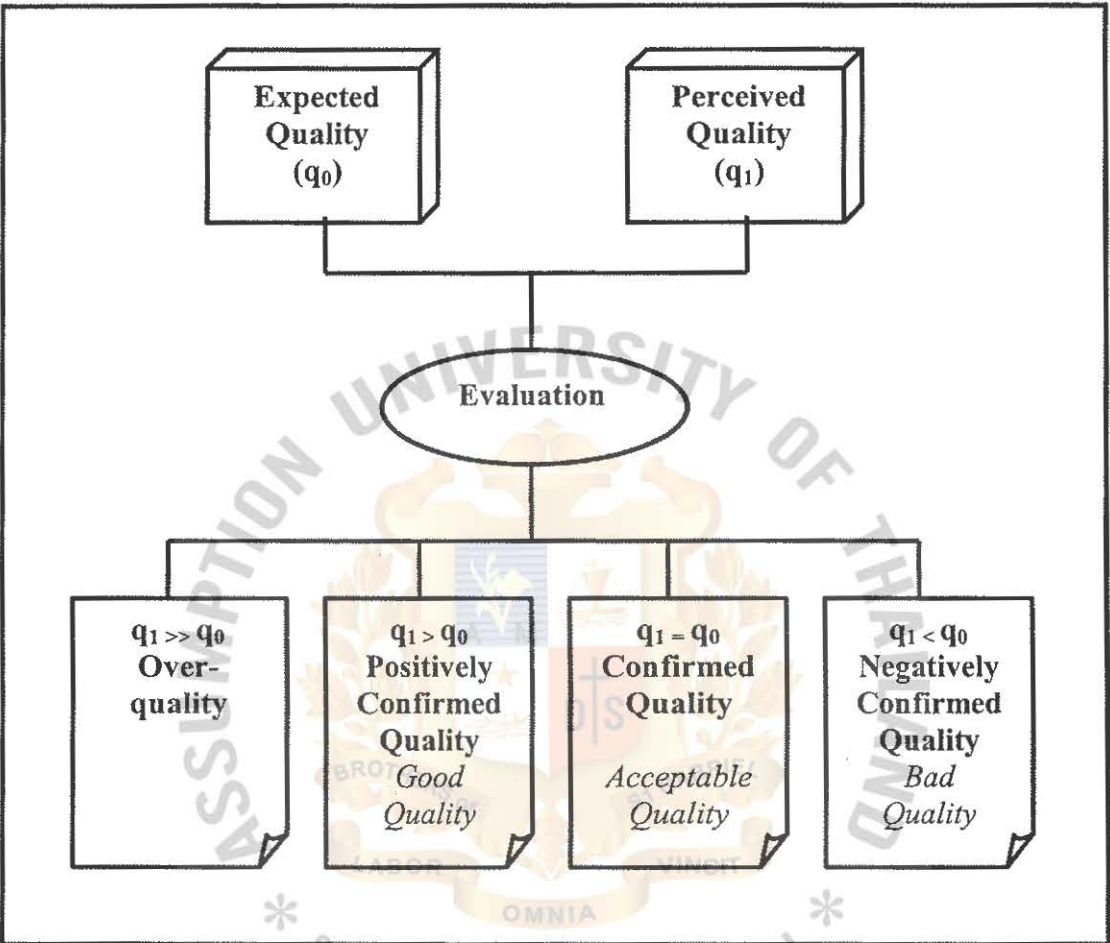
When quality programs, which may even include functional quality aspects, are implemented, perceived service quality may still be low, or even deteriorate, if, for example, the firm simultaneously runs advertising campaigns that promise too much or are inadequate in some other respect. The level of perceived quality is not determined by the level of the technical and functional quality dimensions only, but rather by the gap between the expected and experienced quality. Consequently, every quality program should involve not only operation, but also the responsibility of marketing and market communication as well (Grönroos, 1990).

The model places the customer in the center. It is the customer's quality assessments and perceptions that are the touchstone for the company's quality efforts. And also, it can help the firm to understand how different factors, which they can influence, affect the customer's perceptions of the quality of the company's service.

Moreover, Grönroos (1990) also extended the study including how to evaluate the outcome of his model as illustrated in Figure 2.5. There are four possible

outcomes of evaluation process including: *under-quality*, *confirmed quality*, *positively confirmed quality*, and *over-quality*.

Figure 2.5: The Quality Evaluation Option



Source: Grönroos, C. (1990). *Service Management and Marketing—Managing the Moments of Truth in Service Competition*. Lexington, Mass: Lexington Books.

Good quality requires that experiences at least equal expectations, or are higher than expectations. Otherwise, the quality expectations of customers are not met. *Acceptable quality* is always required. However, if the firm wants to make its customers really happy with its services, an acceptable quality may not be enough. Positively confirmed quality should be the objective to aim for. This may really make

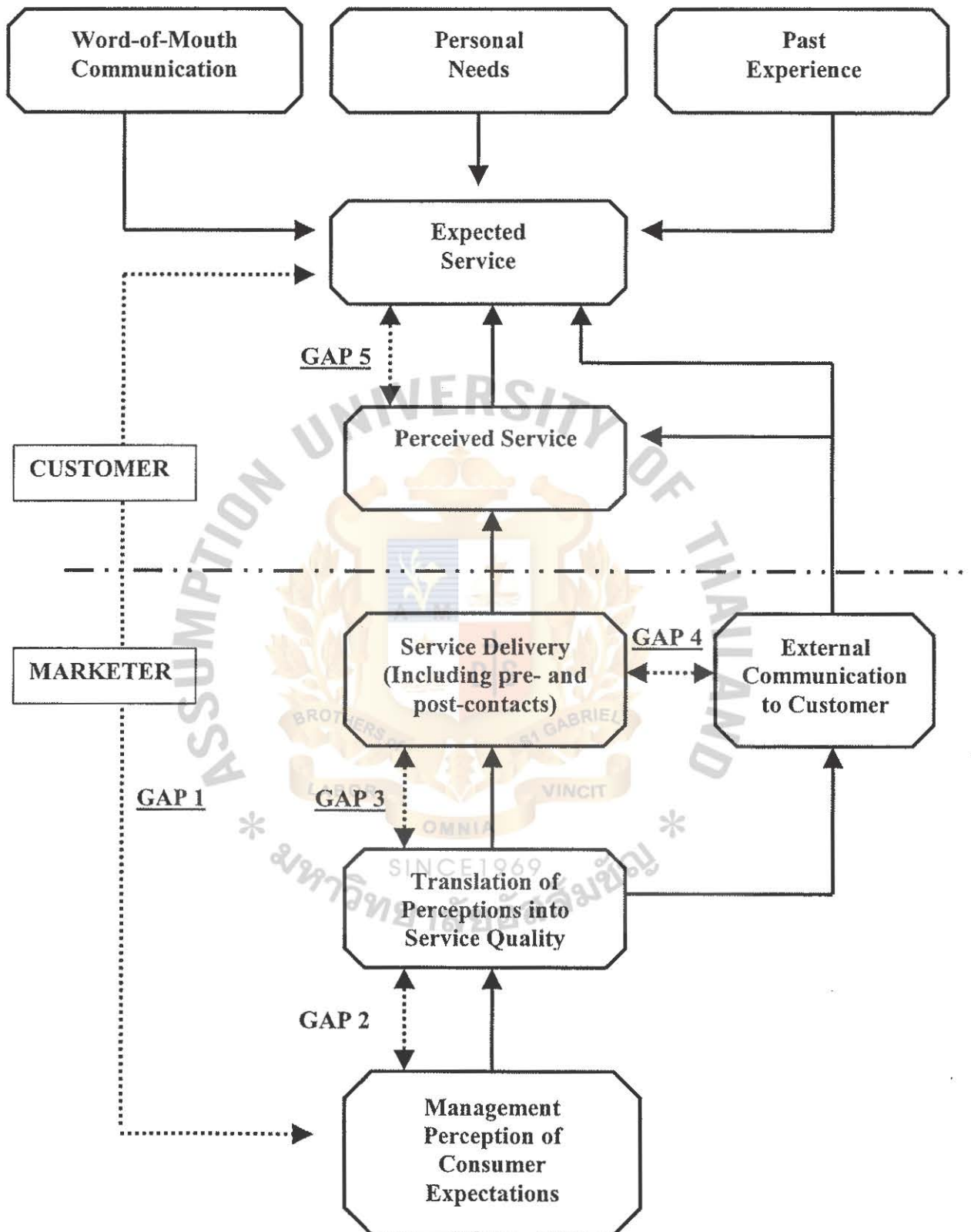
customers interested in continuing the relationship with the service provider, and moreover, it creates good word-of-mouth effects. There is danger here, of course. If the *perceived quality is too high*, the costs of production are probably unnecessarily high. The cost-benefit ratio will be low or maybe even negative. Then we have an *over quality*, which cannot be justified for economic reason. Moreover, an over-quality may simply be perceived by the customer to exceed what is really needed, which in turn, can create even bad word-of-mouth. Over-quality may also give the impression that the service is overpriced, even if this, in fact, is not the case.

SERVQUAL Model / Gap Analysis:

The SERVQUAL Model has been developed by Zeithaml, Berry, and Parasuraman in 1988. To develop this model, the researchers operate both qualitative (e.g. group interview) and also quantitative (e.g. questionnaire). However, its major design is quantitative research by questionnaire.

This model is intended to be used for analyzing sources of quality problems and for helping managers understand how service quality can be improved. This model is illustrated in Figure 2.6.

Figure 2.6: Conceptual Model of Service Quality (SERVQUAL) – The Gap Analysis Model



Source: Zeithaml, A., Parasuraman, A. and Berry, L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press, pp.46.

Gap Analysis Model is intended to be used for analyzing sources of quality problems and for helping managers understand how service quality can be improved. First of all, the model demonstrates how service quality emerges. The upper part of the model includes phenomena related to the customer, the lower part of the model is related to the service provider.

The expected service is a function of the customer's past experience and personal needs and of word-of-mouth communication. Moreover, it is influenced by the market communication activity of the firm.

The perceived service is the outcome of a series of internal decisions and activities. Management perceptions of customer expectations guide decision about service quality specifications to be followed by the organization, when service delivery takes place. The customer, of course, experiences the service delivery and production process as process-related quality component, and the technical solution received by the process as an outcome-related quality component. Moreover, market communication can be expected to influence the perceived service as well as the expected service.

The basic structure demonstrates which steps have to be considered when analyzing and planning service quality. Thus, the possible sources of quality problems can be detected.

In the Figure 2.8, the five discrepancies between the various elements of the basic structure are quality gaps. These quality gaps are the result of inconsistencies in the quality management process. The ultimate gap, this is the gap between expected and perceived service is in Gap 5, which is affected by other gaps (Gap1 – 4).

As the quality is measured by the differences between the expectations and perceptions of customers (Gap 5), each subject and total service quality judgment can

be computed according to the following formula :

Expectation – Perception	=	Quality
	or	
E – P	=	Q

This formula implies the following in talking about service quality:

- a) when customers' expectations are lower than perceptions of service quality, the outcome is quality surprise ($E < P$),
- b) when customer's expectations are equal to perceptions of service quality, the outcome is satisfaction quality ($E=P$) and
- c) when customers' expectations are greater than perception of service quality, the result is unacceptable quality ($E>P$)

(Parasuraman, Zeithaml, and Berry, 1985).

Next, each gap would be defined in detail.

Gap 1: consumer expectation – management perception gap

In formulating its service-delivery policy, management does not currently perceive or interpret consumer expectations.

Gap 2: management perception-service quality specification gap.

Management does not correctly translate the service policy into rules and guidelines for employees.

Gap 3: service quality specification – service delivery gap.

Employees do not currently translate rule and guidelines into action; and

Gap 4: service quality – external communications gap.

External communications (promises made to customers) do not match the actual service delivery.

Gap5: expected quality – perceived quality

The overall service quality is determined by this gap being reduced or eliminated.

Cause of Poor Service Quality: Using the four gaps identified in the SERVQUAL model, there are some factors that explain failure to deliver the expected service quality.

Gap 1 : The Management Perception Gap

This gap means that management perceives the quality expectations inaccurately.

It includes:

- Inaccurate information from market research and demand analyses,
- Inaccurate interpreted information about expectation,
- Nonexistent demand analysis,
- Bad or nonexistent upward information from the firm's interface with its customers to management, and
- Too many organizational layers which stop or change the pieces of information that may flow upward from those involved in customer contacts.

Management perception of customer expectations with regard to the desired quality of product or service may not be in line with real customer expectations. Three factors can cause this gap:

1. Management may think that they understand their customers' need and do not invest in marketing research. Neglecting research will lead to incorrect or incomplete manage perceptions. Especially for the growing number of markets where customer expectations are changing rapidly, it is absolutely necessary to

conduct sound market research regularly.

2. Manager may spend too little time in gaining first-hand knowledge of their customers. Managers themselves may have too little contact with customers or collect too little information from employees who regularly interact directly with them. The figures, tables and analyses provide lots of information, but not a profound understanding of what customers really think and expect. Customer-contact personnel can also give their opinions about customer expectations. Thus, managers should listen carefully to these employees in particular, or try to gain an insight into customer expectations by being involved in in-depth research or actually delivering services themselves. Some service organizations let their managers perform as front office employees for a certain period per year.
3. The third factor that many cause Gap 1, is the number of layers of management between top managers and customer-contact personnel: the organization's hierarchy. The larger the number of layers between management and contact personnel, the less objective the information will be that finally reaches management. On each level, the information will be interpreted differently and passed on to the next level.

Thus, the discrepancy between consumer expectations and management perceptions is influenced by:

- Marketing research orientation which has to solve problems due to inaccurate information, inaccurately interpreted information about expectations and non-existent demand analysis,
- Upward communication, necessary to bring information from the firm's interface with its customers to management, and
- Level of management.

Gap 2 : The Quality Specification Gap

This gap means that service quality specifications are not consistent with management perceptions of quality expectations. It occurs when management correctly perceives customer expectations, but is unable to translate this information into clear quality specifications. There are some factors which are involved:

- Planning mistakes or insufficient planning procedures;
- Bad management of planning
- Lack of clear goal setting in the organization, and
- Insufficient support for planning for service quality from top management

Depending on the size of the first gap, the potential planning-related problems vary. However, even in a situation where there is enough and sufficiently accurate information on customer expectations, planning of quality specifications may fail. A fairly normal reason for this is a lack of true commitment to service quality among top management. Quality is not considered an issue of highest priority. An obvious cure in such a situation is to change the priorities. Quality as perceived by customers is such a vital success factor today, certainly is service competition, that it is imperative that commitment to quality rank high on the priority list of management.

However, the problem may be in the planning process itself. Those providing the services also have to feel a commitment to the quality specifications. This has to be taken into account in the goal setting and planning routines. Planning at the top without any collaboration of those who actually produce the service is never a good procedure. Ideally, goals and specifications should be agreed upon by the service providers as well as by the planners and management. Also, it is good to remember that too rigid specifications hurt flexibility and decrease the willingness of employees to take flexible actions involving risks. And this, again, normally hurts service quality.

Thus, commitment to service quality among management as well as service providers is far more important to closing the Quality Specification Gap than any too-rigid goal-setting and planning procedure,

Gap3: The Service Delivery Gap

This means that management perceives the quality expectations inaccurately. It occurs when employees are unable or unwilling to perform the service at the desired level. This gap is due to:

- Too complicated and /or rigid specifications,
- The employees do not agree with the specifications, as, for instance, good service quality seems to require a different behavior.
- The specifications are not in line with the existing corporate cultures,
- Bad management of service operations,
- Lacking or insufficient internal marketing, and
- Technology and systems do not facilitate performance according to specifications.

✓The factors accounting for the size of this gap are many fold. They all have to do with the internal organizations of the firm:

1. Teamwork: Inadequate or no teamwork at all is reflected here to the extent that employees do not respect colleagues or managers, and the extent to which employees do not feel personally involved or committed to the service role,
2. Employee-job fit: Lack of employee-job fit reflects the extent to which an employee is unable to perform the service adequately. Is the employee suited for his job?
3. Technology-job fit: The appropriateness and adequacy of the tools or technology employees use to perform their service roles,

4. Perceived control: The extent to which employees perceive they are in control of their jobs and have the needed flexibility to serve their customers,
5. Supervisory control systems: Output control systems are often inappropriate for measuring employee performance relating to delivering quality service.
6. Role conflict: Organization's interests are often in conflict with customer's interests. Customer contact personnel must satisfy the needs of both groups simultaneously and may therefore experience stress. Role conflicts may occur when employees are expected to cross-sell services to the customer while the time to serve a customer is limited. Employees may be torn between the company's expectations and the desire to serve the customer, and
7. Role ambiguity: Employees may be uncertain about what management expects from them with regard to their job and efforts, and how to satisfy those expectations. Employees should have an accurate understanding of what is expected from them.

Organizing a service company internally is a very complex matter, in which a variety of interests and relationships play a role. Despite this complexity, management tries to stimulate employees to function as a team to achieve high-quality service delivery. Management must therefore create conditions for a maximum job and thus lead to low quality performance.

Gap 4: The Market Communication

This gap means that promises given by market communication activities are not consistent with the service delivered. The perceived or experienced service is not consistent with the expected service. It occurs when external communications do not match the actual service delivery, mainly results from management's propensity to over promising. The factor affected this gap are:

1. Market communication planning is not integrated with service operations,
2. Lacking or insufficient coordination between traditional marketing and operations,
3. The organization fails to perform according to specifications, whereas market communication campaigns follow these specifications, and
4. An inherent propensity to exaggerate and, thus promise too much.

The reasons creating this gap can be divided into two categories :

1. Planning and executing of external market communication and operations do not go hand in hand, and
2. Over promise in advertising and market communication.

