



THE STUDY OF CUSTOMER EXPECTATIONS AND PERCEPTIONS OF  
SERVICE QUALITY OF THE CLARK HATCH FITNESS CENTER AT SILOM  
ROAD BRANCH, BANGKOK

By

NOPPADON SUTHIRUNGKUL

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

June 2003



MBA

St. Gabriel's Library, Au

161866

**THE STUDY OF CUSTOMER EXPECTATIONS AND PERCEPTIONS OF  
SERVICE QUALITY OF THE CLARK HATCH FITNESS CENTER AT SILOM  
ROAD BRANCH, BANGKOK**

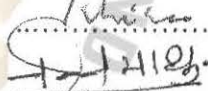
By

**NOPPADON SUTHIRUNGKUL**

A Thesis submitted in partial fulfillment  
of the requirements for the degree of

Master of Business Administration

**Examination Committee :**

1. Dr. Patricia Arttachariya (Advisor) 
2. Prof. Navin Mathur (Member) 
3. Dr. Chittipa Ngamkroekjoti (Member) 
4. Dr. Ioan Voicu (Member) 
5. Assoc. Prof. Wirat Sanguanwongwan (MUA Representative) 

**Examined on : 30 June 2003**

**Approved for Graduation on :**

Graduate School of Business  
Assumption University  
Bangkok Thailand  
June  
2003

## ACKNOWLEDGEMENT

Throughout the thesis process, many people have offered support, advise, encouragement and assistance. At the moment it is worth recognizing those who have assisted me in this effort.

First of all, I would like to express my grateful thanks to Dr. Patricia Arttachariya, my thesis advisor who shared her valuable time provided guidance, encouragement, and gave a strong support to read and correct my drafts. She kindly advised me so much as to pass through difficulties and hard times.

I would like to thank to all the thesis committee members: Assoc. Prof. Dr. Navin Mathur, Dr. Chittipa Ngamkroeckjoti, and Dr. Ioan Voicu for their valuable suggestions and recommendations about the thesis.

I would like to give special thanks to Ms. Sirinthip Boonnak, the secretary of the Manager of the Clark Hatch Fitness Center, Silom Road. and her staffs who provided me information and gave the opportunities to distribute the questionnaires. Without their kind cooperation, data collection for this research would not have been possible.

I would also like to thank my family and friends for encouraging me to complete the thesis.

## ABSTRACT

Fitness center is in the Health Care industry that is heavily related to services. These centers need to provide a high quality of services to satisfy the current and new customers in order to complete with other competitors. Nowadays, fitness center industry has become very high competitive, as there is a boom in the Health Care market, people are more concerned with their health. Every fitness center attempts to gain maximum market share and make as much profit as it can in the early stages of growth.

For the life cycle of fitness center industry, it is in the peak stage due to the high demand of the services and many new comers have entered into the market in the same and different forms, but they all have the same goal to provide the fitness or physical activities services. In addition, the competition among fitness centers is high, but the products and services are quite the same, so that fitness centers always try to compete with each other on services.

In Thailand, there are 2-3 famous fitness centers which are branches of the western center such as California's Fitness Center, Clark Hatch Fitness Center. The others are originated in Thailand and located in the famous hotels. In this study, the researcher chose "The Clark Hatch Fitness Center at Silom Road branch" that is located in the huge business area of "Silom Road"

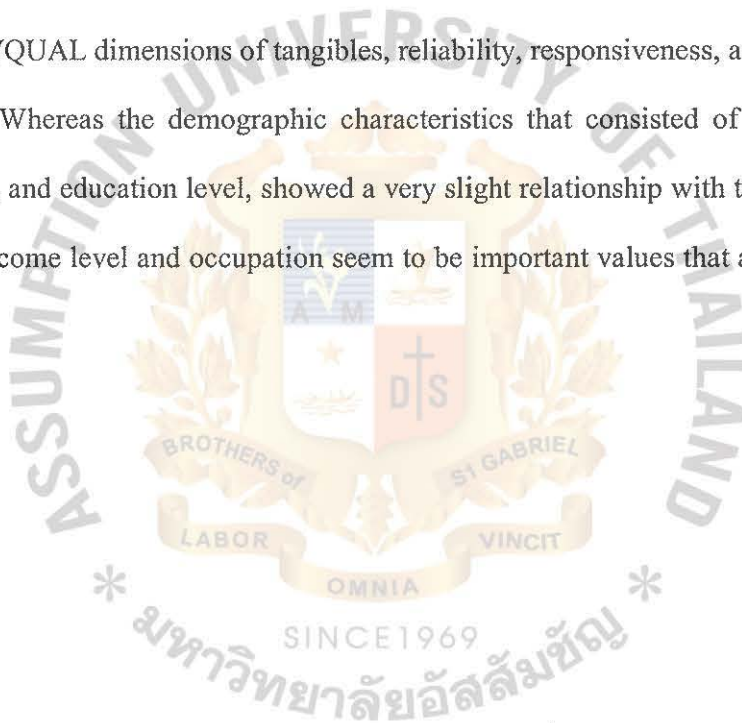
The objectives of this study were to identify the SERVQUAL dimensions that customers, both local and foreign, use to evaluate The Clark Hatch Fitness Center, to study the customer expectations towards the services quality that should be provided by The Clark Hatch Fitness Center, and to evaluate the perceptions of service quality that customers obtain after using the services provided by The Clark Hatch Fitness Center.



In this research, questionnaires were used as a tool for collecting the primary data employing the survey research. There were 277 sets of questionnaires completed in this comprehensive study. Questionnaires were completed by the target population (Thai and foreign members of The Clark Hatch Fitness Center at Silom Road branch).

The study applied two-tailed paired sample t-tests and One-Way Analysis of Variance (ANOVA) to determine the difference between customer expectations and perceptions of service quality.

As a result of the findings, the researcher concludes that gaps between expectations and perceptions of The Clark Hatch Fitness Center do exist in terms of the 5 SERVQUAL dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Whereas the demographic characteristics that consisted of age, gender, occupation, and education level, showed a very slight relationship with the size of the gap, the income level and occupation seem to be important values that affect the gap scores.



## TABLE OF CONTENTS

Page No.

### Chapter I – Introduction

|                                      |   |
|--------------------------------------|---|
| 1.1 Background of the Study-----     | 1 |
| 1.2 Research Objectives-----         | 5 |
| 1.3 Statement of the Problem-----    | 6 |
| 1.4 Scope of the Research-----       | 6 |
| 1.5 Limitations of the Research----- | 6 |
| 1.6 Significance of the Study-----   | 7 |
| 1.7 Definition of Terms-----         | 7 |

### Chapter II – Review of Related Literature and Studies

#### Introduction

|   |    |
|---|----|
| 2.1 Definition and Features of Service Quality-----                             | 10 |
| 2.2 Theories Related to Service Quality-----                                    | 11 |
| 2.2.1 Ten Original Dimensions of Service Quality-----                           | 11 |
| 2.2.2 Measuring Service Quality-----  | 12 |
| 2.2.3 SERVQUAL's five dimensions-----   | 12 |
| 2.2.4 Gaps Model of Service Quality-----  | 14 |
| 2.3 Relationship of Service Quality to Perceived Service Quality-----           | 17 |
| 2.3.1 Tangibles-----  | 17 |
| 2.3.2 Reliability-----  | 19 |
| 2.3.3 Responsiveness-----   | 19 |
| 2.3.4 Assurance-----  | 20 |
| 2.3.5 Empathy-----  | 21 |
| 2.4 Demographic Characteristics-----  | 22 |
| 2.5 Relationship of Demographic Characteristics to Perceived Service Quality--- | 24 |
| 2.6 Definition and Features of Perceived Service Quality-----                   | 25 |
| 2.7 Theories Related to Perceived Service Quality-----                          | 26 |
| 2.7.1 Determinants or Factors of Good Perceived Service Quality-----            | 26 |
| 2.7.2 The Perceived Service Quality Model -----                                 | 28 |



|   |    |
|---|----|
| 2.7.3 The Perceived Service Quality Model-----                            | 29 |
| 2.8 Definition and Theories of Consumer Expectations and Perceptions----- | 30 |
| 2.8.1 Consumer Expectations-----  | 30 |
| 2.8.2 Consumer Perceptions-----   | 39 |
| 2.9 Empirical Studies-----  | 39 |
| 2.10 Criticism of SERVQUAL-----   | 40 |

### **Chapter III – Research Frameworks**

|  |    |
|--|----|
| 3.1 Theoretical Framework-----   | 41 |
| 3.2 Conceptual Framework-----  | 41 |
| 3.3 Research Hypothesis-----   | 43 |
| 3.4 Operationalization of the Independent and Dependent Variables----- | 46 |

### **Chapter IV – Research Methodology**

|  |    |
|--|----|
| 4.1 Methods of Research Used-----                | 49 |
| 4.2 Respondents and Sampling Procedures-----     | 49 |
| 4.3 Research Instruments/Questionnaire-----      | 50 |
| 4.4 Collection of Data/Gathering Procedures----- | 53 |
| 4.5 Statistical Treatment of Data-----           | 54 |

### **Chapter V – Results and Discussions**

|   |    |
|---|----|
| 5.1 Description of Demographic Characteristics----- | 65 |
| 5.2 Hypothesis testing-----                         | 70 |
| 5.3 Summary of the results-----                     | 95 |

### **Chapter VI – Summary, Conclusion, and Recommendations**

|                              |     |
|------------------------------|-----|
| 6.1 Summary of findings----- | 96  |
| 6.2 Conclusion-----          | 98  |
| 6.3 Recommendations-----     | 100 |

### **Bibliography**

### **Appendix**

## LIST OF TABLES

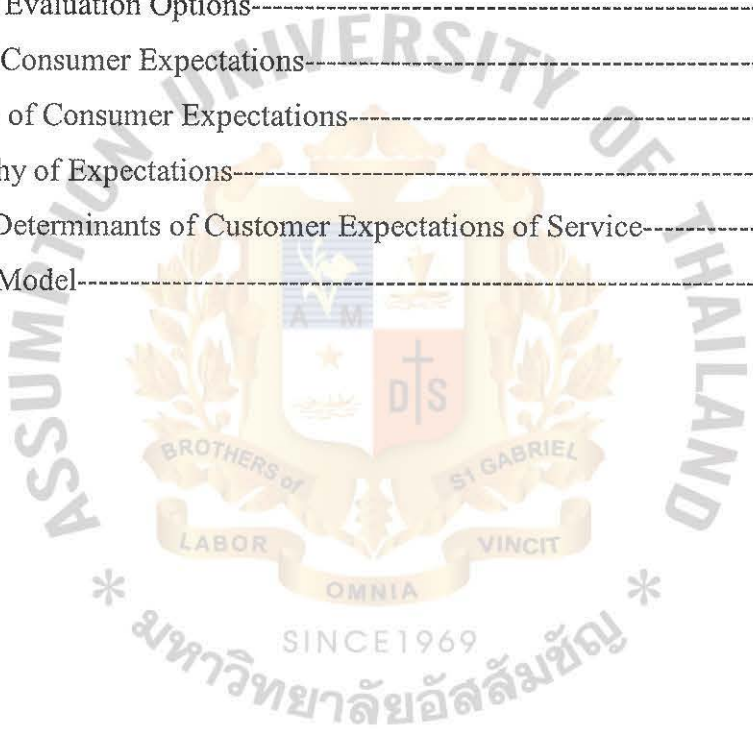
| Table No.   | Page No. |
|---|----------|
| 1.1 Possible health benefits of physical activity-----  | 2        |
| 3.1 Operationalization Definition of Influencing Variables and<br>Measurement-----  | 54       |
| 4.1 Reliability Analysis-Scale ( Pretest )-----   | 60       |
| 4.2 Decision rules for hypothesis testing-----  | 62       |
| 5.1 Summary of Respondents by Demographic Characteristics-----  | 66       |
| 5.2 Summary of the Expectations along SERVQUAL dimensions –<br>Thais-----   | 69       |
| 5.3 Summary of the Expectations along SERVQUAL dimensions –<br>Foreigners-----  | 69       |
| 5.4 Summary of the Perceptions along SERVQUAL dimensions –<br>Thais-----  | 70       |
| 5.5 Summary of the Perceptions along SERVQUAL dimensions –<br>Foreigners-----   | 70       |
| 5.6 T-test for the difference between customer expectations and<br>Perceptions of service quality-----                            | 72       |
| 5.7 T-test for the difference in terms of tangibles between customer<br>expectations and perceptions of service quality-----      | 73       |
| 5.8 T-test for the difference in terms of reliability between customer<br>expectations and perceptions of service quality-----    | 74       |
| 5.9 T-test for the difference in terms of responsiveness between customer<br>expectations and perceptions of service quality----- | 75       |
| 5.10 T-test for the difference in terms of assurance between customer<br>expectations and perceptions of service quality-----     | 77       |
| 5.11 T-test for the difference in terms of empathy between customer<br>expectations and perceptions of service quality-----       | 78       |
| 5.12 ANOVA for the difference between customer expectations of<br>service quality when segmented by age-----                      | 79       |
| 5.13 ANOVA for the difference between customer expectations of  |          |



|  |    |
|--|----|
| service quality when segmented by gender-----  | 80 |
| 5.14 ANOVA for the difference between customer expectations of<br>service quality when segmented by income level-----    | 82 |
| 5.15 ANOVA for the difference between customer expectations of<br>service quality when segmented by occupation-----      | 83 |
| 5.16 ANOVA for the difference between customer expectations of<br>service quality when segmented by education level----- | 84 |
| 5.17 ANOVA for the difference between customer expectations of<br>service quality when segmented by nationality-----     | 85 |
| 5.18 ANOVA for the difference between customer perceptions of<br>service quality when segmented by age-----              | 87 |
| 5.19 ANOVA for the difference between customer perceptions of<br>service quality when segmented by gender-----           | 88 |
| 5.20 ANOVA for the difference between customer perceptions of<br>service quality when segmented by income level-----     | 89 |
| 5.21 ANOVA for the difference between customer perceptions of<br>service quality when segmented by occupation-----       | 91 |
| 5.22 ANOVA for the difference between customer perceptions of<br>service quality when segmented by education level-----  | 92 |
| 5.23 ANOVA for the difference between customer perceptions of<br>service quality when segmented by nationality-----      | 93 |
| 5.24 Summary of Results from Hypotheses Testing-----   | 94 |

LIST OF FIGURES

| Figure No.  | Page No. |
|---|----------|
| 2.1 Correspondence between SERVQUAL dimensions and Original<br>Ten dimensions for Evaluating Service Quality----- | 16       |
| 2.2 Conceptual Model of Service Quality-----  | 17       |
| 2.3 The Total Perceived Quality-----  | 30       |
| 2.4 Customer Assessment of Service Quality-----   | 31       |
| 2.5 The Quality Evaluation Options-----   | 34       |
| 2.6 A Model of Consumer Expectations-----   | 35       |
| 2.7 Antecedents of Consumer Expectations-----   | 36       |
| 2.8 The Hierarchy of Expectations-----  | 38       |
| 2.9 Nature and Determinants of Customer Expectations of Service-----  | 40       |
| 3.1 Conceptual Model-----   | 49       |





## Chapter I

### Generalities of the Study

#### 1.1 Background of the Study

Nowadays, people are more concerned with health and fitness. Physical activity is one of the methods that have become a part of people's life. Many countries are very concerned with encouraging their people to increase physical activities in their lives.