In the first case, the cure is to create a system that coordinates planning and execution of external market communication campaigns with service operations and delivery. For example, at least every major campaign should be planned in collaboration with those involved in service production and delivery. Two goals can be achieved by this. First, the promise in market communication become more accurate and in conformity with reality. Second, a greater commitment to what is promised in external campaigns can be achieved, which also tends to have the side effect that more can be promised than what otherwise would be the case. The second category of problems, over promising because of the very nature of market communication where superlatives are far too easily used, can only be coped with by improving planning of market communicator. The cure may be better planning procedures, but a closer supervision from management also helps.

Gap 5: The Perceived Service Quality Gap

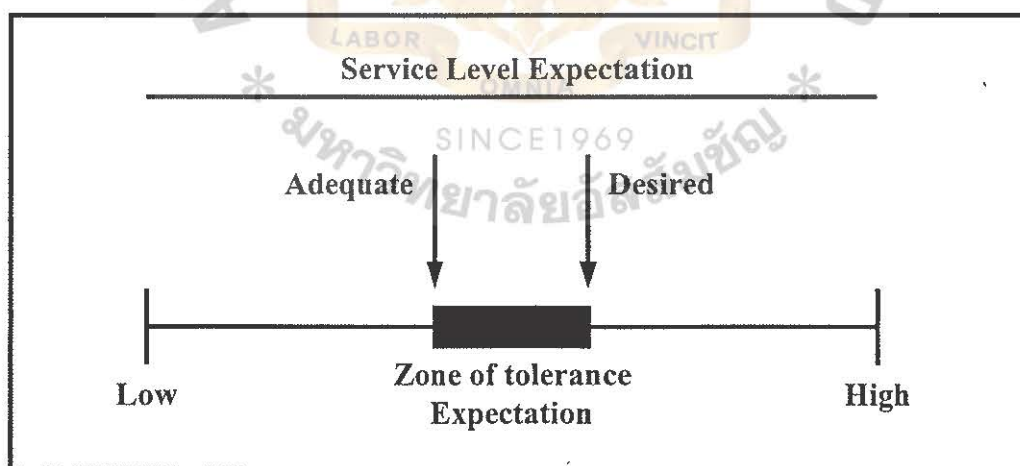
This gap means that the perceived or experienced service is not consistent with the expected services. This gap results in:

- Negatively confirmed quality (bad quality) and a quality problems,
- Bad word-of-mouth,
- Negative impact on corporate or local image, and
- Lost business.

The fifth gap may be positive, which leads either to a positively confirmed quality or over quality. If a Perceived Service Quality Gap occurs, the reason for this could be any of those discussed in this section, or any combination of them. There also includes word-of mouth communication, personal need, past experience and also external communication.

In further studies, there are two levels to the customer's expectation of the service, adequate and desired. The first level is what the customer find acceptable and the second what he or she hopes to receive. The distance between the adequate level and desired level is the zone of tolerance shown in Figure 2.7:

Figure 2.7: Zone of Tolerance



Source: Parasuraman, A., Berry, Leonard L. & Zeithaml, Valarie A. (1991).

Understanding customer expectations of service. Sloan Management Review, 39(Spring), 39-48.

The zone expands and contracts like an accordion. Like the zone of tolerance, the two levels may vary from customer to customer and from one situation to another for the same customer. Similarly, they vary depending on the quality dimension involved.

SERVQUAL Analysis Model should guide management in finding out where the reason for the quality problem is and the discovering appropriate ways to close this gap (Zeithaml, et al., 1990; Grönroos, 1990).

Gap analysis is a straightforward and appropriate way to identify inconsistencies between provided and client perceptions of service performance. Addressing these gaps seems to be a logical basis for formulating strategies and tactics to ensure consistent expectations and experiences, thus increasing the likelihood of satisfaction and a positive quality evaluation.

2.5 Service Quality Measurement : SERVQUAL :

Measurement of service quality has been instrumental in making service industries more competitive (Caldwell, 1997) since service quality does not improve unless it is measured (Reichheld and Sasser, 1990). Quality measurement is probably the most important technique for a service aiming for more than superficial improvement. To work systematically and to find the cause of problem in service, manager and staff have to use quality measurement. Really to know the effect of change over time, managers need measures to compare the quality performance of the service.

SERVQUAL:

This study applies the SERVQUAL technique to measure the service quality in fast food business because it has been adapted to measure the service quality in many industries such as a hospital (Babakus and Mangold, 1992), a profession service firm (Bojanic, 1991), a dental school patient clinic, business school placement center, tire

store and hospital (Carman, 1990), banks, pest control, dry cleaning and fast food establishments (Cronin and Taylor, 1992). And also in SERVQUAL technique, there is the ready-made instrument (questionnaire) to measure the service quality which can help the firm to save both the time and money.

This method is based on the five quality dimensions tangibles, reliability, responsiveness, assurance and empathy. There are two parts to measuring process:

1. The first step is to measure the customer expectation of an ideal service
2. The second step is to measure the customers' actual perception of the service in reality

And the measuring procedure requires the customers to react to 22 statements based on the five quality dimensions.

As mentioned above, SERVQUAL technique has been developed by Zeithaml, Berry, and Parasuraman in 1988. They studied the expectation and perception of the customer by interviewing the focus groups or the customers who judge the service quality.

At the first research, the dimensions of Service Quality which are the customer view includes 10 dimension as illustrated in Table 2.2:

Table 2.2: Ten Dimensions of Service Quality

Dimension and Definition	Examples
1. <i>Tangibles</i> : Appearance of physical facilities, equipment, personnel and communication materials	<ul style="list-style-type: none"> • The offered facilities, to provide the service, • Furnishing of waiting rooms at counters
2. <i>Reliability</i> : Ability to perform the promised service dependably and accurately.	<ul style="list-style-type: none"> • Accuracy in operating time, • Keeping clients' information correctly
3. <i>Responsiveness</i> : Willingness to help customer and provide prompt service	<ul style="list-style-type: none"> • Responding immediately to a telephone query,
4. <i>Competence</i> : Possession of the required skills and knowledge to perform the service.	<ul style="list-style-type: none"> • Knowledge and skills of the contact personnel, • Knowledge to refer quickly and effectively, if necessary
5. <i>Courtesy</i> : Politeness, respect, consideration, and friendliness of contract personnel	<ul style="list-style-type: none"> • Politeness when facing clients, • How rude are cashiers when I cash my fifth traveler's' check that day?
6. <i>Courtesy</i> : Politeness, respect, consideration, and friendliness of contract personnel	<ul style="list-style-type: none"> • Politeness when facing clients, • How rude are cashiers when I cash my fifth traveler's' check that day?

(continued)

Table 2.2: Ten Dimensions of Service Quality (Cont.)

Dimension and Definition	Examples
7. Courtesy: Politeness, respect, consideration, and friendliness of contract personnel	<ul style="list-style-type: none"> • Politeness when facing clients, • How rude are cashiers when I cash my fifth traveler's' check that day?
8. Credibility: Trustworthiness, believability, honesty of the service provider	<ul style="list-style-type: none"> • Organization's reputation, • Personal characteristics of the contact personnel (attitudes)
9. Security: Freedom from danger, risk, or doubt	<ul style="list-style-type: none"> • Physical safety of the customers when using the service, • The client does not doubt when he is at the right address,
10. Security: Freedom from danger, risk, or doubt	<ul style="list-style-type: none"> • Physical safety of the customers when using the service, • The client does not doubt when he is at the right address,
11. Security: Freedom from danger, risk, or doubt	<ul style="list-style-type: none"> • Physical safety of the customers when using the service, • The client does not doubt when he is at the right address,

(continued)

Table 2.2: Ten Dimensions of Service Quality (Cont.)

Dimension and Definition	Examples
12. Access: Approachability and ease of contact	<ul style="list-style-type: none"> • Not continuously overloads telephone lines, • Short waiting times, • Convenient access to the organization (parking) or counter (entrance, waiting room)
13. Communication: Keeping customers informed in language they can understand and listening to them	<ul style="list-style-type: none"> • Explaining the procedure of service delivery in term the customer understands, • Informing the client with regard to the procedure to be followed
14. Understanding the Customer: Making the effort to know customers an their needs	<ul style="list-style-type: none"> • Paying individual attention to a client by asking the right questions, • Providing precise service, also for instance during busy hours

Source: Zeithaml, A., Pasuraman, A. and Berry, L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press, pp. 21-22.

Moreover, from their exploratory study, they were able to

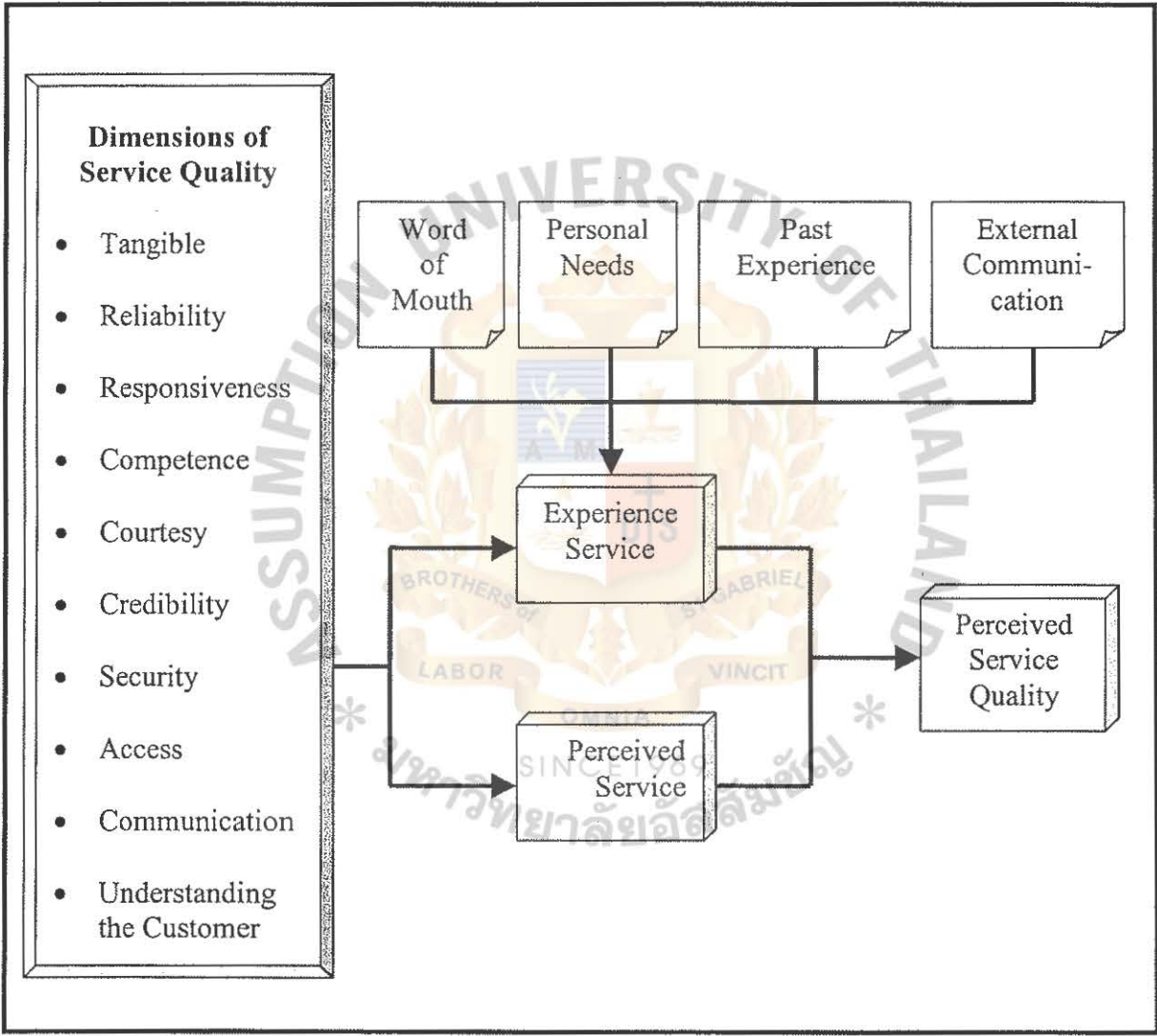
1. define service quality as the discrepancy between customers' expectations and perception,
2. suggest key factors including word-of-mouth communication, personal needs, past

experience, and external communications those influence customers' expectations

3. identify ten general dimensions that represent the evaluative criteria customers' use to assess service quality.

In Figure 2.8 provides a pictorial summary of the SERVQUAL findings.

Figure 2.8: Customer Assessment of Service Quality



Source: Zeithaml, A., Parasuraman, A. and Berry, L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press, pp. 23.

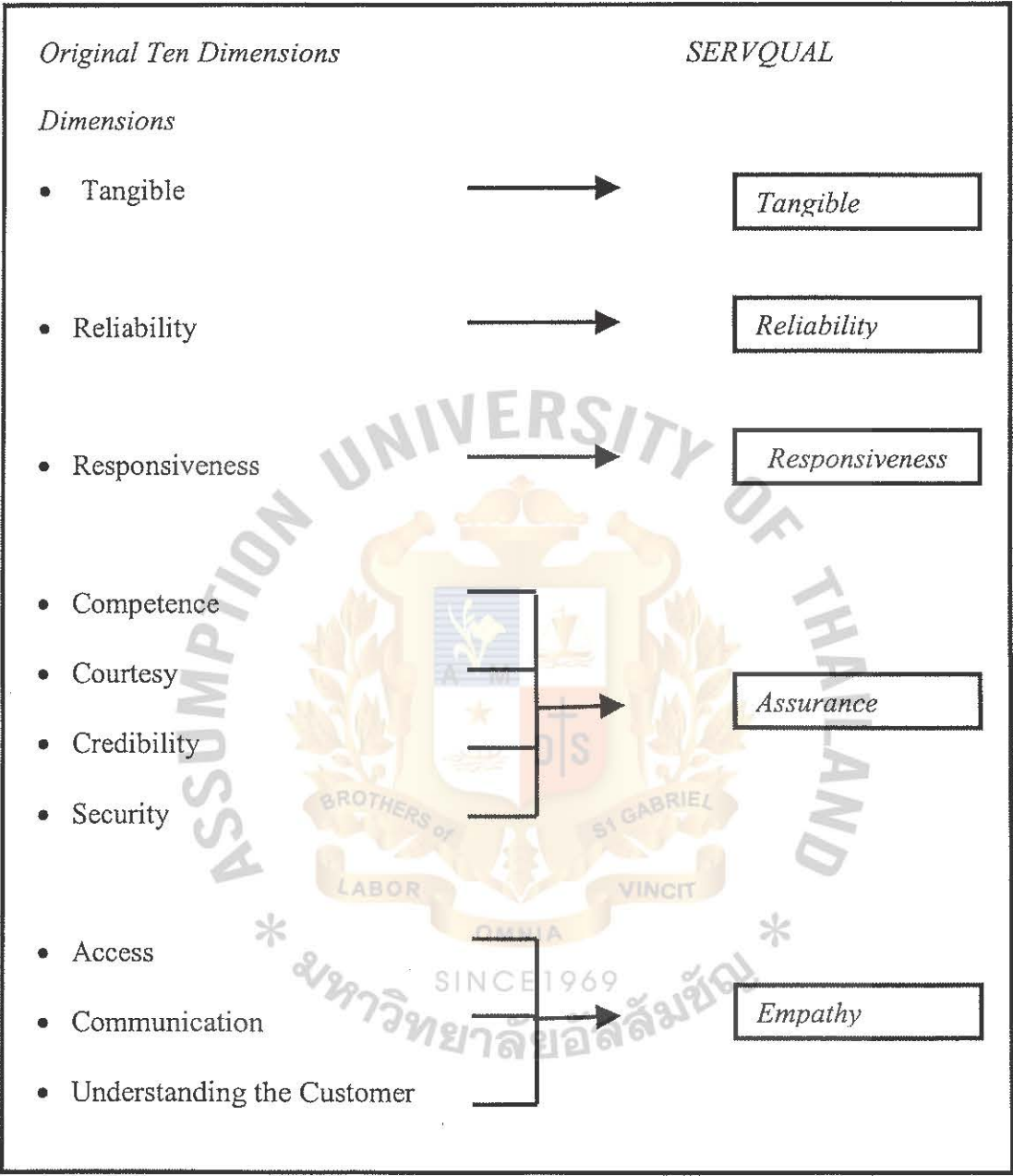
SERVQUAL dimension of service quality:

After building the conceptual definition of service quality and the ten evaluative dimensions for their exploratory research, the three researchers have developed the instrument to measure the customers' perception in service quality. To ensure that the instrument would have sound statistical properties and broad acceptability, their research involved customer surveys in five different service sectors include product repair and maintenance, retail banking, long-distance telephone securities brokerage, and credit cards. And their instrument (SERVQUAL) consisting of two sections:

1. an expectations section containing 22 statements to ascertain the general expectations of customers concerning a service, and
2. a perceptions section containing a matching set of 22 statements to measure customers' assessments of a specific firm within the service category.

With the various statistical analyses, the original 10 dimensions of customer view of service quality have developed by consolidating the last seven dimension into two broader dimensions labeled assurance and empathy. The remaining dimensions – tangibles, reliability and responsiveness remained. The correspondent between original ten dimensions and final SERVQUAL five dimensions are shown in Figure 2.9.

Figure 2.9: Correspondence between SERVQUAL Dimensions and Original Ten Dimensions for Evaluating Service Quality



Source : Zeithaml, A., Pasuraman, A. and Berry, L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press, pp. 25.

After consolidating the ten original dimensions to SERVQUAL dimensions, the items still represent the service quality since they captured facets of all the ten

originally conceptualized dimensions. The definition of the SERVQUAL dimensions are as follows (Zeithaml, et al., 1990):

SERVQUAL dimensions	Definition
Tangibles:	Appearance of physical facilities, equipment, personnel, and communication materials.
Reliability:	Ability to perform the promised service dependably and accurately
Responsiveness:	Willingness to help customers and provide prompt service
Assurance:	Knowledge and courtesy of employees and their ability to convey trust and confidence
Empathy:	Caring, individualized attention the firm provides its customers

SERVQUAL's instrument:

The SERVQUAL instrument is based on five service quality dimensions that were obtained through extensive focus group interview with consumer including: tangibles, reliability, responsiveness, assurance and empathy and they provide the basic skeleton underlying service quality.

The Tangibles Dimension:

Because of the absence of a physical product, consumers often rely on the tangible evidence that surrounds the service in forming evolutions. The tangible dimension of SERVQUAL compares consumer's expectations and the actual

performance regarding the firm's ability to manage its tangibles. A firm's tangibles consist of a wide variety of objects such as carpeting, desks, lighting, wall colors, brochures, daily correspondence, and the appearance of the firm's personnel. Consequently, the tangible component in SERVQUAL is two-dimensions-one focusing on equipment and facilities, the other focusing on personnel and communications materials.

The tangible component of SERVQUAL is obtained via four expectation questions (E1-E4) and four perception questions (P1-P4). Keep in mind that the expectation questions apply to excellent firms within a particular industry, while the perception questions apply actual performance under investigation. Comparing the perception across to the expectation scores provides a numerical variable that indicates the tangibles gap. The smaller the number, the smaller the gap, and the closer consumer perceptions are to their expectations. The questions that pertain to the tangibles dimension are as follows:

Tangible Expectations:

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

Tangible Perceptions:

- P1 XYZ has modern-looking equipment
- P2 XYZ's physical facilities are visually appealing
- P3 XYZ's employees are neat in appearance.

P4 Materials associated with the service (such as pamphlets or statement) are visually appealing at XYZ

The Reliability Dimension:

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

A constant observation is the number of businesses that fail to keep their promises. In many instances, the consumer is ready to spend money if only the service provider will show up and conduct the transaction as promised. For example, we may have experienced the reliability gap while attempting to have the local cable company install its services in our apartment. Typically, the cable company will approximate the time at which the installer will come to apartment in four-hours. Thus, we may miss class or work waiting for the cable installer to arrive. However, the installer fails to show up during this time period. Thus, we must reschedule by missing more classes or working time. Often, the service provider offers no apology and provides little explanation other than, "Our installers are very busy."

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

Reliability Expectations:

E5 When excellent companies promise to do something by a certain time, they will do so.

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

Reliability Perceptions:

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

The Responsiveness Dimension:

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

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

Responsiveness Expectations:

- E10 Employees of excellent companies will tell customers exactly when services will be performed
- E11 Employees of excellent companies will give prompt service to customers.
- E12 Employees of excellent companies will always be willing to help customers.
- E13 Employees of excellent companies will never be too busy to respond to customer requests.

Responsiveness Perceptions:

- P10 Employees of XYZ tell you exactly when service will be performed
- P11 Employees of XYZ give you prompt service.
- P12 Employees of XYZ are always willing to help you
- P13 Employees of XYZ are never too busy to respond to your requests.

The Assurance dimension:

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

Courtesy refers to how the firm's personnel interact with the customer and the customer's possessions. It also reflects politeness, friendliness, and consideration for the customer's property (e.g. a mechanic who places paper floor-mats in a customer car to not soil the car's carpet). Security is also an important in assurance dimension as it reflects a customer's feelings he or she is free from danger, risk, and doubt. The robberies at ATM location provide ample evidence of the possible harm that may arise at service locations. In addition to physical danger, the security also reflects financial risk issues (e.g. will the bank fail?) and confidentiality issues (e.g. are my medical

records at the school's health center kept private?). The SERVQUAL items utilized to address the assurance gap are as follows:

Assurance Expectations:

- E14 The behavior of employees of excellent companies will instill confidence in customers.
- E15 Customers of excellent companies will feel safe in their transactions.
- E16 Employee of excellent companies will be consistently courteous with customers.
- E17 Employees of excellent companies will have the knowledge to answer customer questions.

Assurance Perceptions:

- P14 The behavior of employees of XYZ instill confidence in customers.
- P15 You feel safe in your transaction with XYZ.
- P16 Employees' of XYZ are consistently courteous with you.
- P17 Employees of XYZ have the knowledge to answer your questions.

The Empathy Dimension:

Empathy is the ability to experience another's feeling as one's own. Empathetic firms have not lost touch of what it is like to be a customer of their own firm, and they understand their customer need and make their services accessible to their customers. In contrast, firms that do not provide their customers individualized attention when requested and that offer operating hours convenient to the firm and not its customers fail to demonstrate empathic behaviors.

Empathy Expectations:

- E18 Excellent companies will give customers individual attention.

- E19 Excellent companies will have operating hours convenient to all their customers.
- E20 Excellent companies will have employees who give customers personal attention.
- E21 Excellent companies will have the customer's best interest at heart.
- E22 The employees of excellent companies will understand the specific needs of their customers.

Empathy Perceptions:

- P18 XYZ gives you individual attention.
- P19 XYZ has operating hours convenient to all its customers.
- P20 XYZ has employees who give customers personal attention.
- P21 XYZ has your best interest at heart.
- P22 The employees of XYZ understand your specific needs.

(Zeithaml, et al., 1988 ; Hoffman and Bateson, 1997)

2.6 Demographic Variables:

To achieve the best customer service, the organization needs to know what the customer needs. Therefore, this chapter also includes a related concerning literature review of demographic characteristics.

When we start to think about the key drivers from customers' needs, key driver analysis has a much wider scope. However, one of the most important factors always refers to demographic information. Moreover, to be further useful to marketing managers, the collected data of SERVQUAL could be analyzed to detect whether there are significant differences in responses based on the demographic characteristics of respondents (Gagliano & Hathcote, 1991).

Demographics is a "statistical study of human populations," which provides comprehensive information to help firms better understand their current customers and prospects. It can describe a population in the term of size, distribution and structure. For this study, it focuses on the structure of the response including age, income, education and occupation.

Gender can affect one preference. For example, the male and female have different consumption behaviors for both product and service.

Age has been found to affect the consumption of products because the consumption behavior varies with age. Age affects how individuals think, feel, and behave.

Occupation influence people clothes, car, foods or product and service they consume. Differences in consumption between occupational classes have been found for products such as beer, detergents, dog food, etc.

Education influences what one can purchase by partially determining one's income and occupation. It also influences how one thinks, makes decisions and relates to others. (Hunt and Keaveney, 1994) Moreover, Education also has a strong influence on one's tastes and preferences.

An income level combined with its accumulated wealth determines its purchasing power. However, although income enables purchases, occupation and education directly influence preference for products, media, and activities which income provides the means to acquire them.

Therefore, this study includes the demographic factors of the respondents as the independent variable which certainly affect customer's expectation and perception of service quality. The demographic factors in the study consist of age, gender, occupation, education and income.

2.7 Previous Study:

There are several studies which have been conducted on SERVQUAL instrument developed by Parasuraman, Zeithaml, and Berry (1988) which include

1) Wolde-Rufael (2001) studied "Measuring service quality of the Better Business Bureau using the SERVQUAL model" The primary purpose of this study was to examine the application of the SERVQUAL instrument in the measurement of the quality of services provided by Better Business Bureaus in Abilene, El Paso, and Lubbock, Texas. Another purpose of this study was to determine the level of consumer awareness regarding the variety of services provided by these Bureaus. A survey (n = 112) examined the measurement of respondents' expectations and perceptions of service quality. Participants were asked to rate statements that would measure their expectation of the services provided by an ideal service organization and their perception of the actual services delivered to them by the Better Business Bureau. Analysis of the difference between their expectations and perceptions showed that the respondents had a high expectation in all areas of service except the tangibles, such as: up-to-date equipment physical facilities, and employee appearance and information materials. The Bureaus' services fall short of the respondents' expectation in reliability, responsiveness, assurance, and empathy. About 40 percent of the respondents have utilized a variety of the services provided by the bureaus, while the remaining 60 percent of respondents have at least used one of the services. Results of the study will help management to understand the perceptions of their customers about the quality of services they provide and it will also help them make improvements when the results indicate service quality shortfalls.

2) Cariello (2000) studies "Service quality assessment of computerized telephone nurse triage systems". The purpose of this study was to investigate service

quality from the perception of callers of Computerized Telephone Nurse Triage service who used this system on behalf of a pediatric client. A modified version of the SERVQUAL tool was administered via telephone survey to members of a managed health care plan who recently used nurse triage services for a pediatric patient (child). Computerized Telephone Nurse Triage in this study was a well-accepted cost-saving alternative method of health care delivery that could effectively serve a variety of callers and pediatric patients. Findings were that majority of callers, employment status, age of the caller and the child gender, birth order among sibling and age did not affect the rating of service quality. Computerized Telephone Nurse Triage in this study was a well-accepted cost-saving alternative method of health care delivery that can effectively serve a variety of callers and pediatric patients.

3) Yousapronpaiboon (2000) studies "An empirical investigation of service quality indicators of foreign versus Thai bank customers in the Thai banking industry" This research investigated and compared service quality evaluations of banking services among the customers of foreign banks and Thai banks using the three-column format of the SERVQUAL instrument. Primary research questions included the nature of the differences between the two groups of bank customers in terms of desired service expectations, adequate service expectations, perceptions of services, the measure of service superiority (MSS), the measure of service adequacy (MSA), and the rankings of the five dimensions of service quality. In addition, the study examined the differences in service quality ratings between the customers of foreign banks and Thai banks on the bases of demographic characteristics (age) and customer information (length of the customer's relationship with bank and size of customer's deposits). This research offered insightful information on the nature of the differences in service quality evaluations between customers of foreign banks and Thai banks.

Findings from this research could be used for service quality planning and strategy implementation. In addition, this study also provided the evidence of reliability and validity of the revised three-column format of the SERVQUAL instrument in the context of banking services in Thailand. Major finding indicated that there were significant difference of service quality perceptions between customers of foreign banks and Thai bank in term of desired service expectation, perception of services, the measure of service superiority (MSS), and the measure of service adequacy (MSA). However, there was no significant difference in term of the level of adequate service expectations between the two groups of bank customers. In additional, there were no significant differences across the customer's age, lengths of relationship with banks, and sizes of deposits.

4) Adisornprasert (2001) studied "Consumer evaluation of MBA program quality: A pre- and post-program experience comparison between American and Thai business schools" The study was a cross-cultural study of MBA students in American and Thai business schools. The study used SERVQUAL to examine the importance of various dimensions of educational program-quality expectations and program-quality perceptions as experienced by students from different countries, and the extent to which perceived program quality contributed to the overall satisfaction of students with their MBA program A sample of six business schools in California and five business schools in Bangkok, Thailand, was selected for the study. The study showed that students' perceived program quality is positively related to their satisfaction. The higher perception of program quality led to increase student satisfaction with MBA programs. However, domestic students in American business schools reported more satisfaction with MBA programs compared to international students. Nevertheless, all MBA students would like to have more class interaction and work as a group so that

they would be able to exercise and develop their communication as well as leadership skills. In addition, business schools should revise their curriculum by emphasizing more on using case studies as a method of teaching and learning. The finding of this study showed that students from both American and Thai business schools perceived that program content and class structure and the quality of professors are the most important factors that contribute to the quality of MBA programs. The study also showed that students' perceived program quality is positively related to their satisfaction. The higher perception of program quality led to increase student satisfaction with MBA programs. However, domestic students in American business schools reported more satisfaction with MBA programs compared to international students. Nevertheless, all MBA students would like to have more class interaction and work as a group so that they would be able to exercise and develop their communication as well as leadership skills. In addition, business schools should revise their curriculum by emphasizing more on using case studies as a method of teaching and learning. This would help students improve their analytical and critical thinking skills; thus, they would be able to use these skills in the real work situations effectively and efficiently.

5) Seidman (2001) studies "An examination of the relationship between employee behavior and customer satisfaction in quick service restaurants" The major objective of this dissertation was to explore the relationship between employee behavior/non-behavior and customer satisfaction in quick service restaurants. Four behavioral components (employee reliability, employee responsiveness, employee assurance, and employee empathy) and one non-behavioral component (the physical environment) were identified. Additionally, the role attribution plays as a mediating variable between service quality and customer satisfaction was examined. The survey

questionnaire included the modified SERVQUAL instrument in addition to questions about attribution and satisfaction. A convenience sample of one hundred and twenty five participants was used to collect data by frequenting selected quick service restaurants. The results identified significant positive correlations between three of the five predictor variables (employee responsiveness, employee assurance, and the physical environment) with at least three of the four identified dimensions of customer satisfaction (satisfaction with the food, satisfaction with the task/service, satisfaction with the price, and overall satisfaction).



CHAPTER 3

RESEARCH FRAMEWORK

This chapter is divided into four parts included theoretical framework, conceptual framework, hypotheses, and operational of the independent and dependent variables. The theoretical part includes the theories which have been discussed in detail in Chapter II. From the basic information of service quality measurement, this chapter also includes about the conceptual framework that shows the whole picture of the study on how to measure service quality.

Consequently, the research hypotheses regarding the conceptual framework determine the relationship of each variable. Finally, this chapter covers the operationalization of the independent and dependent variables.

3.1 Theoretical Framework:

The theoretical framework includes the main literature presented in chapter II which focuses on the service quality measurement by SERVQUAL.

Because of the nature of service characteristics, it is difficult for any firm to measure the quality of service. (Bebko, 2000) However, there are many researchers who have developed methods to measure the service quality and the one which is the most popular is the SERVQUAL technique (Hedgpeh et al., 1999) which has been developed by three researchers, i.e. Parasuraman, Zeithaml and Berry (1985, 1988) They identified five gaps which describe difficulties in delivering high quality services:

Gap1: The difference between the perception of management and the real customers' need

Gap 2: the discrepancy between management's perception of customer's expectation and service quality specifications

Gap 3: The discrepancy between service quality specifications and the service delivered to customer.

Gap 4: The discrepancy between the service provided and the quality of service promised in advertisements and other external ways of communication

Gap 5: The discrepancy between customers' expectations and customer's perceptions

In this study, the research applied the Gap 5 to evaluate the service quality because it is affected by Gap 1-4 and also focuses on the difference in customers' expectations and perceptions.

The customer expectation and perception can be determined by the SERVQUAL scale which includes five broad areas which need to be measured. These dimensions are:

- Tangibles: equipment, physical surroundings
- Reliability: the ability to accurately perform the service offered
- Responsiveness: willingness to assist clients
- Assurance: ability to be knowledgeable and to inspire confidence and trust; and
- Empathy : ability to care and display compassion towards clients.

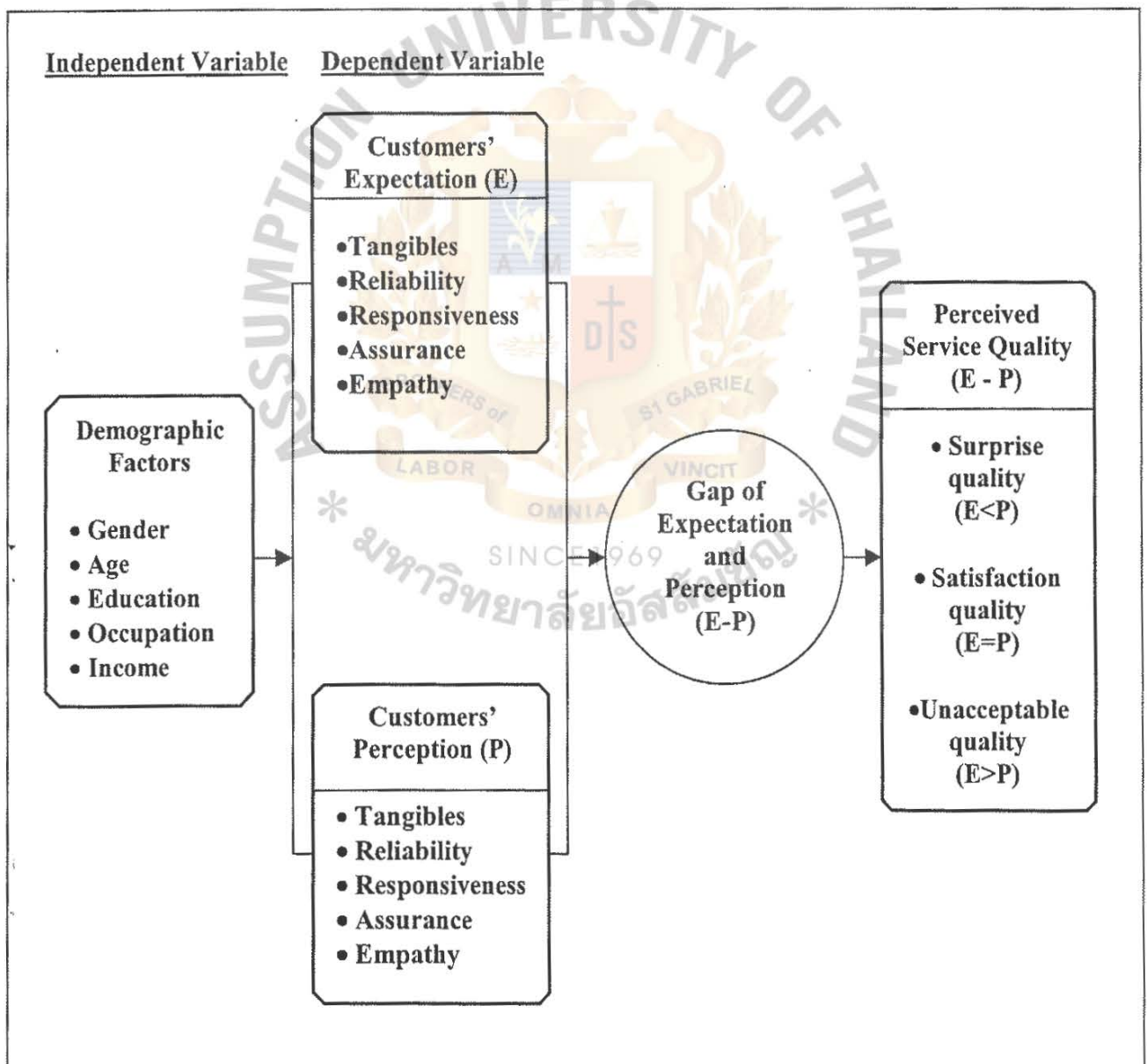
The survey, which provides the information for the scale, is structured in such a way that it creates 22 pairs of items across all five dimensions. Half the items measure expectations and the other half measure perceptions. The quality of the service provided is then determined by subtracting the expectation scores from the corresponding perception scores (Mangold & Babakus, 1990).