In the United States, the federal government has developed national health objectives, however, to publicize and encourage healthier lifestyles and attempt to reduce death and disability from lifestyle disease and illnesses. Several of these objectives are specific to physical fitness and physical activity, and numerous others are tangentially related (Greenberg, et al., 1990).

However, many people are frustrated because, despite their best intentions, they seem unable to adhere to an exercise or "diet" program. Actually, there are several proven strategies that can be used to help them be successful in their efforts to improve health aspects of their lifestyle. One such strategy is to join a fitness club. There are many fitness centers established in order to facilitate the people who need to improve their health and fitness. Being active means different things to different people. Most fitness centers have developed places where people can enjoy physical activities.

In Thailand, the government has paid more attention to the importance of physical activities and sport activities by encouraging youths, government officials, and people to have more interest in physical activities and do it the right way. Therefore, The National Institute of Health has been established

with the purposes of promoting efficiency of sportsmen and promoting healthier lives for people.

**Table 1.1 Possible health benefits of physical activity**

- Reduces the risk of dying prematurely
- Reduces the risk of dying from heart disease
- Reduces the risk of developing diabetes
- Reduces the risk of developing high blood pressure
- Helps reduce blood pressure in people who already have high blood pressure
- Reduces the risk of developing colon cancer
- Reduces feeling of depression and anxiety
- Helps control body weight
- Helps build and maintain healthy bones, muscles, and joints
- Helps older adults become stronger and better able to move about without falling
- Promotes psychological well-being and self-efficacy

Source: Adapted from U.S. Department of Health and Human Services. The Surgeon General's Report on Physical Activity and Health (1992)

Physical activity or fitness can improve not only physical health, it can also improve emotional health by helping to manage stress, spiritual health by focusing on nature and bodily sensations, and social health by exercising with other people. In addition, physical activity can help diminish and postpone the effects of aging and aid in recuperation from illnesses and medical procedures. Furthermore, physical activity can make one feel more confident and thereby improve self-esteem. It can also improve self-esteem by helping to maintain recommended body weight and a desirable body image, and providing challenges that develop confidence and self-realization (Greenberg, et al., 1990).

Physical fitness is determined by the conditioning of the heart and circulatory systems, respiratory system, muscular system, degree of flexibility, and by percent of body fat. The benefits of exercising are: <sup>1</sup>

1. Improved appearance

<sup>1</sup><http://www4.district125.k12.il.us/health/health/Personalfitnessoutline.pdf>



2. Improved body image
3. Improved self-concept
4. Improved health
5. Increased muscular strength and endurance
6. Improved physical performance
7. Helps cope with stress
8. Increased life expectancy

The level of physical fitness affects all aspects of health and life. It also affects physical, mental, and social health. If you are fit, you look good, you have energy, and you generally feel good about yourself.

People can derive the genuine benefits from physical activity if they strictly follow these 3 rules:

The principles and techniques

- ☐ Proper work loads
- ☐ Regularity and continuity

People in many countries including Thailand are very interested in physical fitness, because it helps sustain the body strength and is harmonious with modern lifestyle. Thus, there are a large number of fitness centers established in the United States, Europe, and Asian countries.

21<sup>st</sup> November 2002 -- As part of a global movement for health the Thailand Ministry of Public Health organized the world's largest health festival, The Power of Exercise, in Bangkok from 22-25 November, 2002. The event joined a number of similar national efforts to highlight the need for healthy diets and physical activity in preventing chronic disease and mental ill-health.

"Move for Health" was the theme for this year's World Health Day, 7 April, which kicked off a year of national and local health campaigns including this one in Thailand. "Thailand is wisely bringing physical activity and healthy diet into the spotlight," said Dr Gro Harlem Brundtland, Director-General of the World Health Organization (WHO). "I am delighted with the Power of Exercise initiative and congratulate its organizers. Events like these show people that exercise does not only mean competition sports. It means having fun while using your body. The World Health Organization lends its full support and wishes every success for this event." The festival reinforced "Empowerment of Health", one of Prime Minister Thaksin's key themes since taking office, which aims to make Thai people aware of the benefits of staying healthy through regular physical activity and healthy diet. Dr Brundtland said that physical activity works wonders for the health of rich and poor, men and women, young and old, helping prevent heart disease, obesity and diabetes, and reducing the risks of cancer, osteoporosis, hypertension and depression.<sup>2</sup>

These are good opportunities for offering physical activities in form of fitness centers or health care centers to capture the needs of physical fitness that is increasing as it is supported by government and also from the people themselves. In Thailand, the first private fitness center that was established in 1968 was Joanne Drew. It was a branch of well-known international fitness center of International Joanne Drew Group under the support of International Physical Fitness Association. At present, fitness centers both in large and small spaces, have been established to meet the high demand of consumers in this era of greater concern for health.

In Thailand, fitness centers can be divided into 3 categories based on the location.

---

<sup>2</sup><http://www.who.int/mediacentre/releases/pr88/en/>



- ❑ Located on a Hotel & Resort: as the added service for only Hotel & Resort's clients or for both the clients and outside customers. Ex: fitness center in Dusit Thani Hotel, Peninsula Hotel, etc.
- ❑ Located on a Hospital campus or serves as a main facility: Ex: fitness center in Vibhavadi General Hospital, Thonburi Hospital, etc.
- ❑ Stand-alone business: such as The Clark Hatch Fitness Center, California's Fitness center, etc.

A Fitness Center is one kind of service provider, so service quality is the key success in management. The idea in service quality currently focuses on better understanding of how the customer is affected by the service quality, how a fitness center implements and measures service quality. Therefore, it is very important to understand the nature of service quality, customer expectations, and perceptions of the service quality of customers and how to improve its service facilities and employees through the five dimensions of service quality.

Therefore, studying the service quality of a fitness center by using the SERVQUAL model of service quality and by comparing the expectations of service quality and the perceptions of service quality that each customer actually receives through the five dimensions, was the aim of this study.

## **1.2 Statement of the Problem**

The importance of fitness center business is increasing everyday, as it is a particular place providing physical activities that are suitable for modern lifestyles and environment.

Nowadays, there is an increasing trend among people towards physical activity. There are many purposes for taking part in physical activities; nonetheless, the major benefit of physical activity is good physical health.

With the increasing tendency in joining a fitness center and the many choices available in selecting fitness centers, the fitness centers' owner and the management team have to answer a key question: **What is the difference between customer expectations and actual perceptions of the service offered by a fitness center?**

In this study, the researcher focused only on the freestanding type of fitness center. The researcher chose “**The Clark Hatch Fitness Center**” whose slogan is: “**where total fitness is our business**”. The mission of The Clark Hatch Fitness Centers Thailand is to infuse into the lives of the members the total fitness philosophy in a pleasing, professional, and personal manner conducive to achieving the goals of its members for more fit, energetic, and balanced lives.

The researcher selected this fitness center as it is a stand-alone business type of fitness center. The Clark Hatch Fitness Center is one of the most famous fitness centers that have high standard both in its equipment and employees. They have eight branches throughout Bangkok area. The Silom Road branch that was chosen in this study is located in the business area that serves both Thais and foreigners who are working and living.

### **1.3 Research Objectives**

The research was conducted on the following research objectives:

1. To identify the SERVQUAL dimensions that customers both local and foreign use to evaluate The Clark Hatch Fitness Center.

2. To study the customer expectations towards the services quality that should be provided by The Clark Hatch Fitness Center.
3. To evaluate the perceptions of service quality that customers obtained after using the services provided by The Clark Hatch Fitness Center.

#### **Research Questions:**

Based on the key question, it can be separately divided in to sub-questions that were used as the basic focus of this investigation.

1. What is the difference between expectations and perceptions of service quality by the current members of the Clark Hatch Fitness Center at Silom Road?
2. What is the difference in terms of tangibles between expectations and perceptions of service quality by current members of the Clark Hatch Fitness Center at Silom Road?
3. What is the difference in terms of reliability between expectations and perceptions of service quality by current members of the Clark Hatch Fitness Center at Silom Road?
4. What is the difference in terms of responsiveness between expectations and perceptions of service quality by current members of the Clark Hatch Fitness Center at Silom Road?
5. What is the difference in terms of assurance between expectations and perceptions of service quality by current members of the Clark Hatch Fitness Center at Silom Road?
6. What is the difference in terms of empathy between expectations and perceptions of service quality by current members of the Clark Hatch Fitness Center at Silom Road?



7. What is the relationship between overall demographic characteristics and expectations of service quality of current members of the Clark Hatch Fitness Center at Silom Road?
8. What is the relationship between overall demographic characteristics and perceptions of service quality of current members of the Clark Hatch Fitness Center at Silom Road?

#### **1.4 Scope of the research**

This research was conducted to study the difference between expectations and perceptions of consumers of the service offered by The Clark Hatch Fitness Center. This research primarily measures the demographic factors (age, gender, income level, occupation, education level and nationality) of the people who are members of the main branch of The Clark Hatch Fitness Center that is located at Silom Road. Visitors and non-members were excluded from this study.

#### **1.5 Limitations of research**

The respondents were located only in the Bangkok area and not in other areas of Thailand. Due to the constraints of time and other resources, the study was done only with members of The Clark Hatch Fitness Center whom the researcher interviewed during a particular time frame, and may not be representative of all the people who are the members of other branches of The Clark Hatch Fitness Center or of any other fitness centers.

Moreover, the model includes only the 5 main SERVQUAL dimensions. As the research is limited to a particular time frame (during November 2002 to January 2003), so its results cannot be generalized for other points in time.

## 1.6 Significance of the study

The benefit and usefulness of this research to the fitness center are to identify the important factors that people expect when they join as members of a fitness center (consumer expectations) and the perception after the customers obtained the service.

The fitness center can use the results of this study to improve the services in order to impress the existing customers and persuade new customers. Hence, the research can help monitor the service quality in the organization to find if it meets the demand of the customers and exceeds the goal in terms of 5 dimensions of service quality.

This study also has an aim to find the customer expectations and perception of the service provided by The Clark Hatch Fitness Center. It will be beneficial for The Clark Hatch Fitness Center itself to know the differences between the expectations and perceptions of its members to the services. Moreover, the research will be useful to the researcher, who is interested in setting up a fitness center, as well as, people who want to invest in this kind of business, to know how people think and evaluate the services provided by such centers.

## 1.7 Definition of Terms

**Assurance** is knowledge and courtesy of employees and their ability to convey trust and confidence. (Parasuraman, et al., 1990)

**Empathy** is caring and individualized attention the firm provides its customers. (Parasuraman, et al., 1990)

**Expectation** is the level at which the customers want the product or service to perform. (Trawick, 1980)

**Gap 5** is the quality that a consumer perceives in a service; it is a function of the magnitude and direction of the gap between expected service and perceived

service. (Payne 1993) This gap means that the perceived or experienced service is not consistent with the expected service.

**Perception** is customers' beliefs concerning the service received and experienced. (Parasuraman, et al., 1985)

**Perception of service quality** is the degree and prediction of discrepancy between customer's perceptions and desire. Moreover, it has been defined as the difference between expectations and performance of service. (Grönroos 1982)

**Physical Activity** is bodily movement produced by skeletal muscles that require expenditure of energy and produces progressive health benefits. (Hoeger 1999)

**Physical Fitness** is the ability to meet the ordinary as well as the unusual demands of daily life safely and effectively without being overly fatigued, and still have energy left for leisure and recreational activity. (Hoeger 1999)

**Quality** is the extent to which the service, the service process and the service organization can satisfy the expectations of the user. (Kasper, Helsdingen, and Vries, Jr, 1999)

**Reliability** is ability to perform the promised service dependably and accurately. (Parasuraman, et al., 1990)

**Responsiveness** is willingness to help customers and provide prompt service. (Parasuraman, et al., 1990)

**Service** is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources of goods and/ or systems of



the service provider, which are provided as solutions to customer problems.

(Grönroos 1990)

*Service Quality* is the perception result from a comparison of consumer expectation with actual service performance. (Parasuraman, Zeithaml, and Berry, 1985)

*Tangibles* are the appearance of physical facilities, equipment, personnel, and communication materials. (Parasuraman, Zeithaml, and Berry 1990)



## Chapter II

### Review of Literature and Related Studies

This chapter discusses the related literatures and studies the results of differentiation between customer expectations and perceptions of service quality based on the five factors in SERVQUAL dimensions. The independent variables consist of SERVQUAL dimensions and demographic characteristics. The dependent variable is the perceptions of service quality that is judged from the result of difference between the expected service and perceived service.

The study is focused on service quality of The Clark Hatch Fitness Center by comparing the differences between customer expectations and perceptions. Hence the related literatures reviewed in this chapter are on the following topics:

1. Service Quality
2. SERVQUAL dimensions
3. Customer expectations
4. Customer perceptions
5. Demographic Characteristics

#### **2.1 Definition and Features of Service Quality**

Chalermratana (1996) defined service as—how the firms provide service to meet customer needs, the level of capability of service provider to meet customer expectations, and customer satisfaction after perceptions of service quality.

Service quality is produced in the interaction between a customer and elements of the service organization (Lehtinen 1982).

Parasuraman, et al. (1990) defined service quality as perceived by customers as the extent of discrepancy between customer's expectations or desires and their perceptions.

Parasuraman, et al. (1985) point out that service quality is more difficult for the consumer to evaluate than goods quality; perceptions of service quality result from a comparison of consumer expectations with actual service performance; quality evaluations are not made solely on the outcome of a service but also involve evaluations of the "process" of service delivery; and the customer has fewer tangible cues when purchasing a service than when purchasing goods.

Quality has also been defined in many ways, such as conformance to specifications, the degree to which customer specification are satisfied, a fair exchange of price and value, fitness for use, and doing it right the first time (Garvin 1988).

Service quality is a function of technical quality and functionality quality. Technical quality relates to what the customers received as a result of the buyer/seller interaction. Functionality quality is performance of the services/products and is more leaned toward perception of the customers, as long as the tangible quality is satisfactory (Grönroos, 1984).

A service can be defined as a package of explicit and implicit benefits performed with a supporting facility and facilitating goods (Sasser, 1982).

## **2.2 Theories Related to Service Quality**

### **2.2.1 Ten Original Dimensions of Service Quality (Parasuraman et al., 1990)**



The ten dimensions are the criteria used by customers in judging service quality. The set of ten general dimensions of service quality is exhaustive and appropriate for assessing quality in a broad variety of services.

- 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.
- Competence: Possession of the required skills and knowledge to perform the service.
- Courtesy: Politeness, respect, consideration, and friendliness of contact personnel.
- Credibility: Trustworthiness, believability, honesty of the service provider.
- Security: Freedom from danger, risk, or doubt.
- Access: Approachability and ease of contact.
- Communication: Keeping customers informed in language they can understand and listening to them.
- Understanding the Customer: Making the effort to know customers and their needs.

### 2.2.2 Measuring Service Quality

Collier (1990) argued that a service organization cannot evaluate service quality if a service organization does not know its position in the market place. But it knows it can clarify its service quality standards; design the service delivery arrangement to monitor and control service quality, and begin to use excellent service quality.

Service organization must be able to quantify not only the tangible but also the intangible ascribes of the service package. Intangible ascribe include: security, convenience, ambience, privacy, respect, friendliness, competence, safety, empathy, reliability, responsiveness, politeness, and honesty.

### 2.2.3 SERVQUAL's five dimensions (Parasuraman, et al., 1990)

SERVQUAL had only five distinct dimensions, they captured facets of all of the ten originally conceptualized dimensions. These definitions, along with the definitions of the three original dimensions that remained intact, are as follow:

- 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 knowledge to meet the demand.
- Empathy             Caring, individualized attention the firm provides its customers.

**Figure 2.1**  
**Correspondence between SERVQUAL Dimensions and Original Ten Dimensions**  
**for Evaluating Service Quality**

| Original Ten<br>Dimensions<br>For Evaluating<br>Service Quality | Tangibles | Reliability | Responsiveness | Assurance | Empathy |
|---|-----------|-------------|----------------|-----------|---------|
| Tangibles   |           |             |                |           |         |
| Reliability   |           |             |                |           |         |
| Responsiveness  |           |             |                |           |         |
| Competence<br>Courtesy<br>Credibility<br>Security               |           |             |                |           |         |
| Access<br>communication<br>Understanding<br>the customer        |           |             |                |           |         |

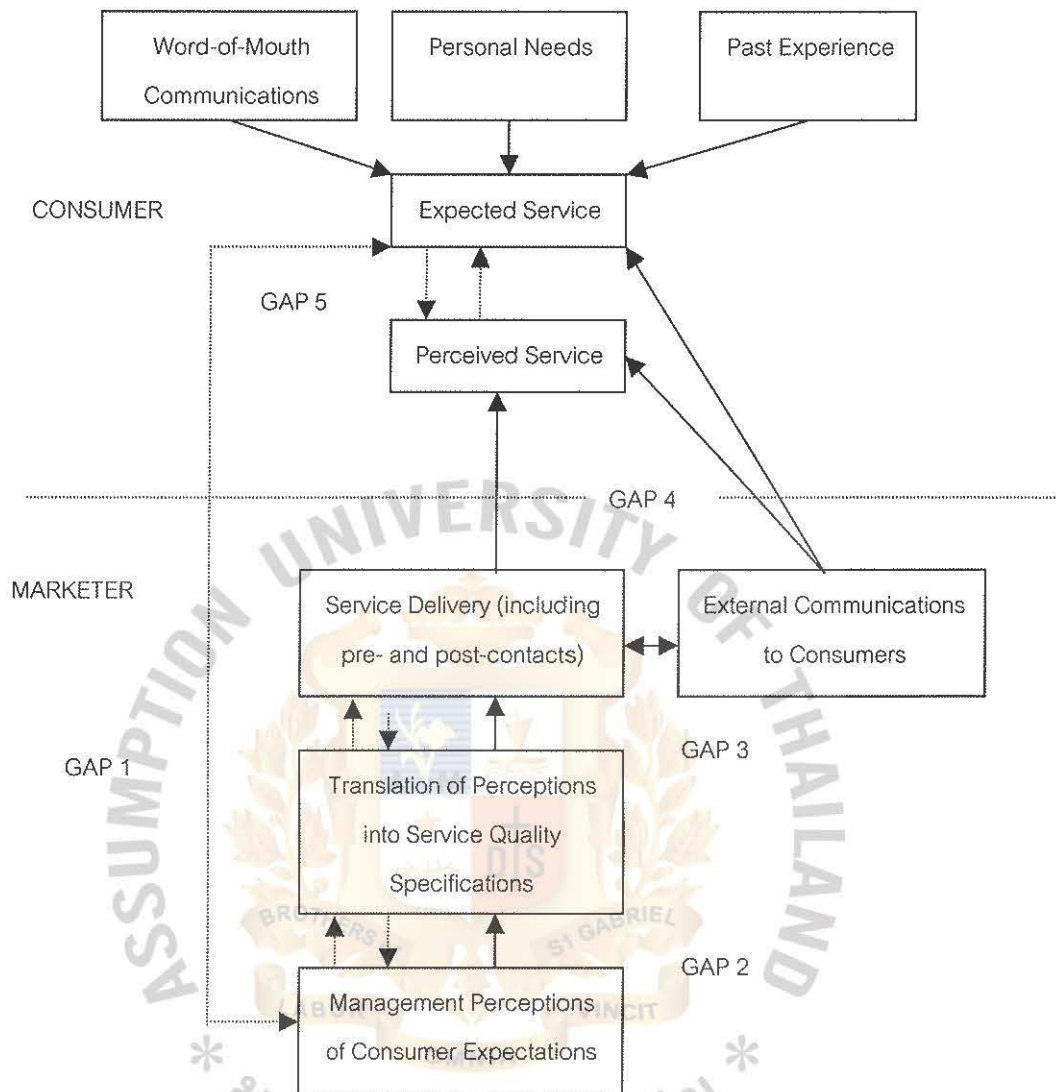
Source: Zeithaml, Parasuraman and Berry, Delivering Quality Service: Balancing Customer Perception and Expectations, The Free Press, New York (1990)

2.2.4 Gaps Model of Service Quality (Parasuraman, et al., 1990)

A widely used model of service quality is known as the five-gap model. This conceptual model shows the service quality shortfall perceived by customers as gap 5 and the shortfalls within the service providers’ organization as gaps 1 through 4.



**Figure 2.2**  
**Conceptual Model of Service Quality**



Source: A. Parasuraman, V. Zeithaml, and L. Berry, 1992 *Delivering Quality Service*, Conceptual Model of Service Quality

The five gaps that cause of the service quality gap that customer may perceive are explained as follows:

*Gap 1:* The management Perception Gap (Consumer expectation – management perception gap). This gap means that management perceived the quality expectations inaccurately. This gap is, among other things, due to:

- Inaccurate information from market research and demand analyses
- Inaccurately 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.

*Gap 2: The Quality Specification Gap* (Management Perception – service quality specification gap). This gap means that service quality specifications are not consistent with management perceptions of quality expectations. This gap is the result of:

- 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

*Gap 3: The Service Delivery Gap* (Service quality specification – service delivery gap). This gap means that quality specifications are not met by the performance in the service production and delivery process. 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 culture
- Lacking or insufficient internal marketing and

- Technology and systems do not facilitate performance according to specifications.

*Gap 4: The Market Communication Gap (Service delivery – external communications gap).* This gap means that promises given by market communication activities are not consistent with the service delivered. This gap is due to:

- Market communication planning is not integrated with service operations
- There is a lack or insufficient coordination between traditional marketing and operations
- The organization fails to perform according to specifications, whereas market communication campaigns follow these specifications and
- There is an inherent propensity to exaggerate and thus promise too much.

*Gap 5: The Perceptions of service quality Gap (Expected service – perceived service gap)*

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

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

The quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service. The expected quality is what the customer expects to receive from the company. The perceived service is what the customer perceives he/she received from the company. From the model, the larger the Gap between expectations and perceptions of service quality, the greater the consumer's dissatisfaction.



The gap analysis model should guide management in finding out where the reason for the quality problem is, and in discovering appropriate ways to close this gap. Brown and Swartz (1989) concluded that after having studied quality gaps for professional service, gap analysis is a straightforward and appropriate way to identify inconsistencies between provider and client perceptions of service performance. Therefore, by studying this model, we can develop an understanding of the potential problem areas related to service quality and help to close any gaps that may exist in service operations as well.

### **2.3 Relationship of Service Quality to Perceptions of service quality**

As mentioned above, a customer uses five factors of SERVQUAL dimensions to identify and evaluate expected and perceptions of service quality. The following is the previous studies, empirical researches and journals that related to the service quality of fitness center in terms of the perception of service quality.

- 2.3.1 Tangibles: Appearance of physical facilities, equipment, personnel, and communication materials.

✓ The cross-utilization of the facility and equipment, allows for a larger and better-qualified staff is the critical success factors for the fitness center (MHS Staff, 2000).

A fitness center should feature an indoor walking/running track, a small lap swimming pool, and an exercise room with free weights and exercise machines (Roger, and Rymer, 1998). The fitness clubs should offer various types of exercise equipment. The equipment should be in form for both aerobic exercise and muscle strengthening. The most popular optional offerings in the minds of

consumers are indoor swimming, medical supervision, wellness programs, and weight reduction (Parrot, 1996).

Tangible cues such as furnishings and office décor, in the physical environment of the fitness center influence the image customers have of the fitness center (Clow, Fischer, and O'Bryan, 1995).

The customer might place more importance on readily observable attributes that can be easily ascertained: e.g., facility cleanliness, distance from home (Tudor, and Carley, 1995).

Tangibles are the physical facility, equipment, and appearance of personnel. Because evaluation of health services is so difficult, customers will often use tangible cues to assist them in this evaluation. Because of this, a facility with the most modern equipment will be viewed as less risky (Clow, 1995).

Consumer demand fitness equipment that is an element included in tangibles seems to gravitate toward higher-end products. They demand for quality fitness equipment gains (McEvoy, 1994).

Members of fitness center required different types of exercise equipment at the family health and fitness center. They also needed the clubs to check and evaluate the safety of the equipment. It seems that tangibles is one of the most important component that the fitness centers have to focus on (Kania, 1993).

- 2.3.2 Reliability: Ability to perform the promised service dependably and accurately.

Reliability is the ability of the health care provider to perform the service dependably, delivering on the outcome that was promised. Short testimonials

from former customers can be used to convey this concept to prospective customers (Clow, 1995).

Headley, and Miller (1993) found that the service dimensions of dependability and reliability were the most salient features when recommending a service provider to others. The customer expected a given service provider to perform on those criteria in service quality.

### 2.3.3 Responsiveness: Willingness to help customers and provide prompt service.

Responsiveness is the willingness of the health care provider to help customers and provide them with prompt service. One important component of responsiveness is how willing the provider is to answer questions (Clow, 1995).

Waiting for a service, overcrowding can also influence customer expectations. If customers are satisfied with their last experience with a service, this is expected to positively influence their expectations for future service encounters (Clow, et al., 1995). A long wait in a receiving service has a multiplier downside. Moreover, a health care/fitness provider must make a greater effort than marketers in other industries to make complaining to the provider acceptable (Gelb, and Johnson, 1995).

Time (Time Lag) can have an effect on a customer's initial satisfaction attitude. After receiving a health care/fitness service, a customer might reflect on the encounter over time, which can lead to either an increase or a decrease in satisfaction. This suggests an opportunity to manipulate the attitude formed during time lag through communication (Bendal, and Powers, 1995).

An "employee of the month" program could be instituted, with photographs and descriptions of each month's winner advertised in media promotions and



displayed for visitors to observe. This activity highlights the importance of the caring employee who has willingness to help customers and provide prompt service. (Tudor, and Carley, 1995)

- 2.3.4 Assurance: Knowledge and courtesy of employees and their ability to convey knowledge to meet the demand.

Health care organizations do not routinely employ people with the training and experience required developing and managing a fitness center. But the talent exists, usually in syndicated firms that specialize in the management of high-end fitness clubs across the nation. Use of external contracts for management of clinically oriented fitness facilities is fairly common and can help reduce the risk of entering the market (Parrot, 1996).

Assurance reflects the knowledge and courtesy of the employees, staff, and the health care professional – and their ability to inspire trust and confidence in the customer (Clow, 1995).