The difference of customer's perception and expectation can result in three possible outcomes of evaluation process including:

- Surprise Quality: the customer's expectation is lower than perception,
- Satisfaction Quality: the customer's perception can meet expectation and
- Unacceptable Quality: the customer's expectation is higher than his/her perception.(Parasuraman, Zeithaml, and Berry, 1985)

3.2 Conceptual Framework:

Figure 3.1 Conceptual Framework:



3.3 Research Hypothesis:

Foregoing on the literature review, in this sector, the hypotheses were established in order to test the relationship between each variable depicted in the regarding to framework. In this research, the hypotheses are divided into 3 parts as shown below:

Part 1: Measures the service quality by comparing the customers' expectations and perceptions of western-style fast-food restaurants in Bangkok. Therefore, the hypothesis is:

1. Ho1: There is no difference between customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.

Ha1: There is a difference between customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.

Part 2: Measures the difference between customer expectation and perception in each service quality dimensions including tangibles, reliability, responsiveness, assurance and empathy. Therefore, the hypotheses are:

2. Ho2: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.

Ha2: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.

3. Ho3: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.
- Ha3: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.
4. Ho4: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.
- Ha4: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.
5. Ho5: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.
- Ha5: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.
6. Ho6: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.
- Ha6: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.

Part3: Testing the influence of demographic factors including age, gender, education and occupation toward customer's perception and expectation in service quality. Therefore, the hypotheses are:

Expectations:

7. Ho7: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Ha7: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.

8. Ho8: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Ha8: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

9. Ho9: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different levels of education.

Ha9: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different levels of education.

10. Ho10: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Ha10: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

11. Ho11: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Ha11: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Perceptions:

12. Ho12: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.*

Ha12: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.

13. Ho13: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Ha13: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

14. Ho14: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different educations.

Ha14: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different educations.

15. Ho15: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Ha15: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

16. Ho16: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Ha16: There is a difference in the customer's perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

3.4 Operationalization of the Independent and Dependent Variables:

Table 3.1: Dependent Variables

Variable and Operational Definition	Operational Component	Measurement
<u>Expectation</u> Tangible : Physical facilities, specification of equipment	An excellent fast-food restaurant should have: <ul style="list-style-type: none"> - modern-looking equipment - up-to date physical facilities - smart employees appearance - all material related to service 	Interval Scale
Reliability : Ability to perform the promised service dependably and accurately	The excellent fast-food restaurant should <ul style="list-style-type: none"> - do what they promise - help customers to solve problems - perform right service the first time - provide service at the promised time - insist on error-free records 	Interval Scale
Responsiveness : Willingness to help learner and provide prompt service	The employees in an excellent fast-food restaurant should <ul style="list-style-type: none"> - tell customer the service time - offer prompt service - always be willing to help customers - does not too busy to responds request 	Interval Scale

(continued)

Table 3.1: Dependent Variables (Cont.)

Variable and Operational Definition	Operational Component	Measurement
Assurance : Knowledge and courtesy of learner and coursework to inspire confidence and satisfaction	An excellent fast-food restaurant should <ul style="list-style-type: none">- instill confidence in customers- makes customers feel safe- be consistently courteous with customers- have knowledge to answer customers	Interval Scale
Empathy : Caring individualized attention the system provides to its learners	An excellent fast-food restaurant should <ul style="list-style-type: none">- give customer individual attention- have operating hours convenient to all customers- have employees who give customers personal attention- have customers' best interest at heart- understand specific needs of customers	Interval Scale
<u>Perception</u> Tangible : Equipment and physical surroundings	The specific fast-food restaurant has <ul style="list-style-type: none">- modern-looking equipment- up-to physical facilities- smart employees appearance- all material related to service	Interval Scale

(continued)

Table 3.1: Dependent Variables (Cont.)

Variable and Operational Definition	Operational Component	Measurement
Reliability : Ability to accurately perform the service offered	<p>The specific fast-food restaurant</p> <ul style="list-style-type: none"> - does what it promises - helps customers to solve problems - performs right service the first time - provides service at the promised time - insists on error-free records 	Interval Scale
Responsiveness : Willingness to assist clients	<p>The employees in specific fast-food restaurant</p> <ul style="list-style-type: none"> - tell customers the service time - offer prompt service - always be willing to help customers - do not too busy to responds requests 	Interval Scale
Assurance : Ability to be knowledgeable and to inspire confidence and trust	<p>The specific fast-food restaurant :</p> <ul style="list-style-type: none"> - instills confidence in customers - makes customers feel safe - be consistently courteous with customers - has knowledge to answer customers 	Interval Scale

(continued)

Table 3.1: Dependent Variables (Cont.)

Variable and Operational Definition	Operational Component	Measurement
Empathy : Ability to be knowledgeable and to inspire confidence and trust	The specific fast-food restaurant: - gives customers individual attention - has operating hours convenient to all customers - has employees who give customers personal attention - has customer's best interest at heart - understands specific needs of customers	Interval Scale

Table 3.2: Independent Variables

Variable	Operational Component	Measurement
<u>Demographics</u>		
Gender: Classification of sex	- Male - Female	Nominal Scale
Age: The period of time during which someone exists	- Upto 20 years - 21 - 30 years - 31 - 40 years - 41 - 50 years - Over 50 years	Ordinal Scale

(continued)

Table 3.2: Independent Variables (Cont.)

Variable	Operational Component	Measurement
Education level: The knowledge or skill level one has obtained or developed by a learning process through formal instruction at a school or college.	Customer's higher education level including: <ul style="list-style-type: none"> - Upto High School - College Graduate - Bachelor Degree - Master Degree - Doctoral Degree - Others 	Ordinal Scale
Occupation: An activity that serves as one's regular source of livelihood	Current career of the person <ul style="list-style-type: none"> - Student - Business Sector Employee - Government Sector Employee - Business Owner - Others 	Nominal Scale
Income level: The amount of money or its equivalent one receives	Current monthly income level <ul style="list-style-type: none"> - Upto Bht. 5,000 - Bht. 5,001 - Bht. 10,000 - Bht. 10,001 - Bht. 15,000 - Bht. 15,001 - Bht. 20,000 - Bht. 20,001 - Bht. 25,000 - Bht. 25,001 - Bht. 30,000 - Over Bht. 30,000 	Ordinal Scale

CHAPTER 4

RESEARCH METHODOLOGY

The purpose of this study was to examine the service quality of western-style fast-food restaurants in Bangkok. This research applied the SERVQUAL instrument to examine the perceived service quality by measuring the discrepancy of customer's expectation and perception in quality regarding GAP 5.

This chapter describes the methods and procedures for this study. The discussion of methodology is structured as follows:

- 4.1 Research Design,
- 4.2. Respondents and Sampling Procedures,
- 4.3 Research Instruments/Questionnaires,
- 4.4 Data Collection,
- 4.5 Pilot Test and
- 4.6 Statistical Treatment of Data.

4.1 Research Design:

The research question of this study focuses on customer's perceived service quality of western-style fast-foods in Bangkok, by using SERVQUAL technique to measure the service quality. Data was collected by questionnaires completed by the customers' who have experienced the service in one of three biggest western-style fast-food restaurants which including KFC, McDonald's and The Pizza Company.

4.2 Respondents and Sample Procedure:

The researcher intended to study the perceived service quality of western-style fast-food restaurants in the Bangkok area. The population or the sampling frame included the overall customers of western-style fast-food restaurants located in Bangkok only.

Sample Size:

There are some research studies the service quality using SERVQUAL technique in different industries. The researcher has selected 5 previous researches to study how they estimated sample size including:

1. Service Quality in the Hair Salon Industry studied by Harrison-Walker in 2000 which the survey sample consisted of a total of 239 individual consumers.
2. Mohsin (2001) studied the Dining Market of Darwin with the respondent totally 160 participants.
3. Kholthanasep (2001) studied Customer Expectations and Perceptions of Service Quality Delivery by First Class Hotels in Bangkok Metropolitan Area with 350 respondents.

4. Webb, et al., (2000) studied the Assessment of Real Estate Brokerage Service Quality with a Practicing Professional' s Instrument with a sample size of 199.
5. Kueng and Wettstein (2000) studied Customer Satisfaction Using IT with the 360 respondents sample size.

For this study, the researcher intends to collect data from 360 respondents as the target population or sample size.

Sampling Procedure:

The sample procedure of this research is designed according to the following stages:

1. The researcher selected the customers of the 3 biggest western-style fast-food restaurants including KFC, McDonald's and The Pizza Company. These 3 companies hold 33%, 18% and 10% of total market share of fast-foods respectively.
2. In the second stage, the researcher employed quota sampling method which is a type of non-probability sampling. The total sample size of 360 respondents would be divided into 3 groups equally as follows:

Western-Style Fast-Food Restaurants	No. of Respondents
KFC	120
McDonald's	120
The Pizza Company	120

3. In the third state, the research used systematic sample to select the respondent randomly by choosing one of every five customers who have just existed one of these three fast-food chains depending on the quota stated in No. 2.

4.3 Research Instrumentations / Questionnaires:

The instrument of this study was the questionnaire which comprised 3 sections. In the first section, the respondent was asked the name of the fast-food restaurant which he or she just visited.

The second section was adapted from the SERVQUAL instrument. The SERVQUAL instrument was developed in 1988 by Parasuraman, Zeithaml and Berry and subsequently refined by these researchers in 1991 as a general methodology for measuring service quality. This research selected SERVQUAL to measure the service quality since it is widely used by researchers around the world in various service industries and is more firmly based on research.

SERVQUAL instrument measures the service quality by evaluating the Gap 5 or the discrepancy between customer's expectation of excellent and his/her perception of actual service delivered.

$$\text{Perceived Service Quality} = \text{Expectation} - \text{Perception (E - P)}$$

Thus, the perceived service quality scale consists of 2 sections, expectation and perception. There are twenty-two statements for each, categorized in five dimensions. A set of statements were created to represent five dimensions of service quality including : tangible, reliability, responsiveness, assurance, and empathy. Each dimensions has a 4-6 statements associated with it. The intent of the statement set is to provide a quantifiable scale for the components of each dimension. The relationship of statement in SERVQUAL and five dimensions of service quality are as follows:

Table 4.1 : The Relationship between SERVQUAL Statements and Five Dimensions of Service Quality

Dimension	Related SERVQUAL Statements
Tangibles	S1, S2, S3, S4
Reliability	S5, S6, S7, S8, S9
Responsiveness	S10, S11, S12, S13
Assurance	S14, S15, S16, S17
Empathy	S18, S19, S20, S21, S22

Source: Parasuraman, A., Zeithaml, V., & Berry, L. (1988). SERVQUAL: A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality. Journal of Retailing 64(1) p. 12-40.

For each SERVQUAL statement, the respondents are provided with a five-point Likert scale ranging from “strongly disagree” to “strongly agree” as follows:

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

The third part of questionnaire is for gathering the demographic data of each respondent including age gender, education level, occupation and income level.

Questionnaire Reliability and Translation:

As this research explores the customer's perceived service quality in Bangkok, the major respondents are Thai people. The SERVQUAL survey instrument was translated into the Thai language for better understanding of Thai respondents. The Thai version questionnaire was adapted from the Thai Questionnaire of "An Empirical Investigation Service Quality Indicators of Foreign Versus Thai Bank Customer In the Thai Banking Industry" (Yousapronpaiboon, 2000) and "A Study of Customer Expectation and Perception of Service Quality Delivery by First Class Hotel in Bangkok Metropolitan Area" (Kholthanasep, 2001). Moreover, this questionnaire was checked and corrected by some professors.

4.4 Data Collection:

The data of this research was gathered by using questionnaires. The researcher distributed questionnaires in front of the 3 fast-food restaurants including KFC, McDonald's and The Pizza Company located in Bangkok.

The questionnaires were completed by the customers of these fast-food restaurants who just exited from the outlets and, of course, have had immediate experience of service quality delivered by the restaurant.

The researcher has selected 3 locations to collect the data i.e. Siam Square, The Mall Bangkok and Central Shopping Center Ladprao where is heavy traffic in terms of fast-food customers.

4.5 Pilot Study:

To examine the procedures and to pre-test the instrument, a pilot study was done to measure the degree to which the questions are homogeneous and reflect the same underlying constructs in each of the five dimensions as shown in Table 4.1. In this study, the questionnaire was administered to 30 randomly selected respondents in

order to assess the internal consistency of the questionnaire which is grouped into the five dimensions (Cooper & Schindler, 2001). Cronbach's Coefficient Alpha was computed to measure the reliability for each the dimensions. The finding of reliability of 30 respondents is shown in Table 4.2:

Table 4.2 : The Reliability of SERVQUAL Instrument

Dimension	Cronbach's Coefficient Alpha Indices	
	Expectation	Perception
Tangibles	.8124	.7233
Reliability	.8143	.7589
Responsiveness	.7366	.7576
Assurance	.7217	.7656
Empathy	.7696	.7709
Total	.8664	.8846

The Alpha indices measured in the pilot test were between .7233 - .8846. Generally, indices above 0.60 were considered to be acceptable (Sekaran, 1992). Therefore, the questionnaire of this study has adequate reliability to measure the perceived service quality as all alpha indices were more than .70.

4.6 Statistical Treatment of Data :

The quality of service provided by western-style fast-food restaurants in Bangkok was determined through expectation and perception scores obtained from the SERVQUAL measurement scale. The data for this study was analyzed using the Statistical Package for Social Sciences (SPSS) and a statistical significance level of .05 is set.

There are several methods of statistical analyses which shall be used to analyze the outcome of questionnaires. Descriptive statistics was used to determine the demographic backgrounds of the respondents. And also, these were used to evaluate the relationship of the respondents' demographic and their SERVQUAL scores. Cronbach's coefficient alpha for internal consistency reliability was computed to check the reliability of the questionnaire.

In order to examine the hypotheses in Part One and Two or hypotheses no. 1 -6, Paired Sample T-test was used to determine if there is a significant difference between the mean score of expectation and perception of each service quality dimension. In the formula for Paired Sample T-test, the statistic t with (n-1) degrees of freedom is defined as follows (Cooper & Schindler, 2001):

$$T = \frac{\bar{D}}{S_D / \sqrt{n}}$$

Where \bar{D} = the average difference between the pair

$$(\bar{D} = \frac{\sum D}{n})$$

S_D = the standard deviation of distribution of the difference between the pairs or related observations.

$$(S_D = \sqrt{\frac{\sum D^2 - (\sum D)^2}{n-1}})$$

n = the number of paired observation

(Degrees of freedom = n-1)

In Part Three, to test hypotheses no. 7 and no. 12, the Independents Samples Tests was computed to compare the mean scores of expectation and perception of two independent samples, which are males and females, with the level of statistical significance set at $\alpha = 0.05$ or the 95% confidence. In the formula for the Independents Samples Tests, Z-test was used since the sample sizes of both male and female in this study exceeded 30. The formula for Z is defined as follows (Cooper & Schindler, 2001) :

$$Z = \frac{(\bar{X}_1 - \bar{X}_2) - (\mu_1 - \mu_2) 0}{\sqrt{\frac{S_1^2}{n_1} + \frac{S_2^2}{n_2}}}$$

\bar{X}_1 = mean for group 1

\bar{X}_2 = mean for group 2

$(\mu_1 - \mu_2)$ = the difference between the two population means

S_1^2 = the variance of group 1

S_2^2 = the variance of group 2

n_1 = the sample size of group 1

n_2 = the sample size of group 2

(Degrees of freedom = $n_1 + n_2 - 1$)

For hypotheses no. 8 – 11 and 13 - 17, the Analysis of Variance (ANOVA) was computed to test the difference in means between the groups in each demographic characteristics as independent variables with the level of statistical significance set at $\alpha = 0.05$ or the 95% confidence. The test statistical for ANOVA is the F ratio. It

compares the variance from the 2 sources including the variance of between-group mean and within-group mean as follows: (Cooper & Schindler, 2001)

$$F = \frac{\text{Between-group variance}}{\text{Within-group variance}} = \frac{\text{Mean square between}}{\text{Mean square within}}$$

$$\text{Mean square between-group} = \frac{\text{Sum of square between-group}}{\text{Degree of freedom between-group}}$$

(Degree of freedom between-group = c-1)

$$\text{Mean square within-group} = \frac{\text{Sum of square within-group}}{\text{Degree of freedom within-group}}$$

(Degrees of freedom between-group = n-c)

where

c = number of group

n = number of observations in a group

CHAPTER 5

RESULTS AND DISCUSSION

This study was designed to measure the service quality of western-style fast-food restaurants in Bangkok. A sample of 360 customers completed the expectation and perception scales of the SERVQUAL survey. The purpose of this chapter is to present the findings from the procedures discussed in Chapter 4. Descriptive statistics and results of the SERVQUAL analysis are provided in this chapter as follows:

5.1 Description of Sample

5.2 Reliability Analysis

5.3 Results of Hypotheses Tests

5.4 Summary of Findings

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Analyses were evaluated using a significant level of .05.