The customers will assess the staff's ability to provide emotional support for making decision during the selection process. One way to accomplish this is through careful human resource management. Staff should possess solid qualifications, including professional training and health care experience. Staff credentials and other evidence. Because customer perceptions of competence and quality of care are as significant as any objective indicators (Tudor, and Carley, 1995).

Johnson and Meischke (1991) found that individuals preferred to receive cancer information related to detailed treatment and diagnosis from doctors, rather than from friends and family. It means that fitness provider should provide the

professional staffs who have real skills in physical training to provide the information to directly to the customers.

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

Empathy is the caring, individualized attention the health care service provides for each customer. Customers want fitness providers who care about them as individuals. The rationale is that if the fitness provider cares about customers personally, he or she will take more time and care with training procedures (Clow, 1995).

Managed care is an agreement between providers, consumers, and organizations (usually employers) to share risks. Employees in fitness and health care should sacrifice the quality of service by caring the customer individually (Kindra, and Taylor, 1995).

Good communication and attentiveness to customer concerns by the provider have a major impact on how a customer will evaluate the care received. Customer satisfaction is closely related perceived quality of care, which as been shown to be related to intention to return to a health care provider (Bendall, and Powers, 1995).

For health care services, a busy and noisy waiting area resulted in lower expectations of future service because customers anticipated a lack of time and personal attention on the part of the staff (Clow, et al., 1995).

## **2.4 Demographic Characteristics**

Demographic characteristics can be defined as one of internal factors influencing purchase decision process (Kotler, 1997). Demographic variables are the most popular bases for distinguishing customer groups. One reason is that consumer wants,

preferences and usage rates are often associated with demographic variables. Another is that demographic variables are easier to measure (Kotler, 2000).

Demographic is the statistical study of human population and distribution. The service industry needs to consider its customer potential in terms of numbers, age, gender, income, occupation, regional origin and so forth. This because the buyers differ from each other by their needs, what they want, and how much they are prepared to pay (Morrison and Wearne, 1996).

*Age:* Consumer wants and abilities change with age. People buy different goods and services over their lifetime. People's taste in different product and service also age related (Kotler, 2000). Age influences purchase decision since, age is one factor influencing consumer behavior and thinking (Porrama, 1995). Product/Service needs often vary with consumer age, marketers have found age to be particularly useful demographic variable to distinguish segments. Many markets have carved themselves in niche in the marketplace by concentrating on a specific age segment (Schiffman and Kanuk, 1994).

*Gender:* Gender has always been a distinguishing segmentation variable. Gender influences to consumer's thinking, values, attitudes, behavior, wants and purchase decision. Occasionally, other marketers notice an opportunity for gender segmentation (Kotler, 1997). Male and female have different thinking, value, attitude, behavior, want and purchase decision.

*Income:* Income is a factor relating to buying behavior. Income as a determinant factor can determine consumer needs, thinking, and behavior. In addition, income is a



factor that marketers consider to plan for product advertising as well as price-determining strategy also relates to consumer income (Suwattana, 1988). The consumer forms a purchase intention based on such factors a expected family income, price and expected benefits from the product and services (Kotler, 1997). Income has long been an important variable for distinguishing market segments. The major problem with segmenting the market on the basis of income alone is that income simply indicates the ability (or inability) to pay for a product/service (Schiffman and Kanuk, 1994).

*Occupation:* A person's occupation also influences consumer consumption pattern (Kotler, 1997). Occupation reflects values, attitudes, taste, and lifestyle. Occupation, income, and education tended to be closely correlation on almost a cause-and-effect relationship. High-level occupations – those that produce high incomes usually require advanced educational training (Schiffman and Kanuk, 1994).

*Educational Level:* Education is relatively simple to measure. Educational level is correlated with both occupation and income. In addition, it influences the lifestyle and therefore consumption patterns of individuals in a direct manner (Hawkins, Best, and Coney, 1983).

*Nationality:* Nationality also influences consumption pattern. Nationality can determine the values, wants, needs, lifestyle, and characteristics of the consumers. Different in nationality requires different types of services.

## ✓ 2.5 Relationship of Demographic Characteristics to Perceptions of service quality

Demographic variables of age, income, education, and gender having a direct impact on the dependent variables of exercise, stress management, nutrition, health responsibility, and social support. Direct influence of demographic variables is indicated by empirical research (Murrow, and Welch, 1997).

Many factors can affect the decision to purchase a membership, including disposable income, concern for one's health and/or appearance, family needs, and one's propensity to be an early joiner (Parrot, 1996).

## 2.6 Definition and Features of Perceptions of service quality

Antonides and Van Raaij (1998) defined that perceived quality is derived from consumers' perceptions. Products and services have high quality if they meet the desires and the expectations of consumers. Besides, they mentioned that high-perceived quality includes fitness for use, durability, safety, comfort, reliability, low frequency of failure, and good performance when customers make a comparison of expectations.

Grönroos (1990) elaborated the two dimensions in perceptions of service quality: technical or outcome dimension and functional or process-related dimension.

- The technical quality is concerned with what the customers receive in their interactions with service provider to satisfy their basic needs. Additionally, good perceived quality is obtained when the experienced quality meets the customer expectations. If the expectations are unrealistic, the total perceived quality will be low, even if the total perceived quality will be high. The expected quality is a function of a number of factors such as market

communication, word-of-mouth communication, corporate/local image, and customer needs.

- The latter dimension is called functional or process-related dimension concerns with how the service providers perform their task and how the customers received it as well as how he or she experiences the simultaneous production and consumption process.

Parasuraman, et al. (1988) pointed out that perceptions of service quality is viewed as the degree and prediction of discrepancy between customer's perceptions and desire.

Perceptions of service quality has been defined as the difference between expectations and performance of service (Grönroos, 1982).

## **2.7 Theories Related to Perceptions of service quality**

### **2.7.1 Determinants or Factors of Good Perceptions of service quality**

Grönroos (1990) elaborated The Six Criteria of Good Perceptions of service quality as follows:

1. Professionalism and Skills--the customers realize that the service provider, its employees, operational systems, and physical resources, have the knowledge and skills required to solve their problems in a professional way (outcome-related criteria).
2. Attitudes and Behavior — the customers feel that the service employees (contract persons) are concerned about them and are interested in solving their problems in a friendly and spontaneous way (process-related criteria).
3. Accessibility and Flexibility — the customers feel that the service provider, its location, operating hours, employees, and operational

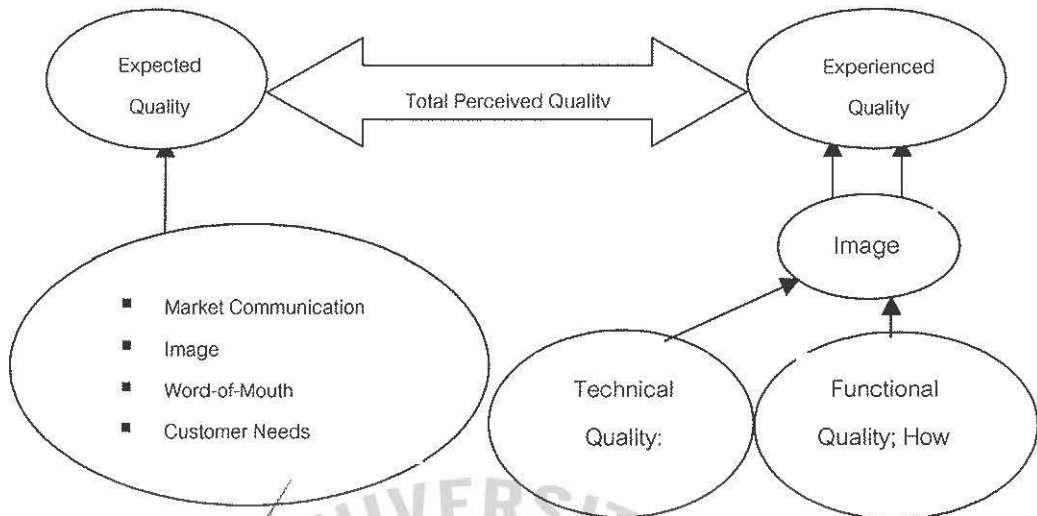


systems, are designed and operated so that it is easy to get access to the service and so that they are prepared to adjust to the demands and wishes of the customer in a flexible way (process-related criteria).

4. Reliability and Trustworthiness — the customers know that whatever takes place or has been agreed upon, they can rely on the service provider, its employees and systems, to keep promises and perform with the best interest of the customers at heart (process-related criteria).
5. Recovery — the customers realize that whenever something goes wrong or something unpredictable unexpectedly happens the service provider will immediately and actively take actions to keep them in control of the situation and find a new, acceptable solution (process-related criteria).
6. Reputation and Credibility — the customers believe that the operations of the service provider can be trusted and give adequate value for money, and that it stands for good performance and values, which can be shared by customers and the service provider (image-related criteria).

One of the six—professionalism and skill is outcome related and thus a technical quality dimension. The criteria, reputation and credibility are image related, thus fulfilling a filtering function. However, the other four criteria, attitudes and behavior, accessibility and flexibility, reliability and trustworthiness, and recovery, are clearly process related and thus represent the function quality dimension.

**Figure 2.3**  
**The Total Perceived Quality**



Source: Gronroos, C. (1988). Service Quality: The Six Criteria of Good Service Quality, Review of Business3 (New York: St.John's University Press): p.12

#### 2.7.2 The Perceptions of service quality Model (Grönroos, 1982)

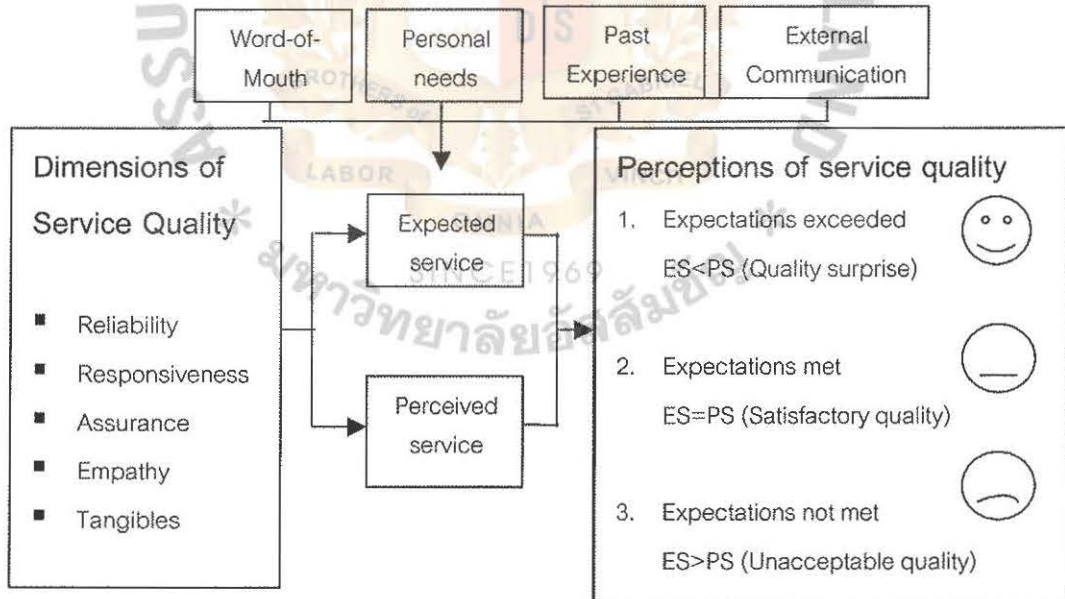
Grönroos (1982) introduced the perceptions of service quality Model. Grönroos said that the quality of a service, as perceived by the customer, is the result of a comparison between the expectations of the customer and his real-life experience. If the experience exceeds the expectations, the perceived quality is positive. If the experiences do not reach the level of expectations, the perceived quality is low. Conceptually, this confirming and disconfirming concept has an important impact on people's thinking about quality. It implies that quality is not an objective phenomenon that can be engineered beforehand. But with proper preparation prior to the service encounter, good quality may be achieved. Customers perceive quality in a subjective manner, and depending on the level of expectations, the same level of quality, as measured in some objective sense, will be perceived in a different way. Thus, what is good quality for one person may be less acceptable for another. The concept also points out another link between

service quality and marketing that marketers and quality managers tend to neglect. Marketing especially the traditional parts of the marketing mix such as advertising campaign, for example: the quality of a given service may be disappointing, if only because the customers had unrealistic expectations.

### 2.7.3 The Perceptions of service quality Model (Fitzsimmons, 1994)

This model was used by many marketing researchers studied several different service categories: appliance repairs, retail banking, long-distance telephone service, securities brokerage, and credit card companies. Customers use these five principal dimensions of service quality to judge service quality and customer satisfaction:

**Figure 2.4**  
**Customer Assessment of Service Quality**



Source: Parasuraman, Zeithaml, and Berry, 1985: "A Conceptual Model of Service Quality and its Implications for Future Research," Journal of Marketing, Vol. 49, Fall 1985, p.48



Parasuraman, et al. (1990) described service quality, as perceived by customers, can be defined as the extent of discrepancy between customers' expectations or desires and their perceptions. There are four factors influencing Customers' Expectations as following:

- First, what customers hear from other customers — *word-of-mouth communications* – is a potential determinant of expectations.
- Seconds, expectations appeared to vary somewhat depending on their individual characteristics and circumstances, thereby that *personal needs* of customers might moderate their expectations to a certain degree.
- Third, the extent of *past experience* with using a service could also influence customers' expectation levels.
- Fourth, *External communications* from service providers play a key role in shaping customers' expectations. Under external communications we include a variety of direct and indirect messages conveyed by service firms to customers.