5.1 Description of Sample:

Descriptive analysis presents in three sections including the demographics, expectation, perception, and service quality of individual respondents. The demographic data for the participants of the study is shown in Table 5.1:

Table 5.1 : Summary Statistics of the Sample (N=360)

Characteristics		No. of Sample	Percentage(%)
Gender	- Male	160	44.4
	- Female	200	55.6
Age	- upto 20	182	50.6
	- 21-30	125	34.7
	- 31-40	45	12.5
	- 41-50	8	2.2
	- Over 50	0	0.0
Education	- High School Graduate or less	124	34.4
	- College Graduate	38	10.6
	- Bachelor Degree	160	44.4
	- Master Degree	36	10.0
	- Doctoral Degree	2	0.6
Occupation	- Business Employee	145	40.3
	- Business Owner	13	3.6
	- Government Employee	3	0.8
	- Student	199	55.3
Monthly Income	- upto 5,000	172	47.8
	- 5,001 – 10,000	27	7.5
	- 10,001 – 15,000	71	19.7
	- 15,001 – 20,000	41	11.4
	- 20,001 – 25,000	20	5.6
	- 25,001 – 30,000	16	4.4
	- over 30,000	13	3.6

Table 5.1 summarizes the sample profile of western-style fast-food customers as per their demographic characteristics. Of the 360 respondents, the composition of the gender of the survey participants revealed slightly more female than male participants as 55.6% were female respondents while 44.4% were male respondents. The age of the total sample ranged from upto 20 years old to between 41 to 50 years old. There was no respondent older than 50 years old. The majority of sample was aged upto 20 years old (50.6%). 34.7% of respondent were aged 21 – 30 years old, 12.5% of the respondents were aged 31-40 years, only 8% of the respondents were aged between 41-50 years old, and no respondent was aged more than 50 years old.

Looking at the education level of the respondents, 34.4% of sample was graduated or was studying in High School Degree, followed by Bachelor Degree 44.4%, College Degree 10.6%, Master Degree 10.0% and Doctoral Degree 0.6%.

The majority of sample was students (55.3%), 40.3% of sample was employed in private sector, 3.6% was self employed and only 0.8% was employed in the public sector. A total of 47.8% of respondent earned Bht.5,000 or less per month while 19.7% earned Bht.10,001-15,001 per month, 11.4% earned Bht.15,001 – Bht.20,000 per month, 7.5% of respondent earned Bht.5,001 – Bht.10,000 per month, 5.6% earned Bht.20,001 – Bht.25,000, 4.4% earned Bht.25,001 – Bht.30,000 per month and 3.6% earned more than Bht.30,000 per month.

In Part I of the questionnaire, the SERVQUAL survey asked respondents to consider their expectations to service quality of western-style fast-food restaurants in Bangkok by rating on a Likert scale of 1 to 5, where 1 stood for “strongly disagree” and 5 stood for “strongly agree”. The purpose of Part I is to elicit the customers’ expectations of service quality for western-style fast-food restaurants along twenty-two

items, which are clustered under five dimensions as conceptualized in the SERVQUAL model.

Table 5.2 contains the total mean scores and average mean scores for expectation on western-style fast-food service quality of all respondents across five service dimensions included tangibles, reliability, responsiveness, assurance and empathy as well as the overall customers' expectation scores.

Table 5.2 : Level of Service Quality Customers Expect to Receive from Western-Style Fast-Food Restaurants in Bangkok

Service Dimension	No. of Items	Total Mean Score	Average Mean Score
Tangibles	4	17.33	4.33
Reliability	5	22.59	4.52
Responsiveness	4	18.22	4.56
Assurance	4	17.36	4.34
Empathy	5	22.56	4.52
Overall Expectation	22	98.08	4.46

Based on the five service dimensions, the average mean scores of service quality expectations ranged from 4.33 to 4.56 on a scale of 1-5. The highest average mean score was the responsiveness dimension with the average mean score of 4.56 points followed by empathy, reliability, assurance and tangibles with the mean scores of 4.52, 4.52, 4.34 and 4.33 respectively. Out of 22 questions in service quality expectation, the overall total mean score was 98.08 with the average mean score of 4.46 points.

Part II of the SERVQUAL survey asked respondents to consider the actual service quality they received from a western-style fast-food restaurants which they had just exited from. They scored twenty-two items for the same five service dimensions as

for Part I. The purpose of Part II is to elicit the customer's perceptions of actual service quality at a certain western-style fast food restaurant.

Table 5.3 contains the total mean score and average mean score for perception on western-style fast-food service quality of all respondents to each of the service dimensions including tangibles, reliability, responsiveness, assurance and empathy, as well as the overall perceptions' score.

Table 5.3 : Level of Service Quality Customers Actual Receive from Western-Style Fast-Food Restaurants in Bangkok

Service Dimension	No. of Items	Total Mean Score	Average Mean Score
Tangibles	4	16.42	4.11
Reliability	5	19.54	3.91
Responsiveness	4	16.27	4.07
Assurance	4	16.14	4.04
Empathy	5	20.68	4.14
Overall Perception	22	89.05	4.06

Across the five service dimensions, the average mean scores of service quality perception ranged from 3.91 to 4.14. The highest mean score was the empathy dimension with the average mean score of 4.14 points followed by tangibles, responsiveness, assurance and reliability with the mean scores of 4.11, 4.07, 4.04 and 4.04 respectively. Out of 22 questions in service quality perception, the overall total mean score was 89.92 with the average mean score of 4.06 points.

The heart of the SERVQUAL model focuses on the concept that the gaps between expectations and perceptions indicate perceived service quality. Table 5.4

represents the gap scores, which are computed by comparing the average mean scores of customers' expectations and perceptions in each service dimension (Expectation – Perception) as well as the average perceived service quality. A negative gap indicates that perceptions of service quality exceeded expectations; conversely, a positive gap indicates that perception of service quality fell below expectation.

Table 5.4: Level of Perceived Service Quality of Western-style Fast-Food Restaurants in Bangkok

Service Dimension	Expectation Average Mean Score (E)	Perception Average Mean Score (P)	Perceived Service Quality (E-P)
Tangibles	4.33	4.11	0.22
Reliability	4.52	3.91	0.61
Responsiveness	4.56	4.07	0.49
Assurance	4.34	4.04	0.30
Empathy	4.52	4.14	0.38
Average Perceived Service Quality	4.46	4.06	0.40

Most of the perceived service quality scores of western-style fast-food restaurants were positive ranging from 0.22 to 0.61. The highest gap score was the reliability dimension with a score of 0.61 followed by responsiveness, empathy, assurance and tangibles with scores of 0.49, 0.38, 0.30, and 0.22, respectively. Moreover, the average perceived service quality of western-style fast-food restaurants in Bangkok was 0.40.

5.2 Reliability Analysis:

The twenty-two statements for each dimension in each measurement scale, expectation and perception, were subjected to a reliability assessment by calculating the Cronbach's Coefficient Alpha. The results of the analysis are shown in Table 5.5.

Table 5.5: Reliability Coefficients Alpha for the SERVQUAL Dimensions

Dimension	Cronbach's Coefficient Alpha Indices	
	Expectation	Perception
Tangibles	.7581	.7969
Reliability	.7693	.8579
Responsiveness	.7567	.8365
Assurance	.7436	.8310
Empathy	.7682	.8575
Total	.8938	.9246

The coefficient alpha indices were consistently above 0.60 for all five measures, thereby indicating internal consistency among items within each dimension. The reliability coefficient alpha indices for expectations for the five SERVQUAL dimensions ranged from 0.7436 to 0.7693, while c coefficient alpha indices for the performance perception ranged from 0.7969 to 0.8597. The coefficient alpha for expectation of the overall service was 0.8938, while coefficient alpha for perception of the overall service was 0.9246.

5.3 Results of Hypotheses Tests:

In this study, the hypotheses consisted of 3 parts derived from the research question stated in Chapter 1. The results of hypothesis testing are presented as follows:

Hypothesis Part I

Hypothesis 1

Ho1: There is no difference between customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.

Ha1: There is a difference between customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.

Table 5.6 presents the results of the difference of customers’ expectation and perception of service quality in western-style fast-food restaurants by using Paired Sample T-test.

Table 5.6 T-Test Dependent for The Difference in Customers’ Expectations and Perceptions of Service Quality

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 E - P	9.0167	9.99051	.52655	7.9812	10.0522	17.124	359	.000

Null hypotheses one (Ho1) stated that there is no difference between customers’ expectations and perceptions toward service quality. The results indicate that at the .05 significant level, there is statistical difference between these two groups as the 2-tailed significance of .000 is less than .05 (.000 < .05). Therefore, the null hypothesis one (Ho1) can be rejected. There is a difference between customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.

Hypothesis Part 2

Hypothesis 2

Ho2: There is no difference between the customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.

Ha2: There is a difference between the customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.

Table 5.7 presents the results of the difference of customers’ expectation and perception of service quality in western-style fast-food restaurants in terms of tangibles by using Paired Sample T-test.

Table 5.7 T-Test Dependent for The Difference in Customer’s Expectation and Perception of Service Quality in Terms of Tangibles

Paired Samples Test									
		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	ETAN - PTAN	.9056	2.28644	.12051	.6686	1.1425	7.515	359	.000

Null hypotheses two (Ho2) stated that there is no difference between customers’ expectations and perceptions toward service quality in terms of tangibles. The results indicate that at the .05 significant level, there is statistical difference between these two groups as the 2-tailed significance of .000 is less than .05 (.000 < .05). Therefore, the null hypothesis two (Ho2) can be rejected. There is a difference between the customers’ expectation and perception toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.

Hypothesis 3

Ho3: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.

Ha3: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.

Table 5.8 presents the results of the difference of customers' expectation and perception of service quality in western-style fast-food restaurants in terms of reliability by using Paired Sample T-test.

Table 5.8 T-Test Dependent for The Difference in Customer's Expectation and Perception of Service Quality in Terms of Reliability

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	EREL - PREL	3.0500	3.27270	.17249	2.7108	3.3892	17.683	359	.000

Null hypotheses three (Ho3) stated that there is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability. The results in Table 5.9 indicate that at the .05 significant level, there is statistical difference between these two groups since the 2-tailed significance of .000 is less than .05 ($.000 < .05$). Therefore, the null hypothesis three (Ho3) can be rejected. There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.

Hypothesis 4

Ho4: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.

Ha4: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.

Table 5.9 presents the results of the difference of customers' expectations and perceptions of service quality in western-style fast-food restaurants in terms of responsiveness by using Paired Sample T-test.

Table 5.9 T-Test Dependent For the Difference in Customer's Expectations and Perceptions of Service Quality in Terms of Responsiveness

Paired Samples Test									
		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	ERSP - PRSP	1.9500	2.63842	.13906	1.6765	2.2235	14.023	359	.000

Null hypotheses four (Ho4) stated that there is no difference between customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness. The results in Table 5.10 indicate that at the .05 significant level, there is statistical difference between these two groups since the 2-tailed significance of .000 which is less than .05 ($.000 < .05$). Therefore, the null hypothesis four (Ho4) is rejected. There is a difference between the customers' expectation and perception toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.

Hypothesis 5

- Ho5: There is no difference between the customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.
- Ha5: There is a difference between the customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.

Table 5.10 presents the results of the difference of customers’ expectations and perceptions of service quality in western-style fast-food restaurants in terms of assurance by using Paired Sample T-test.

Table 5.10 T-Test Dependent for the Difference in Customer’s Expectations and Perceptions of Service Quality in Terms of Assurance

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	EASR - PASR	1.2194	2.25014	.11859	.9862	1.4527	10.283	359	.000

Null hypotheses five (Ho5) stated that there is no difference between customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance. The results in Table 5.11 indicate that at the .05 significant level, there is statistical differences between these two groups as the 2-tailed significance of .000 is less than .05 (.000 < .05). Therefore, the null hypothesis five (Ho5) is rejected. There is a difference between the customers’ expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.

Hypothesis 6

Ho6: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.

Ha6: There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.

Table 5.11 presents the results of the difference of customers' expectations and perceptions of service quality in western-style fast-food restaurants in terms of empathy by using Paired Sample T-test.

Table 5.11 T-Test Dependent for The Difference in Customer's Expectations and Perceptions of Service Quality in terms of Empathy

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	EEMP - PEMP	1.8917	3.04231	.16034	1.5763	2.2070	11.798	359	.000

Null hypotheses six (Ho6) stated that there is no difference between customers' expectation and perception toward service quality in western-style fast-food restaurants in Bangkok in terms of empathy. The results in Table 5.12 indicate that at the .05 significant level, there is statistical difference between these two groups as the 2-tailed significance of .000 is less than .05 (.000 > .05). Therefore, the null hypothesis six (Ho6) is rejected. There is a difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.

Hypothesis Part III

Hypothesis 7

Ho7: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Ha7: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Table 5.12 presents the results of the difference in customers' expectations of service quality in western-style fast-food restaurants based on different genders including male and female respondents. The statistical technique applied to test this hypothesis was Independent Sample Test.

Table 5.12 Independent Samples Test for The Difference in Customers' Expectations of Service Quality based on Different Genders

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
								Lower	Upper
E	Equal variances assumed	3.524	.061	-1.511	358	.132	-1.1137	.73734	-2.56381 .33631
	Equal variances not assumed			-1.490	320.288	.137	-1.1137	.74737	-2.58412 .35662

Null hypotheses seven (Ho7) stated that there is no difference between customers' expectation to service quality in western-style fast-food restaurants in Bangkok based on different genders. The results in Table 5.12 indicate that at the .05 significant level, the expectations of service are not different between these 2 groups of gender since the 2-tailed significance of .132 exceeds .05 (.132 > .05). Therefore, the null hypothesis is failed to reject. There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Hypothesis 8

Ho8: There is no difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Ha8: There is a difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Table 5.13 presents the results of the difference in customers’ expectations of service quality in western-style fast-food restaurants based on different age levels including under 20 years old, 21–30 years old, 31–40 years, 41–50 years, and over 50 years. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.13 Analysis of Variance (ANOVA) for The Difference in Customers’ Expectations of Service Quality Based on Different Age Levels.

ANOVA					
E	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.960	3	1.987	.041	.989
Within Groups	17405.015	356	48.890		
Total	17410.975	359			

Null hypotheses eight (Ho8) stated that there is no difference between customers’ expectation of service quality in western-style fast-food restaurants in Bangkok based on different age levels. The results in Table 5.13 indicate that at the .05 significant level, the expectations of service are not different between these 5 groups of age levels since the 2-tailed significance of .989 exceeded .05 (.989 > .05). Therefore, the null hypothesis is failed to reject. There is no difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Hypothesis 9

Ho9: There is no difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Ha9 There is a difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Table 5.14 presents the results of the difference in customers’ expectation to service quality in western-style fast-food restaurants based on different education levels including upto high school level, college graduate, bachelor degree, master degree and doctoral degree. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.14 Analysis of Variance (ANOVA) for The Difference in Customers’ Expectations of Service Quality Based on Different Educations.

ANOVA					
E	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	325.861	4	81.465	1.693	.151
Within Groups	17085.114	355	48.127		
Total	17410.975	359			

Null hypotheses nine (Ho9) stated that there is no difference between customers’ expectations to service quality in western-style fast-food restaurants in Bangkok based on different educations. The results in Table 5.14 indicate that at the .05 significant level, the expectations of service are not different between these 5 groups of education levels since the 2-tailed significance of .151 exceeds .05 (.151 > .05). Therefore, the null hypothesis is failed to reject. There is no difference in the customers’ expectations of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Hypothesis 10

Ho10: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Ha10: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Table 5.15 presents the results of the difference in customers' expectation of service quality in western-style fast-food restaurants based on different occupations including student, business sector employee, government sector employee and business owner. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.15 Analysis of Variance (ANOVA) for The Difference in Customers' Expectations of Service Quality Based on Different Occupations.

ANOVA					
E	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	78.349	3	26.116	.536	.658
Within Groups	17332.626	356	48.687		
Total	17410.975	359			

Null hypotheses ten (Ho10) stated that there is no difference between customers' expectations to service quality in western-style fast-food restaurants in Bangkok based on different occupations. The results in Table 5.15 indicate that at the .05 significant level, the expectations of service are different between these 4 groups of occupation since the 2-tailed significance of .658 exceeds .05 ($.658 > .05$). Therefore, the null hypothesis is failed to reject. There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Hypothesis 11

H011: There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Ha11: There is a difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Table 5.16 presents the results of the difference in customers' expectations of service quality in western-style fast-food restaurants based on different income levels including upto Bht.5,000 per month, Bht.5,001 - Bht.10,000 per month, Bht.10,001 - Bht.15,000 per month, Bht.15,001 - Bht.20,000 per month, Bht.20,001 - Bht.25,000 per month, Bht.25,001 - Bht.30,000 per month and over Bht.30,000 per month. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.16 Analysis of Variance (ANOVA) for The Difference in Customers' Expectations of Service Quality Based on Different Income Levels

ANOVA					
E	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	542.640	6	90.440	1.893	.081
Within Groups	16868.335	353	47.786		
Total	17410.975	359			

Null hypotheses eleven (H011) stated that there is no difference between customers' expectations to service quality in western-style fast-food restaurants in Bangkok based on income levels. The results in Table 5.16 indicate that at the .05 significant level, the expectations of service are different between these 7 groups of income levels since the 2-tailed significance equals to .081 exceeds .05 (.081 > .05). Therefore, the null hypothesis is failed to reject. There is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels

Hypothesis 12

Ho12: There is no difference in the customers’ perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Ha12: There is a difference in the customers’ perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Table 5.17 presents the results of the difference in customers’ perception of service quality in western-style fast-food restaurants based on different genders including male and female respondents. The statistical technique applied to test this hypothesis was the Independent Samples Tests.