## **2.8 Definition and Theories of Consumer Expectations and Perception**

As mentioned in the *Gap 5* of Gap Model that Perceptions of service quality is come from the process of evaluation of difference between the Expected service and Perceived service. (Expectations and Perception) The followings after explanations:

### **Customer Expectations:**

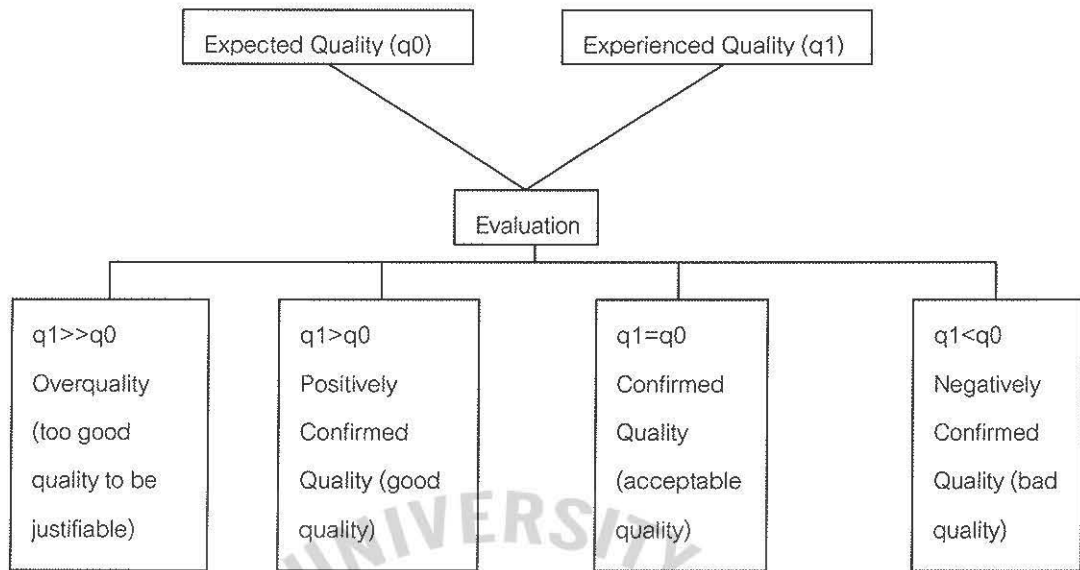
#### **2.8.1 Consumer Expectations**

Smith and Huston (1983) elaborated that there are four possible outcomes of the evaluation process of customers after they interact with the service organization,

which are—under quality, confirmed quality, positively confirmed quality, and overquality as shown in Figure 2.5

- ❑ Bad quality means that the experiences are less than expectations; resulting in the quality expectations of customers is not met. Service providers made customer dissatisfied.
- ❑ Acceptable quality always required that experience equal expectation. If the firm wants to make its customers really happy with its services, an acceptable quality may not be enough.
- ❑ Good quality requires that experiences at least equal expectations, or are higher than expectations. Otherwise the quality expectations of customers are not met. Positively confirmed quality always requires that experience is greater than expectation. This may really make customers interested in continuing the relationship with the service provider, and moreover, it created good word-of-mouth effects.
- ❑ Overquality may simply be perceived by customers to exceed what really needed, which gives the impression that the service is overpriced as well as in turn, can create even bad word-of-mouth.

**Figure 2.5**  
**The Quality Evaluation Options**



Source: Smith, Huston (1983): Script-Based Evaluations of Satisfaction with Service, Emerging Perspectives on Service Marketing. Chicago: American Marketing Association.

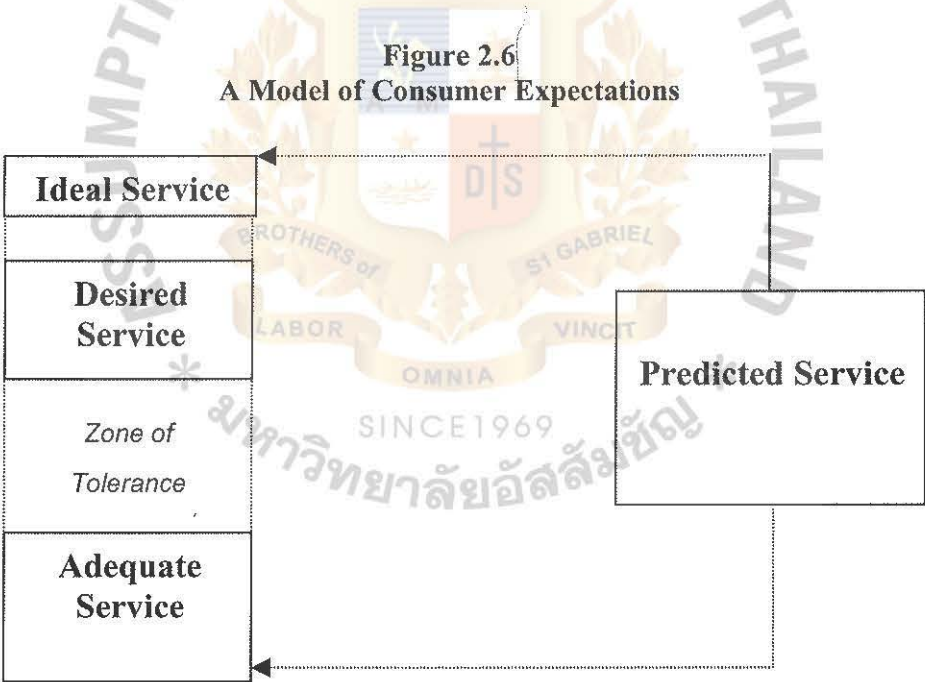
Clow, et al., (1991) stated that consumer expectation are pretrial beliefs consumer has about the performance of a service that are used as the standard or reference against which service performance is judged. Consumer expectations consists of five levels:

- ❑ *Ideal service level* is defined as the “wished-for” level of service consumer would like
- ❑ *Desired service level* is the level of performance the customer wants or hopes to receive from the service. In both of these situations, the desired level of service is lower than the ideal level of service.
- ❑ *Adequate service level* is the third level of consumer expectations. The adequate level of service is the minimum level of service the consumer will tolerate and accept without being dissatisfied. Between the adequate level of service and the desired level of service is an area that is defined as *the Zone of*



tolerance. Services performed in this zone will be acceptable to the consumer. Services performed below the adequate level of service and outside the zone will not be acceptable.

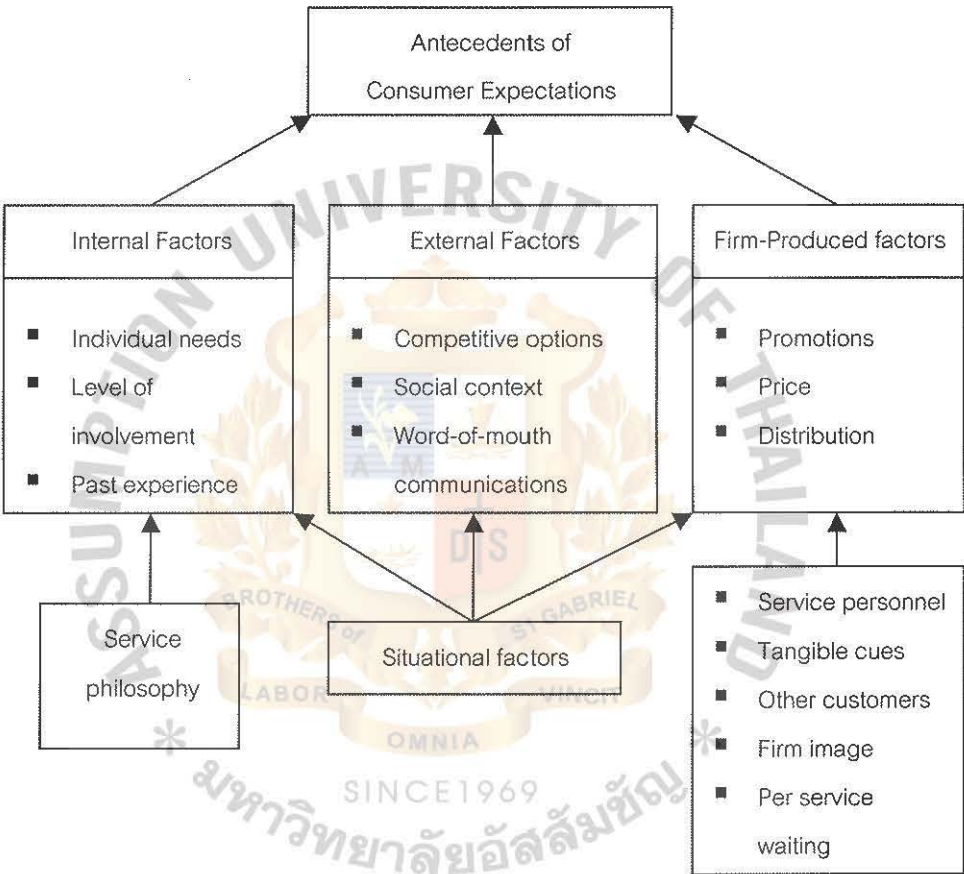
- *Predicted service level* is the lowest level of consumer expectations. The predicted service level is the level of service consumer actually expects from the service firm. The predicted level of service can range from the ideal level of service to the adequate level of service. The predicted level of service would be closer to the desired and ideal levels of service. The predicted level of service takes into consideration all of the circumstances of the service and modifies the consumer's expectations accordingly. Figure 2.6 illustrates the relationships among these levels.



Source: Adapted from Valarie A. Zeithaml, Leonard L. Berry, and A. Parasuraman. "The Nature and Determinants of Customer Expectations of Services", Journal of Academy of Marketing Science, Vol.21 (Winter 1993), pp. 1-12. Reprinted by permission of Sage Publications, Inc.

Antecedents of consumer expectations are impacted by an individual’s personal philosophy of service, situational factors, and the firm-related factors of service personnel, tangible cues, other customers, firm image, and per service waiting.

**Figure 2.7**  
**Antecedents of Consumer Expectations**



Source: David L. Kurtz (1993), *Marketing: Satisfying a Diverse Customerplace*, Southern Marketing Association, November, 99. 205-9.

Kotler, Boven, and Maken (1996) elaborated that expectations are based on the customer’s past buying experiences, the opinions of friends and associates, marketer, competitor information, and promise. Further, they said that the expectations of guest

are formed by company image, word-of-mouth, the company's promotional efforts, and price.

In the service quality literature the term "expectations" also differs from the way it is used in the consumer satisfaction literature, Parasuraman et al., (1988) mentioned that expectation in the satisfaction literature have been operationalized as predictions of service performance, while expectation in the service quality literature are viewed in terms of what service provider should offer.

The customer's zone of tolerance may also vary for different service attributes. Parasuraman, et al. (1988) found that customer evaluation of service quality occurs along five dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

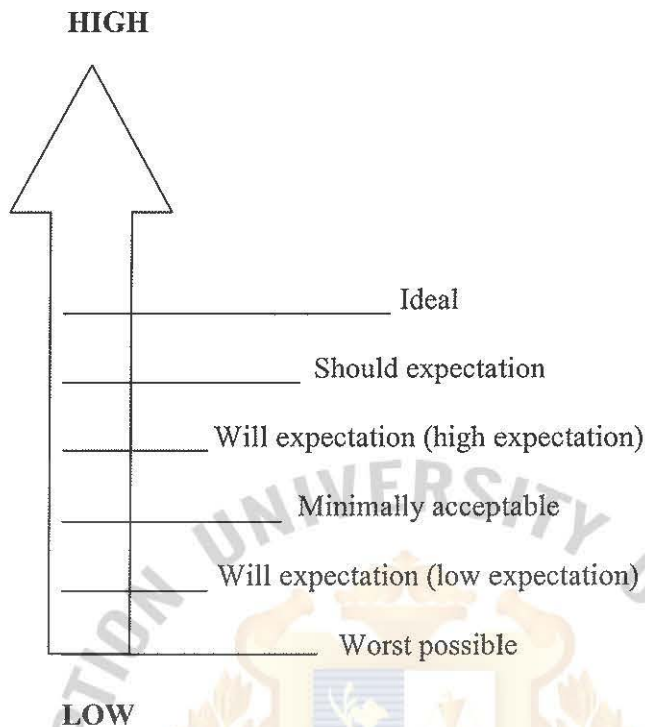
Satisfaction and delight are both strongly influenced by customer expectations, which are an array of possible outcomes that reflect what might, could, will, should, or had better not happen (Rust, et al., 1996).

There are several different kinds of expectations as defined in the following figure:

- ❑ The "will expectation" is the average level of quality that is predicted based on all known information as well as the expectation level most often meant by customers. If someone gets service exceeding his expectations, it generally means that the service was better than they had predicted.
- ❑ The "should expectation" is what customers feel they deserve from the transaction of service. What should happen is better than what the customer actually thinks will happen.
- ❑ The "ideal expectation" is what would happen under the best of circumstances.



**Figure 2.8**  
**The Hierarchy of Expectations**



Schneider and Boven (1995) argued that expectation includes what customers think “should” happen, what customers think “will” happen, what customers “realistically expect” to happen, and what customers regard as their “service ideal”. On the issue of intangibility of service, services tend to acts and processes yielding psychological (with which the customer approaches the service encounter) experiences more than physical possessions.