Table 5.17 Independents Samples Tests for The Difference in Customers’ Perceptions of Service Quality Based on Different Genders

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
P	Equal variances assumed	.177	.674	-1.052	358	.294	-1.0725	1.01972	-3.07789	.93289
	Equal variances not assumed			-1.051	340.347	.294	-1.0725	1.02012	-3.07903	.93403

Null hypotheses twelve (Ho12) stated that there is no difference between customers’ perceptions to service quality in western-style fast-food restaurants in Bangkok based on different genders. The results in Table 5.17 indicate that at the .05 significant level, the perceptions of service are not different between these 2 groups of gender since the 2-tailed significance of .247 exceeds .05 (.294 > .05). Therefore, the null hypothesis is failed to reject. There is a difference in the customers’ perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.

Hypothesis 13

Ho13: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Ha13: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Table 5.18 presents the results of the difference in customers' perceptions to service quality in western-style fast-food restaurants based on different age levels including under 20 years old, 21–30 years old, 31–40 years, 41–50 years, and over 50 years. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.18 Analysis of Variance (ANOVA) for the Difference in Customers' Perceptions of Service Quality Based on Different Age Level

ANOVA					
P	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6495.638	3	2165.213	28.874	.000
Within Groups	26696.137	356	74.989		
Total	33191.775	359			

Null hypotheses thirteen (Ho13) stated that there is no significant difference between customers' perception of service quality is western-style fast-food restaurants in Bangkok based on different age levels. The results in Table 5.18 indicate that at the .05 significant level, the perceptions of service are different between these 5 groups of age levels since the 2-tailed significance equals .000 is less than .05 ($.000 < .05$). Therefore, the null hypothesis can be rejected. There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.

Hypothesis 14

Ho14: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Ha14: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Table 5.19 presents the results of the difference in customers' perceptions to service quality in western-style fast-food restaurants based on different education levels including upto high school level, college graduate, bachelor degree, master degree and doctoral degree. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.19 Analysis of Variance (ANOVA) for the Difference in Customers' Perceptions of Service Quality Based on Different Education Levels.

ANOVA					
P	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6298.773	4	1574.693	20.787	.000
Within Groups	26893.002	355	75.755		
Total	33191.775	359			

Null hypotheses fourteen (Ho14) stated that there is no difference between customers' perception to service quality in western-style fast-food restaurants in Bangkok based on different education levels. The results in Table 5.19 indicate that at the .05 significant level, the perceptions of service are different between these 5 groups of education since the 2-tailed significance of .000 is less than .05 ($.000 < .05$). Therefore, the null hypothesis can be rejected. There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different education levels.

Hypothesis 15

Ho15: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Ha15: There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Table 5.20 presents the results of the difference of customers' perception of service quality in western-style fast-food restaurants based on different occupations including student, business sector employee, government sector employee and business owner. The statistical technique applied to test this hypothesis was the Analysis of Variance (ANOVA).

Table 5.20 Analysis of Variance (ANOVA) for The Difference in Customers' Perceptions of Service Quality Based on Different Occupations.

ANOVA					
P	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8648.361	3	2882.787	41.815	.000
Within Groups	24543.414	356	68.942		
Total	33191.775	359			

Null hypotheses fifteen (Ho15) stated that there is a difference between customers' perceptions of service quality in western-style fast-food restaurants in Bangkok based on different occupations. The results in Table 5.20 indicate that at the .05 significant level, the expectations of service are different between these 4 groups of occupation since the 2-tailed significance of .000 is less than .05 ($.000 < .05$). Therefore, the null hypothesis can be rejected. There is a difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.

Hypothesis 16

Ho16: There is no difference in the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Ha16: There is a difference in the customer's perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

Table 5.21 presents the results of the difference of customers' perceptions of service quality in western-style fast-food restaurants based on different income levels including upto Bht.5,000 per month, Bht.5,001 - Bht.10,000 per month, Bht.10,001 - Bht.15,000 per month, Bht.15,001 - Bht.20,000 per month, Bht.20,001 - Bht.25,000 per month, Bht.25,001 - Bht.30,000 per month and over Bht.30,000 per month. The statistical technique applied to test this hypothesis was Analysis of Variance (ANOVA).

Table 5.21 Analysis of Variance (ANOVA) for The Difference of Customers' Perceptions of Service Quality Based on Different Income Levels

ANOVA					
P	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11542.063	6	1923.677	31.366	.000
Within Groups	21649.712	353	61.331		
Total	33191.775	359			

Null hypotheses eleven (Ho16) stated that there is no difference between customers' perceptions to service quality in western-style fast-food restaurants in Bangkok based on income levels. The results in Table 5.21 indicate that at the .05 significant level, the perceptions of service are different between these 7 groups of income levels since the 2-tailed significance of .000 is less than .05 ($.000 < .05$). Therefore, the null hypothesis can be rejected. There is a difference of the customer's perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.

5.4 Summary of Findings:

This chapter has presented the results of data analysis in terms of hypotheses testing and the summary of results shown in Table 5.22.

Table 5.22 Summary of Research Results

Null Hypothesis	Significant	Tests Conclusion
Ho1: There is no difference between customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok.	.000	Rejected null hypothesis
Ho2: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of tangibles.	.000	Rejected null hypothesis
Ho3: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of reliability.	.000	Rejected null hypothesis
Ho4: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of responsiveness.	.000	Rejected null hypothesis
Ho5: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of assurance.	.000	Rejected null hypothesis

(continued)

Table 5.22 Summary of Research Results (Cont.)

Null Hypothesis	Significant	Tests Conclusion
Ho6: There is no difference between the customers' expectations and perceptions toward service quality of western-style fast-food restaurants in Bangkok in terms of empathy.	.000	Rejected null hypothesis
Ho7: There is no difference of the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different genders.	.132	Failed to reject null hypothesis
Ho8: There is no difference of the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different age levels.	.989	Failed to reject null hypothesis
Ho9: There is no difference of the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different educations.	.151	Failed to reject null hypothesis
Ho10: There is no difference of the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different occupations.	.658	Failed to reject null hypothesis
Ho11: There is no difference of the customers' expectations of service quality of western-style fast-food restaurants in Bangkok based on different income levels.	.081	Failed to reject null hypothesis

(continued)

Table 5.22 Summary of Research Results (Cont.)

Null Hypothesis	Significant	Tests Conclusion
Ho12: There is no difference of the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different genders.	.294	Failed to reject null hypothesis
Ho13: There is no difference of the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different age levels.	.000	Rejected null hypothesis
Ho14: There is no difference of the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different educations	.000	Rejected null hypothesis
Ho15: There is no difference of the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different occupations.	.000	Rejected null hypothesis
Ho16: There is no difference of the customers' perceptions of service quality of western-style fast-food restaurants in Bangkok based on different income levels.	.000	Rejected null hypothesis

5.4 Summary of Findings:

This chapter presents the findings from the survey. First, the breakdowns of the sample in terms of demographics are presented. Cronbach's Alphas were calculated to access the reliability of the scales. Satisfactory results from the reliability

confirm the appropriateness of the SERVQUAL instrument in studying service quality of western-style fast-food in Bangkok.

The customers' expectations average mean scores ranged from 4.33 of tangibles dimension to 4.56 of reliability dimension. The customers' perceptions average mean scores ranged from 3.91 of reliability dimension to 4.14 of empathy dimension. Lastly, the perceived service quality scores ($P - E$) ranged from 0.22 of tangible dimension to 0.49 of responsiveness dimension, lastly, the average perceived service quality across five dimensions was 0.40.

Major finding from this study indicates that there is a significant differences between expectations and perceptions of service quality of western-style fast-food restaurants in every service dimensions including tangibles, reliability, responsiveness, assurance and empathy. However, the results show that there is no significant differences in service quality expectations between respondents in difference demographic factors, in contrast, there are significant differences of service quality perceptions between respondents in difference demographic factors, except gender factor. The findings are discussed more in Chapter 6.

CHAPTER 6

SUMMARY AND CONCLUSIONS

The primary purpose of this study is to determine the level of customers' perceived service quality of western-style fast-food restaurants in Bangkok and also considers the influence of demographics by focusing on gender, age, education level, occupation and income level. In this chapter, the research analyzes and concludes the results which have found out in Chapter 5. The content is presented in four sections. The first section presents brief introduction of this study. In the second section presents a summary of the study's major findings and a discussion of the results. The third section presents the recommendations based on the findings. The fourth section presents the conclusion of the finding, discussion and recommendation. Finally in the fifth section, suggestions for further research are proposed.

6.1 Introduction:

This study examined service quality ratings of western-style fast-food restaurants in Bangkok. A total of 360 respondents from customers of 3 major fast-food chains including KFC, McDonald, and The Pizza Company were surveyed to represent the customer's evaluation of western-style fast-food restaurants. The SERVQUAL instrument was used as an instrument for data collection in the survey.

The SERVQUAL model is conceptualized as yielding gap scores that can inform the managers of where their services exceed or fall below customer expectations along five dimensions, tangibles, reliability, responsiveness, assurance and empathy. The individual respondents completed the expectations scale and the perceptions scale and also their personal information. Negative gaps are seen as indicating satisfied service quality because perceptions of actual service quality exceeds expectations ($E < P$), conversely, positive gaps indicate dissatisfied service quality because perceptions fall

below expectations ($E > P$) and suggest service quality aspects that may need improvement while zero gap indicates that service delivered to customers is acceptable. The findings are discussed below to understand the way customers expect and perceive service quality of fast-food restaurants.

6.2 Summary and Discussion of Findings:

Demographic

The sample of this study consisted of 2 major groups. The first group was the study of high school, college degree as well as bachelor degree. The majority of this group were aged lower than 20 with a monthly income of lower than Bht.5,000.

The second group was the young adult employees in business sector aged between 21 to 30 years old. The majority of them earned between Bht.10,001 to Bht.20,000 per month and some graduated on bachelor, while the rest graduated on bachelor master degree. (Please see Appendix C)

Result of Hypothesis Testing

To study the service quality of western-style fast-food restaurants in Bangkok, the hypothesis consisted of 3 parts responded to 3 research questions stated in Chapter 1.

Research question 1: What is the level of the perceived service quality of western style fast-food restaurants in Bangkok?

First, the researcher set Hypothesis 1 to test the differences between customers' perceptions and expectations. To accomplish this, Paired Sample T-test was conducted and the result revealed in Table 5.22. In summary, there was statistically significant difference between customers' expectations and perceptions. The score of customers' expectations in Table 5.2 and score of customers' perceptions in Table 5.3 indicated that customers' actual experience (perceptions) fell below their expectations. This is

the major finding of this study and it indicates that western-style fast-food restaurants in Bangkok deliver unsatisfied services to customers.

Research question 2: What is the level of the perceived service quality of western style fast-food restaurants in Bangkok in terms of tangibles, reliability, responsiveness, assurance and empathy?

Hypotheses 2 – 6 were set to respond to this research question by using the Paired Sample T-test to examine the discrepancy of customers' perceptions and expectations scores across 5 service dimensions. The results in Table 5.22 clearly revealed that there are statistically significant differences between customers' expectations and perceptions in every 5 service dimensions including tangibles, reliability, responsiveness, assurance and empathy. Additionally, the findings in Table 5.2 and Table 5.3 revealed that customers' actually experience in each service dimensions also fall below their expectations. It means that all service dimensions delivered by western-style fast-food restaurants in Bangkok are also unacceptable.

The result of hypotheses testing in Part I and Part II might be understand in 2 ways 1) the service quality delivered by fast-food restaurant in Bangkok is relatively low and 2) the customers expectation in service quality is unrealistically high.

According to Table 5.2, the level of service quality expectations ranged from 4.33 for tangible dimension to 4.56 for responsiveness dimension. The results suggested that customers did not attach much importance to tangibles dimension. In contrast, they seemed to be more interested in the reliability and the responsiveness of fast-food restaurants. Customers placed responsiveness as the most important service quality dimension. This dimension encompassed the promptness and timeliness of the service providers. In Bangkok, people who work or study outside the home have limited time, therefore, time is a major factor and it has become unacceptable for

customers to have long waiting period to access fast-food service. Therefore, it is not surprising that the dimension of responsiveness was ranked as the most important dimension in this study as well as the original study of service quality (Zeithaml, et al., 1990).

The second rank of expectation score in this study was reliability dimension. However, this dimension demonstrated the worst perceived service quality as the gap between expectations and perception (E - P) was widest. The dimension of reliability reflects the consistency and dependability of a firm's performance (Zeithaml, et al., 1990). The gap score of this dimension was outstanding high since customers tended to be disappointed when they perceived that the fast-food outlets did not keep its promises, billed them inaccurately or performed service incorrectly at the first time. The original study of SERVQUAL (Zeithaml, et al., 1990) also showed that reliability obtained the worst service quality score perceived by customers.

The dimension of empathy is concerned with whether the western-style fast-food restaurants understood their customers needs and showed empathic behavior to customers. It is included the adaptability of the western-style fast-food outlets to meet their customers' needs. This dimension was also important in fast-food business as the customer placed the important of this dimension in second rank, similar to the reliability.

The dimension of assurance is concerned with good manners and politeness of employees which is necessary in Thai culture. The assurance was also concerned with security, confidence and knowledge of front-line staffs. The expectations score of this dimension placed in fourth rank.

In discussing the SERVQUAL model, Zeithaml, Parasuraman and Berry (1990) noted that across many different types of services, customers exhibit lower

expectations to tangibles compared to other dimensions. For western-style fast-food restaurants in Bangkok, customers also ranks tangible dimension expectation as the last dimension. The perceived service quality of this dimension was very narrow. These findings could reflect strong ability of managing tangibles displayed by fast-food restaurants in Bangkok, or this dimension could be the easiest one for the respondent to evaluate.

Alternatively, the unacceptable service quality level may indicate the unrealistically high expectations of Thai customers. The customer expectation of service quality in fast-food restaurant may be too high so it creates the wide gap between their expectation and perception

Research Question 3: What are the differences of service quality expectation and perception of customers in different demographic factors including age, gender, education level, occupation and income level? The hypotheses related to this research question included hypothesis nos. 7 to 16 testing the difference in service quality expectations as well as perceptions across five demographic factors included gender, age, education level, occupation, and income level. Only gender was analyzed by Independent Test, whereas, the remaining factors were analyzed by using Analysis of Variance (ANOVA).

Hypotheses 7-11 examined whether there are differences in expectations to service quality between respondents in different gender, age, education level, occupation and income level. The results in Table 5.22 showed that there is no difference in the customers' expectations of service quality of western-style fast-food restaurants in Bangkok between respondents of different gender, age, education, occupation and income level. These findings indicated that the demographic factors had no influence on the service quality.

Hypothesis 12-16 examined whether there are differences in perceptions of service quality between respondents in different gender, age, education level, occupation and income level. The results in Table 5.22 exhibited that there is no difference in service quality perceptions between male and female customers. These findings may support equalitarianism in the roles of males and females in Bangkok, in terms of, customer decision-making.

However, the remaining four demographic factors including age, education level, occupation and income level were found to have effect on the overall perception scores of western-style fast-food service quality.

In terms of age, customers in different age groups perceived the service quality differently. The young customers tend to appreciate the service of fast-food restaurants more as compared to the elders. (Please see Appendix E) It may reflect the fact that the fast-food companies concentrated young customers as their target market. Thus, they attempted to attract this group by providing both service and products matching these young customers' needs, so the perception score of this group was outstanding high. Additional, the perception scores of customers aged between 20 – 30 years placed in the second rank. This group comprised young adults who just have graduated and started working in the business sector, and also, they still favored in food-food restaurants. Many of them saw fast-food as a good choice for a quick meal.

These facts also reflect the results of service quality perception of customers in different groups of education level, occupation, and income level. It is not surprising that in terms of education testing, the highest perception score was derived from high school group followed by college group, bachelor. (Please see Appendix F)

In the area of occupation, of course, the perception score of student group was highest. The second rank was derived from the perception score of business employees

followed by business owners and public sector employees respectively. (Please see Appendix G)

Finally, the perceptions of the respondents who earned less than Bht.5,000 monthly was highest among the 6 income levels of this study. Moreover, the higher income customers tend to express the lower perception score. (Please see Appendix H)

Therefore, the findings supported the fact that the demographic factors, except gender, have influence on the service quality perception of western-style fast-food restaurants.

In summary, results from Table 5.22 suggested that service quality expectations of western-style fast-food restaurants in Bangkok was not different as per any demographic factor. However, the service quality perception was different on the basis of 4 demographic factors included age, education level, occupation and income level of respondents. These findings evidenced that all five demographic factors did not influence the service quality expectations of fast-food restaurants. In contrast, these factors influenced the service quality perceptions of fast-food restaurants, except for the gender factor.

Conclusions

This study examined service quality of western-style fast-food restaurants in Bangkok. A total of 360 customers from 3 majors western-style fast-food chains were surveyed by scoring their expectations and perceptions to service quality using SERVQUAL instrument. Out of 16 null hypotheses, 8 of them were rejected and 4 of them were not rejected.

Major findings from this study included the significant differences between customer perceptions and expectations of fast-food restaurants' service quality in Bangkok. The results also showed strong difference in customers' expectations and

perception on all five dimensions. The findings also revealed the ranking of service quality expectation, service quality perception and perceived service quality scores among these 5 dimensions.

Moreover, the results indicated that all five demographic factors including gender, age, occupation, education and income level, did not influence the service quality expectations of customers using western-style fast-food restaurants. In contrast, these factors, except for gender, influenced the service quality perception in western-style fast-food restaurants.

The results from this study provided insightful information useful for service quality planning and improvement as well as marketing strategy formulations. The recommendations for managerial implication from this research were discussed in the next section.

6.3 Recommendation:

The findings of this study contributed to the knowledge for managers and practitioners within the fast-food business in order to deliver the better service to their customers, especially in Bangkok. The results indicated that the customer expectation in fast-food service quality is relative higher than their perception. It can be derived from 1) the poor performance of fast-food restaurant and 2) the over-expectation of customer. Thus, the first task of manager to improve their service quality are to define their customer expectations and attempt to meet them, alternatively, attempt to make customer expectations more reasonable.

The findings of this research suggest that the service quality of western-style fast-food outlets in Bangkok performs relatively well only on the tangibles dimension, as the gap between customers' perception and expectation on this dimension is narrow.