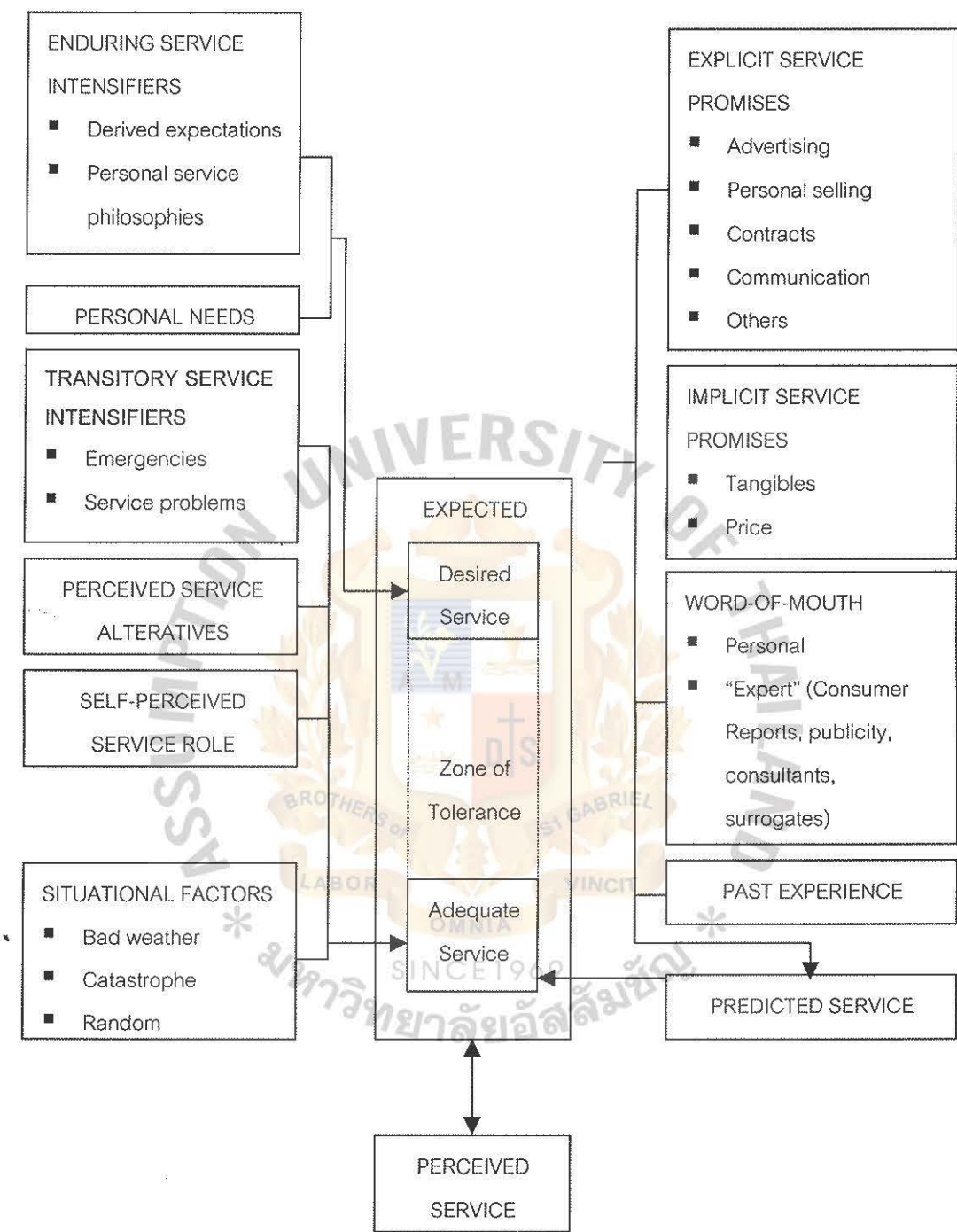
*OK* Parasuraman et al. (1991) elaborated the term expectations as a comparison standard commonly used in two different ways—what customers believe will occur in a service encounter (predictions) and what customers want to occur (desires). They also indicated two levels of expectations: a “desired level” and “adequate level”. The desired service level reflects the service the customer hopes to receive. It is a blend of

what the customer believes “can be” and “should be”. The adequate service level reflects what the customer finds acceptable; it is a function of the customer’s assessment of what the service “will be”, i.e., the customer’s predicted service level. The difference between the desired service level and the adequate service level can be called a zone of tolerance that customer considers satisfactory.

In their conception model, Parasuraman et al. (1991) summarized four main sections of service quality as following:

1. The expected service component, consisting of the desired level and the adequate level and consequently the zone of tolerance.
2. The antecedents of desired service such as enduring service intensifiers (=stable factors that lead the customer to a heightened sensitivity to service) and seasonal needs.
3. The antecedents of adequate service such as transitory service intensifiers (=temporary, usually short-term, individual factors that lead the customer to a heightened sensitivity to service), perceived service alternatives, self-perceived service role (=customers’ perceptions of the degree to which they themselves influence the level of service they receive) and all kinds of situational factors.
4. Antecedents of both predicted and desired service such as the explicit service promises made in advertising or personal selling, the implicit service promises (e.g. derived from tangibles or price), word-of-mouth communications, and past experiences.

**Figure 2.9**  
**Nature and Determinants of Customer Expectations of Service**



Source: A. Parasuraman, Leonard L. Berry (1991) “Two Level of Expectations” p.58.



Prakash (1984) formulates “normative expectations”, i.e., how a brand should perform in order for the consumer to be completely satisfied. He further proposed “comparative expectations” which are the consumer expectations from other similar brands. Swan, Trawick (1980) “desired expectations”, defined as the level at which the customer wanted the product to perform.

Miller (1977) said that minimum tolerable expectation, the bottom level of performance acceptable to the customer. A performance level below the tolerance zone will engender customer frustration and decrease customer loyalty. If a performance level is above the tolerance zone, it will pleasantly surprise customers and strengthen their loyalty. Further evidence for these explanations is that customers' expectation levels both desired service level and adequate level. There are dynamic and fluctuate in response to a variety of factors, which included enduring service intensifiers, personal needs, transitory service intensifiers, perceived service alternatives, self-perceived service role, explicit service promises, implicit service promises, word-of-mouth communications, and past experience.

#### 2.8.2 Consumer Perception

Morrison (1996) defined the Perception as the process by which an individual selects, organizes, and interprets information inputs to create a meaningful picture of the world. The perceptual process that makes people has difference views of the world: perceptual screens or filters, perceptual biases, selective retention, and perceptual process or closure.

Perception as customers' beliefs concerning the service received and experienced. People differ in their perception of reality depending on their own experiences, life histories, and personal situations (Parasuraman, et al., 1985).

## **2.9 Empirical Studies**

Nowadays, service quality is the major factor that the service providers use to meet or exceed customer expectations. Many researchers had done many of the SERVQUAL studies in different businesses as shown in the followings:

Kholthanasep (2001) studied the customer expectations and perceptions of service quality of the first class hotels in Bangkok metropolitan area. He found that there were significant differences between expectations and perceptions of service quality of the first class hotels in Bangkok. Besides, income and education levels are the factors that differ the people to have different expectations and perceptions of service quality.

Ngandee (2000) studied the relationship between service quality and customer satisfactions on a private driving range in Bangkok, Thailand. He found that there were significant difference between expectations and perceived service quality along reliability and assurance of service quality.

Kittisatien (1999) studied the employee expectations and perceptions on human resources deliverable service quality in relation to employee satisfaction. A case study of PST company, he found that the SERVQUAL instrument was developed to measure employees perceptions of service quality at PST. Most respondents recognized the potential importance of the quality of human resources to the organization's competitive advantages and they also pointed to the fact that human resources deliverable service did not meet their satisfaction in their evaluation of human resources service quality performance. Further, the differences between expectations of service by excellent human resources and perception of human resources service quality at PST were statistically significant.

## **2.10 Criticism of SERVQUAL**

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms, which are detailed below:

### **(1) Theoretical:** (Cronin et al., 1992, 1994)

- Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.
- Gaps model: there is little evidence that customers assess service quality in terms of P? E gaps.
- Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.
- Dimensionality: SERVQUAL's five dimensions are not universals; the number of dimensions comprising SQ is contextualized; items do not always load on to the factors which one would a priori expect; and there is a high degree of intercorrelation between the five RATER dimensions.

### **(2) Operational:**

- Expectations: the term expectation is polysemic; consumers use standards other than expectations to evaluate SQ; and SERVQUAL fails to measure absolute SQ expectations.
- Item composition: four or five items can not capture the variability within each SQ dimension.
- Moments of truth (MOT): customers' assessments of SQ may vary from MOT to MOT.
- Polarity: the reversed polarity of items in the scale causes respondent error.



- Scale points: the seven-point Likert scale is flawed.
- Two administrations: two administrations of the instrument causes boredom and confusion.
- Variance extracted: the over SERVQUAL score accounts for a disappointing proportion of item variances.

Babakus and Boller (1992) found the use of a "gap" approach to Service Quality measurement "intuitively appealing" but suspected that the "difference scores do not provide any additional information beyond that already contained in the perceptions component of the SERVQUAL scale". They found that the dominant contributor to the gap score was the perceptions score because of a generalized response tendency to rate expectations high.

A further criticism is that SERVQUAL fails to capture the dynamics of changing expectations. Consumers learn from experiences. The inference in much of Parasuraman et al.'s work is that expectations rise over time. An E-score of seven in 1986 may not necessarily mean the same as an E-score in 1996. Expectations may also fall over time (e.g. in the health service setting). Grönroos (1993) recognizes this weakness in our understanding of SQ, and has called for a new phase of service quality research to focus on the dynamics of service quality evaluation. Wotruba and Tyagi (1991) agree that more work is needed on how expectations are formed and changed over time.

Parasuraman et al. (1993, 1994) defended the above criticism by arguing that the deficiencies of the difference-score conceptualisation are not as severe as they are made out to be: 'The superior predictive power of the P-only (perceptions) measure must be balanced against its inferior diagnostic value'. Furthermore they argue that

the difference-score formulation 'provides richer, more accurate diagnostics for improving service quality' (1993) and that managers can continue to have confidence in the difference-score conceptualisation of SERVQUAL. The use of difference scores is nevertheless questionable and further research is deemed necessary.

### 2.11 Managerial Implication

The results reported by various researchers suggest that the construct validity of SERVQUAL should be examined on an industry-by-industry basis before it is used to gather consumers' perceptions of service quality. Managers are advised to carefully consider which issues are important to service quality in their specific environments and to modify the SERVQUAL scale as needed. The non-difference-score version of the scale can serve as a useful starting point for these modifications.

Cronin & Taylor (1992, 1994) have suggested a performance-based measure of service as an improved means of measuring the service quality construct. They have consistently argued that managers should not include consumer expectations in measures of service quality, although expectations can impart valuable information 'if their unique effect on purchase behaviors and performance perceptions are conceptualized properly'. In addition to performance-based measures, performance-based maps would be of benefit.

Other researchers have provided a means of overcoming psychometric problems with SERVQUAL. Brown et al. (1993) and Carman (1990) suggested that statements be rephrased and that respondents record their evaluation on a scale ranging from

'much worse than I expected' through 'neutral' and 'much better than I expected'.

Other issues listed in this article also need to be carefully considered before managers apply SERVQUAL to a particular setting. The continuing debate about SERVQUAL is encouraging for managers, as a universally acceptable tool should begin to emerge once the conceptual, methodological and interpretive issues surrounding SERVQUAL are resolved.

Presently, however, an important implication is that managers should not treat SERVQUAL as an 'off the shelf' (Finn & Lamb 1991) measure of perceived quality. Considerable refinement is needed for specific companies and industries before applying the model.





## Chapter III

### Research Frameworks

This chapter consists of a discussion of the research frameworks. It consists of the theoretical framework that the researcher used in order to form the conceptual framework. It also shows the research hypothesis and operationalization of selected variables. A review of literature is used to develop the conceptual framework of customer expectations and perceptions, as well as, the service quality model which will be used to illustrate whether the service quality of The Clark Hatch Fitness Center at Silom Road branch meets customer expectations or not.

#### **3.1 Theoretical Framework**

The theoretical framework that the researcher uses as reference for this study is the model of customer assessment of service quality, which explains the process of customer expectations and perceptions of the SERVQUAL dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) of The Clark Hatch Fitness Center.

The explanations of 5 factors of the SERVQUAL dimensions are as following:

- **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 knowledge to meet the demand.

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

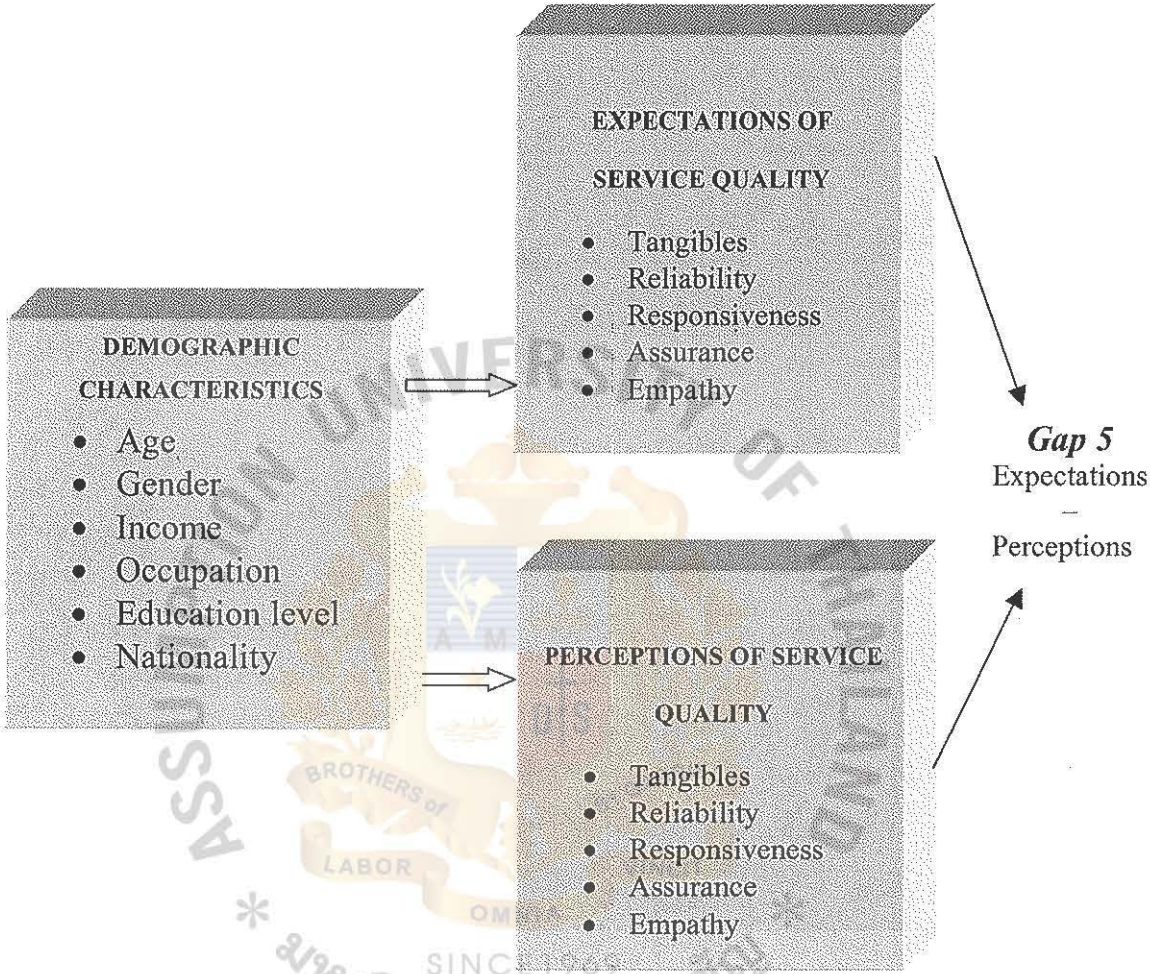
### **3.2 Conceptual Framework**

The Conceptual Model is adapted from the theoretical framework of SERVQUAL dimensions, which focuses only on *Gap 5*. *Gap 5* is the difference between expected service quality and perceptions of service quality.