However, by the original SERVQUAL research conducted by Zeithaml, Berry, and Parasuraman in 1988, all five service dimensions including tangibles, reliability, responsiveness, assurance and empathy significantly contribute to the customer's perceived quality and value. Thus, the operator should recognize that the rest of the 4 dimensions of service quality including reliability, responsiveness, assurance and empathy also need attention since they did not score very well in this study.

In this study, customers placed reliability of western-style fast-food restaurants at the worst perceived service quality level. Thus, it is a critical service dimension in this business which should be considered as the priority to upgrade this factor. Ensuring reliability means a management commitment to service quality (Zeithaml, et al., 1990). Similar to the production process of goods, the production process of services also requires standardization (West and Olsen, 1989). Standardization of services requires the use of technologies to provide consistent service to customers. Technologies can ensure reliability of routine tasks, for example, billing customers. Standardization should be implemented in order to meet the consumers' expectations of reliability.

Although reliability promotion is a good marketing strategy to attract customers, businesses should be careful since overstated promotion of reliability can have the effect of raising consumer expectations quality (Zeithaml, et al., 1990). This will make it more difficult to implement reliability up to customers' expectations.

The dimension of responsiveness and assurance are related to the employee behavior directly. In service, the assessment of quality is made during the service delivery process, which usually occurs as an encounter between a customer and a service contact person (Bitner et al., 1990). Thus, the service front-line staffs play an important role in service delivery. Although the fast-food restaurant is defined as the

self-service restaurant, employee behaviors have a big impact on customer satisfaction (Seidman, 2000). In this study, it is determined that the service dimensions related to employee behaviors, particularly responsiveness, figured strongly in customer expectations.

Managing employee behaviors should start with the development of positive attitudes among employees (Enz and Siguaw, 2000). The positive attitudes can be accomplished by arranging a set of coordinated program starting with employee recruitment process. Pre-employment tests should be designed to examine the presence and tendency toward behavior of the candidates. Further, the company should provide training programs to the existing employees in order to build positive attitude in customer service and also creates the good service-culture. Lastly, a quality control program is required to prevent poor quality, and also, improve service quality of the company in the long-run.

Although tangibility dimension revealed the highest service quality score in this study, the manager should recognize that clean environment is a critical factor for restaurant business (Knutson, 2000). Not only within the outlet, the customer begins to judge a restaurant from the moment that the customer enters the property. In fact, parking lots, bathrooms or staff dressing are all factors which are involved in the customers' service quality assessment.

However, the unacceptable service quality of fast-food business may be derived from the unrealistically high expectation of customer (Zeithaml, et al., 1990). There are totally four factors which shape customer expectation including word of mouth, personal need, past experience and external communication to customer, however, the firm can manage only external communication factor directly. Consequently, advertising becomes the most important for the company to shape customer

expectation. The overstated advertising creates an unrealistically high expectation of customer. Therefore, the company should have the horizontal communication between advertising agency and the service practitioner to avoid the over-promised advertisement (Zeithaml, et al., 1990).

Finally, the manager should realize that, not only the student group, but the young adult workers in Bangkok also become the high prospect customers for fast-food restaurant. The companies should also understand their needs and deliver the matched services to meet them. For instance, the fast-food operators may extend the drive-through service, alternatively, promote the office delivery service in order to attract these young adult workers. Moreover, the on-line advertising and on-line order should be considered an effective marketing tool presently since it has a number of advantages. The internet provides the opportunity to combine imagery, text and sound effects and the information can be distributed on a global scale. Visitors to websites also have the opportunity to refer to this information for a lengthy period of time. This is clearly different from a more traditional medium such as television, where the information is only transmitted for a short period of time. Another advantage of the Internet is the remarkably up-to-date nature of the information provided. Information can be rapidly and readily altered in keeping with changing circumstances. Furthermore the Internet has an interactive nature. Visitors to a website can immediately respond to the information supplied. Moreover, it incurs relatively low expenses. (Shapiro & Varian, (1999)

Once the service quality has been established, the company can achieve customer satisfaction and favorable word-of-mouth communication (Zeithaml, et al., 1990). Therefore, superior service quality not only ensures the companies' survival in

the highly competitive market, but also it turns out to be a source of company profitability in the long-run.

6.4 Conclusions:

Although the western-style fast-food industry in Thailand is very attractive for continuously development the term of double digit growth rate, the competition in this industry is very intense and dominated by the large fast-food chains. This encourages the fast-food operators to compete with many marketing campaigns, particularly price-cutting, and extension number of outlets. Consequently, the fast-food operators are facing the low margin and, of course, it affects the profitability in the long run.

In the fast-food business, to consider only price, product and number of outlet isn't enough. One of most important tasks of a hospitality business is to develop the service side of business and to develop a strong service culture. This culture focuses on serving and satisfying customers (Kotler, et al, 1999).

The menu offers by to the existing western-style fast-food restaurants are considerably similar. Unsurprisingly, service offers the most important opportunity to differentiate one operator from another. The crucial differentiation becomes service (Powers, 1995). Therefore, it is an alternative for western-style fast-food companies to consider the superior service quality to be their key success factor in this competition edge.

By this research, the results indicate that the service quality of western-style fast-food restaurants in Bangkok in the customer viewing still be unacceptable as their perception scores can't meet their expectation score across all five-service dimensions. Tangibles became the best service dimension, conversely, reliability became the worst service dimension relied on the discrepancy between customer's expectation and

perception. Besides, customer places responsiveness as the most important service dimension.

Therefore, to improve the service quality for fast-food business, the companies should especially enhance the reliability of their service and also the responsiveness of their employees. The standardization of service is suggested to insure the reliability of service. Furthermore, the human resource management became the alternative solution intended for handling the employee behavior. Employee behavior is associated to not only the responsiveness dimension, but also the assurance dimension and empathy dimension which also be required the improvement.

Finally, the finding of this study can assist the operators of the fast-food business to enhance their service quality. And once service quality has been established, the company can achieve the customer satisfaction and, of course, the higher profitability in the long-run.

6.5 Further Research:

This study provided a methodology to investigate the service quality in western-style fast-food restaurants in Bangkok. However, the service quality measurement of this industry can be benefit from further research.

This study employed the SERVQUAL instrument to measure service quality. However, Stevens, Knutson and Patton (1995) have initiated a DINESERV instrument which is a more perfect instrument in order to analyze the service quality in foodservice area. So, by employing DINESERV instead of SERVQUAL, the results might more accurately present the actual service quality based on the customers' perspective.

Subject to the constraint of time and cost, the sample of this study was only the customers of western-style fast-food in Bangkok. Subsequent studies may expand data

collection to areas outside Bangkok. The sample could be drawn from major provinces, for instance, Chiang Mai, Phuket, Chonburi and Nakhonratchasima.

In additional, this research measured only the customers of 3 major western-style fast-food chains in Bangkok. However, the customers in the small or medium fast-food chains may express different levels of expectation and perception of service quality. Moreover, the research may be extended to examine the service quality in Asian-style restaurants, for instance, dim-sum or suki-yaki. Thus, further research should involve customers of these fast-food chains in the study.



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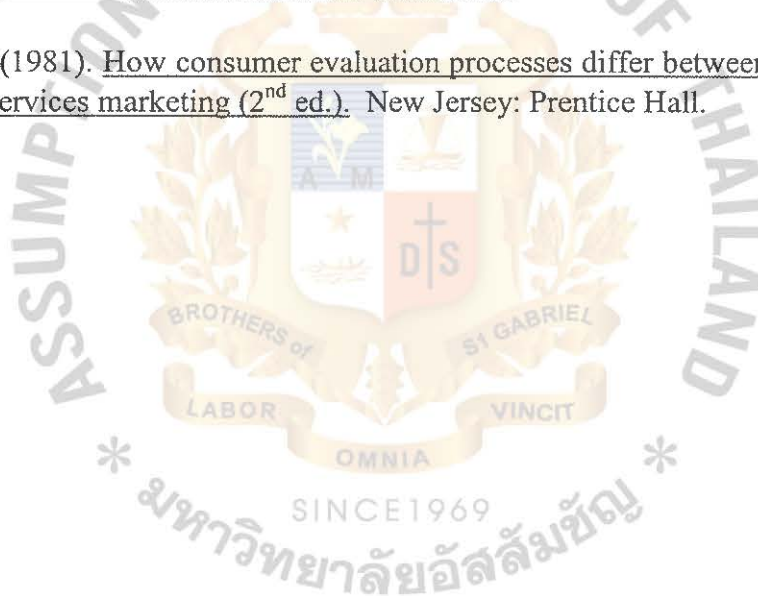
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Appendix A

Questionnaire (English)



Questionnaire

Part I: Name of fast-food restaurant

Fast-food Restaurant's name _____

Part II: Service Quality Expectation and Perception of service quality in fast-food restaurant in Bangkok

Based on your experiences as a customer of a western-style fast-food restaurant in Bangkok, consider the kind of western-style fast-food restaurant that would deliver excellent quality of service which you would like to receive. Please show the extent to which you think such a western-style fast-food restaurant would possess the feature described by each statement. If you feel a feature is *not at all essential* for excellent western-style fast-food restaurant such as the one you have in mind, please circle the number 1. If you feel a feature is *absolutely essential* for excellent western-style fast-food restaurant, please circle 5. If your feelings are less strong, circle one of the numbers in the middle.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. An excellent western-style fast-food restaurant will have modern looking equipment.	1	2	3	4	5
2. The physical facilities at excellent western-style fast-food restaurant will be visually appealing	1	2	3	4	5
3. The personnel at excellent western-style fast-food restaurant will be neat in appearance	1	2	3	4	5
4. Materials associated with the will be visually appealing in an excellent western-style fast-food restaurant	1	2	3	4	5
5. When excellent western-style fast-food restaurants promise to do something by a certain time, they will do so.	1	2	3	4	5
6. When a customer has a problem, excellent western-style fast-food restaurant will show a sincere interest in solving it.	1	2	3	4	5
7. An excellent western-style fast-food restaurant will get things right the first time.	1	2	3	4	5
8. An excellent western-style fast-food restaurant will provide their services at the time they promise to do so.	1	2	3	4	5
9. An excellent western-style fast-food restaurant will insist on error-free records.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. Personnel in an excellent western-style fast-food restaurant will tell customers exactly when services will be performed.	1	2	3	4	5
11. Personnel in an excellent western-style fast-food restaurant will give prompt service to customers.	1	2	3	4	5
12. Personnel in an excellent western-style fast-food restaurant will always be willing to help customers.	1	2	3	4	5
13. Personnel in an excellent western-style fast-food restaurant will never be too busy to respond to customers' requests.	1	2	3	4	5
14. The behavior of personnel in an excellent western-style fast-food restaurant will instill confidence in customers.	1	2	3	4	5
15. Customers of an excellent western-style fast-food restaurant will feel safe in their dealings with the restaurant.	1	2	3	4	5
16. Personnel in an excellent western-style fast-food restaurant will be consistently courteous with customers.	1	2	3	4	5
17. Personnel in an excellent western-style fast-food restaurant will have the knowledge to answer customers' questions.	1	2	3	4	5
18. An excellent western-style fast-food restaurant will give customers individual attention.	1	2	3	4	5
19. An excellent western-style fast-food restaurant will have operating hours convenient to all their customers.	1	2	3	4	5
20. An excellent western-style fast-food restaurant will have staff who give customers personal attention.	1	2	3	4	5
21. An excellent western-style fast-food restaurant will have the customers' best interests at heart.	1	2	3	4	5
22. The personnel of an excellent western-style fast-food restaurant will understand the specific needs of their customers.	1	2	3	4	5

The following set of statements relate to your feelings about the western-style fast-food restaurants you have attended. For each statement, please show the extent to which you believe the has the feature described by the statement. Once again, circling a 1. means that you strongly disagree that the western-style fast-food restaurants you have attended has this feature and circling a 5. means that you strongly agree. You may circle any of the numbers in the middle that show how strong your feelings are.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The western-style fast-food restaurant has modern looking equipment.	1	2	3	4	5
2. The physical facilities at the western-style fast-food restaurant is visually appealing	1	2	3	4	5
3. Personnel at the western-style fast-food restaurant is neat in appearance	1	2	3	4	5
4. Materials associated with the service will be visually appealing in the western-style fast-food restaurant	1	2	3	4	5
5. When the western-style fast-food restaurant promise to do something by a certain time they will do so.	1	2	3	4	5
6. When a customer has a problem, the western-style fast-food restaurant show a sincere interest in solving it.	1	2	3	4	5
7. The western-style fast-food restaurant gets things right the first time.	1	2	3	4	5
8. The western-style fast-food restaurant provides its services at the time it promise to do so.	1	2	3	4	5
9. The western-style fast-food restaurant insists on error-free records.	1	2	3	4	5
10. Personnel in western-style fast-food restaurant tells customers exactly when services will be performed.	1	2	3	4	5
11. Personnel in the western-style fast-food restaurant gives prompt service to customers.	1	2	3	4	5
12. Personnel in the western-style fast-food restaurant are always willing to help customers.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. Personnel in the western-style fast-food restaurant are never too busy to respond to customers' requests.	1	2	3	4	5
14. The behavior of personnel in the western-style fast-food restaurant instill confidence in customers.	1	2	3	4	5
15. Customers of the western-style fast-food restaurant feel safe in their dealings with the restaurant.	1	2	3	4	5
16. Personnel in the western-style fast-food restaurant are consistently courteous with customers.	1	2	3	4	5
17. Personnel in the western-style fast-food restaurant have the knowledge to answer customers' questions.	1	2	3	4	5
18. The western-style fast-food restaurant gives customers individual attention.	1	2	3	4	5
19. The western-style fast-food restaurant has operating hours convenient to all its customers.	1	2	3	4	5
20. The western-style fast-food restaurant has staff who give customers personal attention.	1	2	3	4	5
21. The western-style fast-food restaurant has the customers' best interests at heart.	1	2	3	4	5
22. The personnel of the western-style fast-food restaurant understand the specific needs of their customers.	1	2	3	4	5

Part III: Personal data

For purpose of classification, we would like to ask you a number of questions related to your demographic characteristics and information.. Please respond by circling the appropriate number.

- 1) Age:
- | | |
|------------------|------------------|
| 1. Upto 20 years | 2. 21 – 30 years |
| 3. 31 – 40 years | 4. 41 – 50 years |
| 5. 51 – 60 years | 6. Over 60 years |
- 2) Gender:
- | | |
|---------|-----------|
| 1. Male | 2. Female |
|---------|-----------|
- 3) Highest education level:
- | | |
|-------------------------------|---------------------|
| 1. Upto High School | 2. College Graduate |
| 3. Bachelor Degree | 4. Master Degree |
| 5. Doctorial Degree or higher | 6. Others |
- 4) Current occupation:
- | | |
|-------------------------------|-------------------|
| 1. Business Sector Employee | 2. Business Owner |
| 3. Government Sector Employee | 4. Student |
| 5. Others | |
5. Income level:
- | | |
|-----------------------------|-----------------------------|
| 1. Upto Bht. 5,000 | 2. Bht. 5,001- Bht. 10,000 |
| 3. Bht. 10,001- Bht. 15,000 | 4. Bht. 15,001- Bht. 20,000 |
| 5. Bht. 20,001- Bht. 25,000 | 6. Bht. 25,001- Bht. 30,000 |
| 7. Over Bht. 30,000 | |

Thank you for the time you have spent in completing this questionnaire.