For the Demographic Characteristics, the researcher uses these factors as the dependent variable in order to measure differences of each group of members' expectations and perceptions of the service quality.



Figure 3.1  
CONCEPTUAL MODEL





### **3.3 Research Hypotheses**

The research hypotheses tested in this study are as follows:

H<sub>01</sub>: There is no difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a1</sub>: There is a difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>02</sub>: There is no difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a2</sub>: There is a difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>03</sub>: There is no difference in terms of reliability between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a3</sub>: There is a difference in terms of reliability between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>04</sub>: There is no difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a4</sub>: There is a difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>o5</sub>: There is no difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a5</sub>: There is a difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>o6</sub>: There is no difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>a6</sub>: There is a difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

H<sub>o7</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.

H<sub>a7</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.

H<sub>o8</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

H<sub>a8</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

H<sub>o9</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

H<sub>a9</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

H<sub>o10</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented occupation.

H<sub>a10</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.

H<sub>o11</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level.

H<sub>a11</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level.

H<sub>o12</sub>: There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

H<sub>a12</sub>: There is a difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

H<sub>o13</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.



H<sub>a13</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.

H<sub>o14</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

H<sub>a14</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

H<sub>o15</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

H<sub>a15</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

H<sub>o16</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.

H<sub>a16</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.

H<sub>o17</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level.

H<sub>a17</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level.

H<sub>o18</sub>: There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

H<sub>a18</sub>: There is a difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

### 3.4 Operationalization of the Independent and Dependent Variables

The operational table shown below provides the conceptual definition and operational component of each, both independent and dependent. Moreover, the table indicates how each research hypothesis was measured.

**Table 3.1**  
**Operational Definition of Influencing Variables and Measurement**

| Concept    | Conceptual Definition                               | Operational Component  | Type of Measurement |
|------------|---|--|---------------------|
| Age        | It refers to the age of the respondents.            | <ul style="list-style-type: none"> <li>- Less than 20yrs.</li> <li>- 21-30yrs.</li> <li>- 31-40yrs.</li> <li>- 41-50yrs.</li> <li>- Above 50yrs</li> </ul>                                       | Ordinal             |
| Gender     | It refers to the gender or sex of the respondents.  | <ul style="list-style-type: none"> <li>- Male</li> <li>- Female</li> </ul>   | Nominal             |
| Income     | It refers to the monthly income of the respondents. | <ul style="list-style-type: none"> <li>- Less than 10,000</li> <li>- 10,001-20,000</li> <li>- 20,001-30,000</li> <li>- 30,001-40,000</li> <li>- 40,001-50,000</li> <li>- Above 50,000</li> </ul> | Ordinal             |
| Occupation | It refers to the occupation of respondents.         | <ul style="list-style-type: none"> <li>- Government officer</li> <li>- Business owner</li> <li>- Merchant</li> </ul>   | Nominal             |

|                        |  |  |                |
|------------------------|--|--|----------------|
|                        |  | <ul style="list-style-type: none"> <li>- Private officer</li> <li>- Self-employed</li> <li>- Student</li> <li>- Retired</li> <li>- Others</li> </ul> |                |
| <b>Education Level</b> | It refers to the educational level of the respondents.                                   | <ul style="list-style-type: none"> <li>- Under Bachelors degree</li> <li>- Bachelors degree</li> <li>- Masters degree</li> <li>- Others</li> </ul>   | <b>Ordinal</b> |
| <b>Nationality</b>     | It refers to the condition or fact of belonging to a nation by birth or nationalization. | <ul style="list-style-type: none"> <li>- Thais</li> <li>- Foreigners</li> </ul>  | <b>Nominal</b> |

|                       |  |   |                 |
|-----------------------|--|---|-----------------|
| <b>Tangibles</b>      | It refers to the appearance of physical facilities, equipment, personnel, and communication materials.                           | <ul style="list-style-type: none"> <li>- Equipment</li> <li>- Physical facilities' appearance</li> <li>- Employee's appearance</li> </ul> | <b>Interval</b> |
| <b>Reliability</b>    | It refers to the ability to perform the promised service dependably and accurately.  | <ul style="list-style-type: none"> <li>- Time&amp;service reliability</li> <li>- Dependability</li> <li>- Service accurately</li> </ul>   | <b>Interval</b> |
| <b>Responsiveness</b> | It refers to the customers' perception of the willingness to help customers and provide prompt service.                          | <ul style="list-style-type: none"> <li>- Willingness to help customer</li> <li>- Staffs' ability</li> <li>- Prompt service</li> </ul>     | <b>Interval</b> |
| <b>Assurance</b>      | It refers to the customers' trust and confidence in the service and also the courtesy and competence of service providers.       | <ul style="list-style-type: none"> <li>- Trust</li> <li>- Safety</li> <li>- Polite</li> </ul>   | <b>Interval</b> |
| <b>Empathy</b>        | It refers to the caring, making effort to understand the specific needs of customers, and giving customers individual attention. | <ul style="list-style-type: none"> <li>- Caring</li> <li>- Individual attention</li> <li>- Understand customer needs</li> </ul>           | <b>Interval</b> |



## Chapter IV

### Research Methodology

This study measured the service quality of The Clark Hatch Fitness Center in order to evaluate the difference between customer expectations and perceptions of service quality that the center provides. This chapter discusses the methodology for the research, which includes research method, respondents and sampling procedures, research instruments/questionnaire, collection of data, and statistical treatment of data.

#### **4.1 Methods of Research Used**

This research study used survey as a research design. Survey technique usually gathers information from people by use of questionnaire for the primary purpose of describing or predicting some phenomena. This method will provide direct communication where the researcher gathers information through face-to-face contact with respondents.

This study measured the difference between customer expectations and their perceptions of service quality of The Clark Hatch Fitness Center. The “gap 5” of service quality model instrument developed by Parasuraman, et al. (1988) has been used to develop the conceptual model of this study. The 5 dimensions of SERVQUAL model consists of: tangibles, reliability, responsiveness, assurance, and empathy. Hence, the questionnaire had been developed by Parasuraman to measure the customer expectations and perceptions of the service provider and this has been used as a tool in data collection method. A total of 49 questions can be separated into 3 sets of questions. First a total of 22 questions are set to measure the customer expectations and another 22 questions for the perceptions of service quality. The remaining 6

questions are on the personal data or demographic characteristics of respondents. The 5-point Likert scale is used as the indicator measuring the degree of the opinions.

## **4.2 Respondents and Sampling procedures**

### **4.2.1 Sample Size**

The total number of members of The Clark Hatch Fitness Center at Silom Road is 300 persons (this is the maximum number that the fitness center can accommodate). The 300 persons define a population of interest of all the members in the center. In this study, the research decided to use the entire of population as the sample size. It means that this researcher uses a census, a complete enumeration of the elements of a population or study objects or involves a complete count of all the elements in a population (Malholtra, 2002). This study used the SERVQUAL dimensions questionnaire to ask The Clark Hatch Fitness Center' customers. The 300 sets of self-administered questionnaires were distributed to both Thais and foreigners during the months of November, December 2002, and January 2003.

The researcher has spent between 3 p.m. to 6 p.m. on working days (Wednesday to Friday) and 10 a.m. to 12 a.m. and 2 p.m. to 4 p.m. on the weekend (Saturday and Sunday) to distribute the questionnaires to the current members of the Clark Hatch Fitness Center at Silom Road branch. The researcher was allowed by the Secretary of the manager to distribute the questionnaires in front of the elevator that was the only way the members could enter and leave the center. However, only 277 of all 300 members agreed with the researcher request to.

**4.3 Research Instruments/Questionnaire**

Parasuraman et al. (1993) stated that the reliability of the SERVQUAL instrument has been shown to be consistently high. Bolton and Drew (1991) supported the findings of Parasuraman et al. concerning the importance of the gap between performance and expectations in determining overall service quality. Though it was originally designed to be a generic instrument for measuring service quality at any sector.

**4.3.1 Research Questions**

Three sections of questionnaire in this study are concerned with the difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center’ customers.

Part I: The demographic characteristics consist of 5 questions about the personal data – age, gender, occupation, income, educational level and nationality.

Part II: This section consists of 22 questions asking for data on the customer expectations of the service quality of Fitness Center. A five point Likert-scale is used to indicate the degree respondents assign to each question:

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

Part III: This part consists of 22 questions asking for the service quality that customers perceived the service from The Clark Hatch Fitness Center. A five point Likert-scale is used to indicate the degree respondents assign to each question:

- Strongly Disagree     1



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

#### 4.3.2 Sub-questions

The questions on both customer expectations and perceptions of service quality are grouped into five SERVQUAL dimensions as follows:

1. Tangibles consists of question nos.1-4, which involve the physical evidence of the service such as physical facilities, appearance of personnel, tools or equipment used to provide the service, and the physical representations of the service.
2. Reliability consists of question nos. 5-9, which involve the consistency of performance, dependability, and honoring its promises such as keeping record correctly, and performing the service at the designated time.
3. Responsiveness consists of question nos. 10-13, which involve the willingness or readiness of employees to provide service and speed of service such as in giving prompt service and the willingness to help customers.
4. Assurance consists of question nos. 14-17, which involve the knowledge and courtesy of employees and their ability to convey trust and confidence such as skills and knowledge to perform service, company reputation, and physical safety.
5. Empathy consists of question nos. 18-22, which involve the approachability and ease of contact, caring, making the effort to understand the customer's needs, keeping customer's informed in language that customers can understand.

#### 4.3.3 Pilot test the questionnaire

In this research, the questionnaire pre-tested twenty respondents who are the members of The Clark Hatch Fitness Center at the branch located on Charn Issara Tower II. The questionnaires were distributed according to the nationality of the respondents those were separated to Thais and Foreigners

**Table 4.1**  
**Reliability Analysis-Scale (Cronbach's Coefficient Alpha)**

| Service dimension                | Expectations | Perception   |
|----------------------------------|--------------|--------------|
| Tangibles (questions 1-4)        | .8762        | .8291        |
| Reliability (questions 5-9)      | .8584        | .8085        |
| Responsiveness (questions 10-13) | .8871        | .9197        |
| Assurance (questions 14-17)      | .8542        | .9066        |
| Empathy (questions 18-22)        | .8085        | .9320        |
| <b>Total</b>                     | <b>.8717</b> | <b>.9470</b> |
| <b>Grand total</b>               |              | <b>.9036</b> |

From the table 4.1, the result of reliability analysis on each group of questions can be concluded that the SERVQUAL questionnaires in this research are sufficient for examining the service quality of Fitness Center because the reliability value of each group is at greater than 0.6.

Sekaran (1992) mentioned that if the reliability value is at least 0.6, it is considered reliable.

#### **4.4 Collection of Data/Gathering Procedures**

In this study, the data will be collected from primary as well as secondary sources.

- **Secondary data collection:** is from several sources included electronic journals, English management journals, articles as well as academic textbook via Internet and libraries sources. Various textbooks on Health care and Fitness Management, or business research methods and so on are also included.
- **Primary data:** will be collected via questionnaire (Self-Administered Questionnaire).

The researcher will approach the respondents by distributing the questionnaire at The Clark Hatch Fitness Center at Silom Road. According to the research design purpose, there is no sampling, the researcher will distribute the questionnaire to all 300 the members of The Clark Hatch Fitness Center at Silom Road. The questionnaires will be handed to respondents with clear explanations on the purpose of this research. In order to ensure that the respondents understand terminologies used in the questionnaire. The primary data collection process is planed to last in January 2003.

#### **4.5 Statistical Treatment of Data**

According to the statement of problem shown in Chapter 1 of this research, the researcher applied appropriate statistical treatment to each question using the Statistical Package for Social Science – SPSS with the following categories:

**Part I:** Descriptive Statistics is used to explain the demographic characteristics of the respondents, such as mean, median, standard deviation, range, and frequency analysis.



**Part II:** The Inferential Statistics (ANOVA and *t*-Test) is used to determine the difference among groups and between groups of different demographic characteristics on the customer expected and the perceptions of service quality.