Appendix B

Questionnaire (Thai)



แบบสำรวจเกี่ยวกับคุณภาพในการให้บริการของร้านอาหารฟาสต์ฟู้ดในกรุงเทพมหานคร

ส่วนที่ 1: ชื่อร้านฟาสต์ฟู้ด

โปรดระบุชื่อ ร้านฟาสต์ฟู้ดที่ท่านพึงใช้บริการ _____

ส่วนที่ 2: ระดับของความคาดหวังและระดับที่ได้รับจริงในคุณภาพการให้บริการของร้านอาหารฟาสต์ฟู้ดแบบตะวันตกใน กรุงเทพมหานคร

โปรดระบุระดับการให้บริการที่ท่านคาดหวังจากร้านอาหารฟาสต์ฟู้ดแบบตะวันตกในกรุงเทพมหานครที่ดีควรมีให้กับลูกค้า โดยให้คะแนนด้วยการวงกลมล้อมรอบตัวเลข 1 – 5 ตามระดับความเห็นด้วยของท่านตามหัวข้อต่อไปนี้:

	ไม่เห็นด้วย เป็นอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย เป็นอย่างยิ่ง
1. ร้านฟาสต์ฟู้ดที่ดีควรมีอุปกรณ์และการตกแต่งที่ทันสมัย	1	2	3	4	5
2. ร้านฟาสต์ฟู้ดที่ดีควรมีอุปกรณ์อำนวยความสะดวกสวยงามและสะอาด	1	2	3	4	5
3. ร้านฟาสต์ฟู้ดที่ดีควรมีพนักงานที่แต่งกายสะอาดและสุภาพเรียบร้อย	1	2	3	4	5
4. ร้านฟาสต์ฟู้ดที่ดีควรมีวัสดุอุปกรณ์ที่ใช้ในการบริการสวยงามครบครัน	1	2	3	4	5
5. ร้านฟาสต์ฟู้ดที่ดีควร ให้บริการตามที่ได้ประชาสัมพันธ์ไว้กับลูกค้า	1	2	3	4	5
6. ร้านฟาสต์ฟู้ดที่ดีควร ให้ความช่วยเหลือลูกค้าอย่างเต็มใจและรวดเร็ว	1	2	3	4	5
7. ร้านฟาสต์ฟู้ดที่ดีควร ให้บริการตรงตามที่ลูกค้าต้องการตั้งแต่ครั้งแรก	1	2	3	4	5
8. ร้านฟาสต์ฟู้ดที่ดีควร ให้บริการที่รวดเร็วทันใจตามที่บอกกล่าวไว้	1	2	3	4	5
9. ร้านฟาสต์ฟู้ดที่ดี ควรมีการจัดเก็บข้อมูลของลูกค้าอย่างถูกต้อง	1	2	3	4	5
10. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรแจ้งให้ลูกค้าทราบถึงเวลาที่จะสามารถให้บริการกับลูกค้าได้	1	2	3	4	5
11. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรให้บริการที่รวดเร็วทันใจแก่ลูกค้า	1	2	3	4	5
12. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรยินดีและเต็มใจให้บริการลูกค้าเสมอ	1	2	3	4	5
13. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรพร้อมเสมอที่จะให้บริการ	1	2	3	4	5
14. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรมีท่าทีที่สร้างความมั่นใจให้กับท่านได้	1	2	3	4	5
15. พนักงานของร้านฟาสต์ฟู้ดที่ดี สามารถไว้วางใจได้	1	2	3	4	5
16. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรสุภาพอ่อนน้อมต่อลูกค้าเสมอ	1	2	3	4	5
17. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรมีความรู้ที่จะตอบคำถามลูกค้า	1	2	3	4	5
18. ร้านฟาสต์ฟู้ดที่ดี ควรให้ความสนใจต่อลูกค้าเสมอภาคทุกคน	1	2	3	4	5
19. ร้านฟาสต์ฟู้ดที่ดี ควรเปิดให้บริการในเวลาที่เหมาะสมสำหรับลูกค้า	1	2	3	4	5
20. พนักงานของร้านฟาสต์ฟู้ดที่ดี ควรให้บริการที่เสมอภาคต่อลูกค้าทุกระดับ	1	2	3	4	5
21. ร้านฟาสต์ฟู้ดที่ดี คำนึงถึงประโยชน์ของลูกค้าเป็นสำคัญ	1	2	3	4	5
22. ร้านฟาสต์ฟู้ดที่ดี ควรเข้าใจถึงความต้องการของลูกค้า	1	2	3	4	5

โปรดระบุระดับของการให้บริการที่ท่านได้รับจริงจากร้านอาหารฟาสต์ฟู้ดแห่งนี้ โดยให้คะแนนระดับตามความรู้สึกที่ท่านได้รับจริงด้วยการวงกลมล้อมรอบตัวเลข 1 – 5 ตามระดับความเห็นด้วยของท่านตามหัวข้อต่อไปนี้

	ไม่เห็นด้วย เป็นอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย เป็นอย่างยิ่ง
1. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีอุปกรณ์และการตกแต่งที่ทันสมัย	1	2	3	4	5
2. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีอุปกรณ์อำนวยความสะดวกที่สวยงามและสะอาด	1	2	3	4	5
3. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีพนักงานที่แต่งกายสะอาดและสุภาพเรียบร้อย	1	2	3	4	5
4. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีวัสดุอุปกรณ์ที่ใช้ในการบริการสวยงามครบครัน	1	2	3	4	5
5. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้บริการตามที่ได้ประชาสัมพันธ์ไว้กับลูกค้า	1	2	3	4	5
6. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้ความช่วยเหลือลูกค้าอย่างเต็มใจและรวดเร็ว	1	2	3	4	5
7. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้บริการตรงตามที่ลูกค้าต้องการตั้งแต่ครั้งแรก	1	2	3	4	5
8. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้บริการที่รวดเร็วทันใจตามที่บอกกล่าวไว้	1	2	3	4	5
9. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีการจัดเก็บข้อมูลของลูกค้าอย่างถูกต้อง	1	2	3	4	5
10. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ แจ้งให้ท่านทราบถึงเวลาที่จะสามารถให้บริการกับ ท่านได้	1	2	3	4	5
11. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้บริการที่รวดเร็วทันใจแก่ลูกค้า	1	2	3	4	5
12. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ ยินดีและเต็มใจให้บริการลูกค้าเสมอ	1	2	3	4	5
13. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีความพร้อมเสมอที่จะให้บริการ	1	2	3	4	5
14. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีท่าทีที่สร้างความมั่นใจให้กับท่านได้	1	2	3	4	5
15. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ สามารถไว้วางใจได้	1	2	3	4	5
16. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ สุภาพอ่อนน้อมต่อลูกค้าเสมอ	1	2	3	4	5
17. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ มีความรู้ที่จะตอบคำถามลูกค้า	1	2	3	4	5
18. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้ความสนใจต่อลูกค้าเสมอภาคทุกคน	1	2	3	4	5
19. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ เปิดให้บริการในเวลาที่เหมาะสมสำหรับลูกค้า	1	2	3	4	5
20. พนักงานของร้านอาหารฟาสต์ฟู้ดแห่งนี้ ให้บริการที่เสมอภาคต่อลูกค้าทุกระดับ	1	2	3	4	5
21. ร้านอาหารฟาสต์ฟู้ด แห่งนี้คำนึงถึงประโยชน์ของลูกค้าเป็นสำคัญ	1	2	3	4	5
22. ร้านอาหารฟาสต์ฟู้ดแห่งนี้ เข้าใจถึงความต้องการของลูกค้า	1	2	3	4	5

ส่วนที่ 3: ข้อมูลส่วนตัว

โปรดคำถามเกี่ยวกับข้อมูลส่วนตัวของท่าน โดยวงกลมล้อมรอบตัวเลือกที่ตรงกับข้อมูลท่านดังต่อไปนี้

- 1) อายุ:
- | | |
|------------------------|------------------|
| 1. 20 ปี หรือ น้อยกว่า | 2. 21 – 30 ปี |
| 3. 31 – 40 ปี | 4. 41 – 50 ปี |
| 5. 51 – 60 ปี | 6. มากกว่า 60 ปี |
- 2) เพศ
- | | |
|--------|---------|
| 1. ชาย | 2. หญิง |
|--------|---------|
- 3) ระดับการศึกษาสูงสุด หรือ กำลังศึกษาอยู่:
- | | |
|------------------------|------------------------|
| 1. มัธยม หรือ น้อยกว่า | 2. วิทยาลัย |
| 3.ปริญญาตรี | 4. ปริญญาโท |
| 5. ปริญญาเอก | 6. อื่นๆโปรดระบุ _____ |
- 4) อาชีพปัจจุบัน:
- | | |
|--------------------------|------------------------|
| 1. พนักงานบริษัทเอกชน | 2. เจ้าของกิจการ |
| 3. พนักงานหน่วยงานรัฐบาล | 4. นักเรียน / นักศึกษา |
| 5. อื่นๆโปรดระบุ _____ | |
- 5) ระดับรายได้ / เดือน :
- | | |
|--------------------------------|--------------------------------|
| 1. 5,000 บาท / เดือน น้อยกว่า | 2. 5,001 - 10,000 บาท / เดือน |
| 3. 10,001 - 15,000 บาท / เดือน | 4. 15,001 - 20,000 บาท / เดือน |
| 5. 20,001 - 25,000 บาท / เดือน | 6. 25,001 – 30,000 บาท / เดือน |
| 6. มากกว่า 30,000 บาท / เดือน | |

ขอขอบพระคุณเป็นอย่างยิ่งที่ท่านกรุณาตอบแบบสอบถาม

Appendix C

Statistic Crosstabs of Respondents Demographic Characteristics



Age category * Your employment category Crosstabulation

			Your employment category				Total
			Business Employee	Business Owner	Government Employee	Student	
Age category	20 or less	Count	1	1		180	182
		% within Age category	.5%	.5%		98.9%	100.0%
		% within Your employment category	.7%	7.7%		90.5%	50.6%
		% of Total	.3%	.3%		50.0%	50.6%
	21-30	Count	100	5	1	19	125
		% within Age category	80.0%	4.0%	.8%	15.2%	100.0%
		% within Your employment category	69.0%	38.5%	33.3%	9.5%	34.7%
		% of Total	27.8%	1.4%	.3%	5.3%	34.7%
	31-40	Count	38	5	2		45
		% within Age category	84.4%	11.1%	4.4%		100.0%
		% within Your employment category	26.2%	38.5%	66.7%		12.5%
		% of Total	10.6%	1.4%	.6%		12.5%
	41-50	Count	6	2			8
		% within Age category	75.0%	25.0%			100.0%
		% within Your employment category	4.1%	15.4%			2.2%
		% of Total	1.7%	.6%			2.2%
Total		Count	145	13	3	199	360
		% within Age category	40.3%	3.6%	.8%	55.3%	100.0%
		% within Your employment category	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	40.3%	3.6%	.8%	55.3%	100.0%

Highest education level * Your employment category Crosstabulation

			Your employment category				Total
			Business Employee	Business Owner	Government Employee	Student	
Highest education level	High school graduate or less	Count	9			115	124
		% within Highest education level	7.3%			92.7%	100.0%
		% within Your employment category	6.2%			57.8%	34.4%
		% of Total	2.5%			31.9%	34.4%
	College Graduate	Count	6			32	38
		% within Highest education level	15.8%			84.2%	100.0%
		% within Your employment category	4.1%			16.1%	10.6%
		% of Total	1.7%			8.9%	10.6%
	Bachelor Degree	Count	98	9	1	52	160
		% within Highest education level	61.3%	5.6%	.6%	32.5%	100.0%
		% within Your employment category	67.6%	69.2%	33.3%	26.1%	44.4%
		% of Total	27.2%	2.5%	.3%	14.4%	44.4%
	Master Degree	Count	31	3	2		36
		% within Highest education level	86.1%	8.3%	5.6%		100.0%
		% within Your employment category	21.4%	23.1%	66.7%		10.0%
		% of Total	8.6%	.8%	.6%		10.0%
	Doctoral Degree	Count	1	1			2
		% within Highest education level	50.0%	50.0%			100.0%
		% within Your employment category	.7%	7.7%			.6%
		% of Total	.3%	.3%			.6%
Total	Count	145	13	3	199	360	
	% within Highest education level	40.3%	3.6%	.8%	55.3%	100.0%	
	% within Your employment category	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	40.3%	3.6%	.8%	55.3%	100.0%	

Income Level * Your employment category Crosstabulation

			Your employment category				Total
			Business Employee	Business Owner	Government Employee	Student	
Income Level	5,000 or less	Count				172	172
		% within Income Level				100.0%	100.0%
		% within Your employment category				86.4%	47.8%
		% of Total				47.8%	47.8%
	5,001-10,000	Count	6		1	20	27
		% within Income Level	22.2%		3.7%	74.1%	100.0%
		% within Your employment category	4.1%		33.3%	10.1%	7.5%
		% of Total	1.7%		.3%	5.6%	7.5%
	10,001-15,000	Count	65	1	1	4	71
		% within Income Level	91.5%	1.4%	1.4%	5.6%	100.0%
		% within Your employment category	44.8%	7.7%	33.3%	2.0%	19.7%
		% of Total	18.1%	.3%	.3%	1.1%	19.7%
	15,001-20,000	Count	37	1	1	2	41
		% within Income Level	90.2%	2.4%	2.4%	4.9%	100.0%
		% within Your employment category	25.5%	7.7%	33.3%	1.0%	11.4%
		% of Total	10.3%	.3%	.3%	.6%	11.4%
	20,001-25,000	Count	13	6		1	20
		% within Income Level	65.0%	30.0%		5.0%	100.0%
		% within Your employment category	9.0%	46.2%		.5%	5.6%
		% of Total	3.6%	1.7%		.3%	5.6%
	25,001-30,000	Count	12	4			16
		% within Income Level	75.0%	25.0%			100.0%
		% within Your employment category	8.3%	30.8%			4.4%
		% of Total	3.3%	1.1%			4.4%
	30,000 or more	Count	12	1			13
		% within Income Level	92.3%	7.7%			100.0%
		% within Your employment category	8.3%	7.7%			3.6%
		% of Total	3.3%	.3%			3.6%
Total		Count	145	13	3	199	360
		% within Income Level	40.3%	3.6%	.8%	55.3%	100.0%
		% within Your employment category	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	40.3%	3.6%	.8%	55.3%	100.0%

Appendix D

Table of Respondents' Service Quality Expectations and Perceptions of Western-Style Fast-Food Restaurants in Bangkok

Based on Different Genders



Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
E	Male	160	97.4563	7.41140	.58592
	Female	200	98.5700	6.56128	.46395
P	Male	160	88.4625	9.63281	.76154
	Female	200	89.5350	9.59893	.67875

Appendix E

Table of Respondents' Service Quality Expectations and Perceptions of Western-Style Fast-Food Restaurants in Bangkok

Based on Different Age Levels



Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
E	20 or less	182	98.0769	5.96163	.44191	97.2050	98.9489	72.00	110.00
	21-30	125	98.1920	8.22143	.73535	96.7365	99.6475	82.00	110.00
	31-40	45	97.8000	7.57568	1.12932	95.5240	100.0760	86.00	110.00
	41-50	8	97.7500	3.05894	1.08150	95.1927	100.3073	93.00	101.00
	Total	360	98.0750	6.96409	.36704	97.3532	98.7968	72.00	110.00
P	20 or less	182	93.2527	8.20806	.60842	92.0522	94.4533	56.00	110.00
	21-30	125	84.8720	9.07049	.81129	83.2662	86.4778	66.00	108.00
	31-40	45	84.7556	9.41748	1.40387	81.9262	87.5849	66.00	104.00
	41-50	8	83.2500	7.53563	2.66425	76.9501	89.5499	72.00	94.00
	Total	360	89.0583	9.61541	.50678	88.0617	90.0550	56.00	110.00

Appendix F

Table of Respondents' Service Quality Expectations and Perceptions of Western-Style Fast-Food Restaurants in Bangkok Based on Different Education Levels



Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
E	High school graduate or	124	99.2097	6.34928	.57018	98.0810	100.3383	72.00	110.00
	College Graduate	38	96.2105	5.38345	.87331	94.4410	97.9800	84.00	106.00
	Bachelor Degree	160	97.6250	7.70098	.60882	96.4226	98.8274	82.00	110.00
	Master Degree	36	98.0833	6.66065	1.11011	95.8297	100.3370	87.00	109.00
	Doctoral Degree	2	99.0000	8.48528	6.00000	22.7628	175.2372	93.00	105.00
	Total	360	98.0750	6.96409	.36704	97.3532	98.7968	72.00	110.00
P	High school graduate or	124	94.4758	7.27895	.65367	93.1819	95.7697	56.00	110.00
	College Graduate	38	87.8158	8.54513	1.38620	85.0071	90.6245	71.00	106.00
	Bachelor Degree	160	86.7625	9.25154	.73140	85.3180	88.2070	67.00	107.00
	Master Degree	36	82.4444	10.62731	1.77122	78.8487	86.0402	66.00	108.00
	Doctoral Degree	2	79.5000	10.60660	7.50000	-15.7965	174.7965	72.00	87.00
	Total	360	89.0583	9.61541	.50678	88.0617	90.0550	56.00	110.00

Appendix G

Table of Respondents' Service Quality Expectations and Perceptions of Western-Style Fast-Food Restaurants in Bangkok Based on Different Occupations



Descriptives

		N	Mean	Std. Deviation	Std. Error	5% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
E	Business Employee	145	97.5448	8.50815	.70656	96.1483	98.9414	72.00	110.00
	Business Owner	13	98.8462	7.57018	2.09959	94.2715	103.4208	86.00	108.00
	Government Employee	3	100.0000	8.66025	5.00000	78.4867	121.5133	95.00	110.00
	Student	199	98.3819	5.53728	.39253	97.6078	99.1560	80.00	110.00
	Total	360	98.0750	6.96409	.36704	97.3532	98.7968	72.00	110.00
P	Business Employee	145	84.0828	9.25976	.76898	82.5628	85.6027	56.00	108.00
	Business Owner	13	79.3077	7.68532	2.13152	74.6635	83.9519	67.00	90.00
	Government Employee	3	84.0000	4.35890	2.51661	73.1719	94.8281	79.00	87.00
	Student	199	93.3970	7.60437	.53906	92.3340	94.4600	71.00	110.00
	Total	360	89.0583	9.61541	.50678	88.0617	90.0550	56.00	110.00

Appendix H

Table of Respondents' Service Quality Expectations and Perceptions of Western-Style Fast-Food Restaurants in Bangkok Based on Different Income Levels



Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
E	5,000 or less	172	98.7384	5.57103	.42479	97.8999	99.5769	80.00	110.00
	5,001-10,000	27	98.9259	6.12012	1.17782	96.5049	101.3470	84.00	110.00
	10,001-15,000	71	97.3380	9.01894	1.07035	95.2033	99.4728	82.00	110.00
	15,001-20,000	41	96.7561	8.13259	1.27010	94.1891	99.3231	72.00	110.00
	20,001-25,000	20	99.2500	7.50351	1.67784	95.7383	102.7617	89.00	110.00
	25,001-30,000	16	98.6250	5.72567	1.43142	95.5740	101.6760	88.00	108.00
	30,000 or more	13	93.2308	7.56256	2.09748	88.6608	97.8008	84.00	108.00
	Total	360	98.0750	6.96409	.36704	97.3532	98.7968	72.00	110.00
P	5,000 or less	172	93.7733	7.69984	.58711	92.6143	94.9322	71.00	110.00
	5,001-10,000	27	93.6667	8.51695	1.63909	90.2975	97.0359	79.00	108.00
	10,001-15,000	71	85.4366	7.59649	.90154	83.6386	87.2347	73.00	104.00
	15,001-20,000	41	83.5610	9.26296	1.44663	80.6372	86.4847	56.00	104.00
	20,001-25,000	20	83.8500	7.27848	1.62752	80.4436	87.2564	68.00	94.00
	25,001-30,000	16	79.6250	7.69307	1.92327	75.5257	83.7243	66.00	88.00
	30,000 or more	13	73.8462	4.65199	1.29023	71.0350	76.6573	66.00	82.00
	Total	360	89.0583	9.61541	.50678	88.0617	90.0550	56.00	110.00