**Table 4.2**  
**Decision rules for hypothesis testing**

| Hypothesis             | Hypothesis Statement  | Hypothesis Testing Technique               |
|------------------------|---|--|
| <b>H<sub>01</sub>:</b> | There is no difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.                         | <b>Paired - Samples<br/><i>t</i>- Test</b> |
| <b>H<sub>02</sub>:</b> | There is no difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.   | <b>Paired - Samples<br/><i>t</i>- Test</b> |
| <b>H<sub>03</sub>:</b> | There is no difference in terms of reliability between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. | <b>Paired - Samples<br/><i>t</i>- Test</b> |

|                         |  |  |
|-------------------------|--|--|
| <b>H<sub>04</sub>:</b>  | There is no difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. | <b>Paired - Samples<br/><i>t</i>- Test</b> |
| <b>H<sub>05</sub>:</b>  | There is no difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.      | <b>Paired - Samples<br/><i>t</i>- Test</b> |
| <b>H<sub>06</sub>:</b>  | There is no difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.        | <b>Paired - Samples<br/><i>t</i>- Test</b> |
| <b>H<sub>07</sub>:</b>  | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.                      | <b>ANOVA</b>                               |
| <b>H<sub>08</sub>:</b>  | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.                   | <b>ANOVA</b>                               |
| <b>H<sub>09</sub>:</b>  | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.             | <b>ANOVA</b>                               |
| <b>H<sub>010</sub>:</b> | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.               | <b>ANOVA</b>                               |
| <b>H<sub>011</sub>:</b> | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom   |  |

|                         |  |              |
|-------------------------|--|--------------|
|                         | Road branch when segmented by education level.   | <b>ANOVA</b> |
| <b>H<sub>012</sub>:</b> | There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.    | <b>ANOVA</b> |
| <b>H<sub>013</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.             | <b>ANOVA</b> |
| <b>H<sub>014</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.          | <b>ANOVA</b> |
| <b>H<sub>015</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.    | <b>ANOVA</b> |
| <b>H<sub>016</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.      | <b>ANOVA</b> |
| <b>H<sub>017</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level. | <b>ANOVA</b> |
| <b>H<sub>018</sub>:</b> | There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.     | <b>ANOVA</b> |



## **Chapter V**

### **Presentation of Data and Critical Discussion of Results**

This chapter is primarily concerned with the results of the survey from the procedures discussed earlier in Chapter 4. The objectives of this study are to identify the SERVQUAL dimensions that customers use to evaluate The Clark Hatch Fitness Center at Silom Road branch. It also uses to study the customers' expectations towards the service quality that should be provided by The Clark Hatch Fitness Center at Silom Road branch together with the objective to evaluate the perception of service quality that customers obtained after using the services provided by The Clark Hatch Fitness Center at Silom Road branch.

The 277 sets of SERVQUAL questionnaire asked about personal data and 22 questions each of expectations, perceptions were contributed and collected among November and December 2002 until February 2003. The respondents are the present members of The Clark Hatch Fitness Center at Silom Road branch. The analyzed data presentation and interpretation of the findings consist of the following sections:

- 1) Description of Demographic Characteristics – which will be presented by frequency and percentage of personal data.
- 2) Reliability Analysis – which will be used to measure the reliability of the five dimensions of service quality by Cronbach's Coefficients Alpha, and
- 3) Hypothesis Testing – which will be used to measure the service quality through the five dimensions of SERVQUAL when, segmented by different demographic characteristics.

**5.1 Description of Demographic Characteristics**

Table 5.1 shows the demographic characteristics of respondents who are the present member of The Clark Hatch Fitness Center at Silom Road branch. In this study, age, gender, occupation, income level, educational level, and nationality are included as the factors in demographic characteristics.

Table 5.1  
Summary of Respondents by Demographic Characteristics

| Demographic Characteristics | Frequency | Percentage (%) |
|-----------------------------|-----------|----------------|
| Age:                        |           |                |
| Less than 18 yrs.           | 22        | 7.9            |
| 18-30 yrs.                  | 93        | 33.6           |
| 31-40 yrs.                  | 94        | 33.9           |
| 41-50 yrs.                  | 52        | 18.8           |
| 51-60 yrs.                  | 16        | 5.8            |
| Above 60 yrs.               | 0         | 0.0            |
| Total                       | 277       | 100.0          |
| Gender:                     |           |                |
| Female                      | 132       | 47.7           |
| Male                        | 145       | 52.3           |
| Total                       | 277       | 100.0          |
| Occupation:                 |           |                |
| Government officer          | 35        | 12.6           |
| Business owner              | 42        | 15.2           |
| Merchant                    | 6         | 2.2            |
| Private officer             | 90        | 32.5           |
| Self-employed               | 40        | 14.4           |
| Student                     | 53        | 19.1           |

|                      |     |       |
|----------------------|-----|-------|
| Retired              | 3   | 1.1   |
| Others               | 8   | 2.9   |
| Total                | 277 | 100.0 |
|                      |     |       |
| Educational level    |     |       |
| Under Bachelor level | 110 | 39.7  |
| Bachelor level       | 135 | 48.7  |
| Master level         | 32  | 11.6  |
| Others               | 0   | 0.0   |
| Total                | 277 | 100.0 |
|                      |     |       |
| Income level (baht)  |     |       |
| Less than 10,000     | 37  | 13.4  |
| 10,000-20,000        | 62  | 22.4  |
| 20,001-30,000        | 97  | 35.0  |
| 30,001-40,000        | 45  | 16.2  |
| 40,001-50,000        | 28  | 10.1  |
| Above 50,000         | 8   | 2.9   |
| Total                | 277 | 100.0 |
|                      |     |       |
| Naitonality          |     |       |
| Thais                | 162 | 58.48 |
| Foreigners           | 115 | 41.52 |
| Total                | 277 | 100.0 |

The highest percentages of the age category (33.9%) of The Clark Hatch Fitness Center' members were the respondents aged between 31 to 40 years old. The following percentages of the age category (33.6%) were the respondents aged between 18 to 30 years old. Those aged between 41 to 50 years old were represented by 18.8%, Those aged less than 18 and between 51 to 60 were represented by 7.9% and 5.8% respectively. Whereas, there were no respondents (0%) aged more than 60 years old.



The gender of the respondents of this research using the service of The Clark Hatch Fitness Center at Silom Road composed of 47.7% female and 43.1% of male respondents.

Among the 277 respondents, the highest percentage of the occupation of the respondents was the private officer represented by 32.5%. The second highest numbers of respondents (19.1%), who are using the service, are students, and a total of 15.2% of the respondents are business owners. Self-employed represented 14.4%, 12.6% of the respondents are working for the government, there are 2.9% of the respondents who did not identify their occupation. Merchant represented 2.2%, whereas, 1.1% of the respondents are people who are retired.

For the education level of the respondents, the top percentage is 48.7% for the respondents who have bachelor degrees. This is followed by 39.7% of the respondents who have education level under bachelor degree. The lowest percentage of education level of the respondents who are using the services of the Clark Hatch Fitness Center is 11.6% for the master degree.

In reference to income, the highest percentage is 35.0% for the respondents who have an income from 20,001 to 30,000 baht. The following level of income between 10,000 to 20,000 baht was represented by 22.4%. The level of income between 30,001 to 40,000 was represented by 16.2%. A total of 13.4% and 10.1% represented the income level that is less than 10,000 baht and in between 40,001 to 50,000 baht. While, there is the minority group of respondents who have an income per month of more than 50,000 baht that was represented by 2.9%.

While the nationality of the respondents of the center composed of 58.48% Thais and 41.52% of foreigners.

This research concentrates on finding out the most critical SERVQUAL dimension in customers' assessment of expectations and perceptions of service quality when classified by – tangibles, reliability, responsiveness, assurance, and empathy. Tables 5.2, 5.3, 5.4, and 5.5 present the overall means of customer expectations and perceptions along each dimension. This study has also summarized the differences in terms of nationality of customers using the health center.

Table 5.2  
Summary of the **Expectations** along SERVQUAL dimensions – **Thais**

| Service Dimension | Mean  | Percentage | Ranking |
|-------------------|-------|------------|---------|
| Tangibles         | 17.30 | 19.04      | 3       |
| Reliability       | 21.60 | 23.76      | 1       |
| Responsiveness    | 15.17 | 16.69      | 5       |
| Assurance         | 17.30 | 19.04      | 4       |
| Empathy           | 19.51 | 21.47      | 2       |
| Total             | 90.88 | 100.00     |         |

From the results as shown in Table 5.2, the most considered SERVQUAL dimension for the members who are Thais was reliability, which is followed by empathy, tangibles, assurance, and responsiveness respectively.

Table 5.3  
Summary of the **Expectations** along SERVQUAL dimensions -- **Foreigners**

| Service Dimension | Mean  | Percentage | Ranking |
|-------------------|-------|------------|---------|
| Tangibles         | 17.43 | 19.23      | 3       |
| Reliability       | 21.52 | 23.74      | 1       |
| Responsiveness    | 15.39 | 16.98      | 5       |
| Assurance         | 16.96 | 18.72      | 4       |
| Empathy           | 19.33 | 21.33      | 2       |
| Total             | 90.63 | 100.00     |         |

From the results as shown in Table 5.3, the most considered SERVQUAL dimension for the members who are foreigners was reliability, which is followed by empathy, tangibles, assurance, and responsiveness respectively.

Table 5.4

Summary of the **Perceptions** along SERVQUAL dimensions -- **Thais**

| Service Dimension | Mean  | Percentage | Ranking |
|-------------------|-------|------------|---------|
| Tangibles         | 14.36 | 18.60      | 4       |
| Reliability       | 17.75 | 22.99      | 1       |
| Responsiveness    | 14.07 | 18.23      | 5       |
| Assurance         | 14.63 | 18.95      | 3       |
| Empathy           | 16.39 | 21.23      | 2       |
| Total             | 77.20 | 100.00     |         |

From the results as shown in Table 5.4, the most perceived SERVQUAL dimensions for the members who are Thai people was reliability, which is followed by empathy, assurance, tangibles, and responsiveness respectively.

Table 5.5

Summary of the **Perceptions** along SERVQUAL dimensions -- **Foreigners**

| Service Dimension | Mean  | Percentage | Ranking |
|-------------------|-------|------------|---------|
| Tangibles         | 14.65 | 18.70      | 4       |
| Reliability       | 18.03 | 23.02      | 1       |
| Responsiveness    | 14.28 | 18.23      | 5       |
| Assurance         | 14.86 | 18.97      | 3       |
| Empathy           | 16.52 | 21.08      | 2       |
| Total             | 78.34 | 100.00     |         |



From the results as shown in Table 5.5, the most perceived SERVQUAL dimensions for the members who are foreigners was reliability, which is followed by empathy, assurance, tangibles, and responsiveness respectively.

## **5.2 Hypotheses Testing**

This research focused on the assessment of customer expectations and perceptions of service quality from The Clark Hatch Fitness Center at Silom Road branch. The hypothesis statements as indicated in Chapter 4 consisted of sixteen hypotheses, which were classified into two groups. The first group of hypotheses were evaluated by using the two-tailed paired sample t-tests for testing the significance of the difference between customer expectations and perceptions of service quality provided by The Clark Hatch Fitness Center at Silom Road branch. The another is to test the significance of the difference between customer expectations and perceptions of service quality when segmented by five-dimensions of SERVQUAL. The latter group consisted of ten hypotheses measuring the differences of customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by demographic characteristics. These hypotheses are measured by using a One-Way Analysis of Variance (ANOVA) to determine whether statically significant differences of the means occur between two or more groups.

### **Hypothesis one ( $H_1$ )**

Null hypothesis one ( $H_{01}$ ): There is no difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.6, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significance difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.6  
T-test for the difference between customer expectations and perceptions of service quality

|        |                      | Paired Differences |                |                 |   |       | t      | df  | Sig. (2-tailed) |
|--------|----------------------|--------------------|----------------|-----------------|---|-------|--------|-----|-----------------|
|        |                      | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |     |                 |
|        |                      |                    |                |                 | Lower                                     | Upper |        |     |                 |
| Pair 1 | EXPECTAT<br>PERCEPTI | .5829              | .68156         | .04095          | .5023                                     | .6635 | 14.233 | 276 | .000            |

The Paired-Samples T-Test as shown in Table 5.6, indicates that there was a statistically significant difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch, with a 2-tailed significance of .000, which is less than .05. It means that the null hypothesis stating there is no difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch is rejected.  
(H<sub>01</sub>: Rejected)

Hypothesis two (H<sub>2</sub>)

Null hypothesis two (H<sub>02</sub>): There is no difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.7, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significant differences in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.7  
T-test for the difference in terms of tangibles between customer expectations and perceptions of service quality

|        |                      | Paired Differences |                |                 |   |       | t      | df  | Sig. (2-tailed) |
|--------|----------------------|--------------------|----------------|-----------------|---|-------|--------|-----|-----------------|
|        |                      | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |     |                 |
|        |                      |                    |                |                 | Lower                                     | Upper |        |     |                 |
| Pair 2 | EXP.TANG<br>PER.TANG | .7121              | .62112         | .03732          | .6386                                     | .7856 | 19.081 | 276 | .000            |

The Paired-Samples T-Test as shown in Table 5.7, indicates that there was a statistically significant difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch, with a 2-tailed significance of .000, which is less than .05. It means that the null hypothesis of the first hypothesis stating that there is no difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch is rejected. ( $H_{02}$  Rejected)



Hypothesis three ( $H_3$ )

Null hypothesis three ( $H_{03}$ ): There is no difference in terms of reliability between customer expectations and perceptions service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.8, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significance difference in terms of reliability between customer expectations and perceptions service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.8  
T-test for the difference in terms of reliability between customer expectations and perceptions of service quality

|  |  | Paired Differences |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|--|--|--------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

The Paired-Samples T-Test as shown in Table 5.8, indicates that there was a statistically significant difference in terms of reliability between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch, with a 2-tailed significance of .000, which is less than .05. It means that the null hypothesis of the first hypothesis stating that there is no difference in terms of reliability between customer expectations and perceptions of service

quality of The Clark Hatch Fitness Center at Silom Road branch is rejected. ( $H_{03}$ : Rejected)

Hypothesis four ( $H_4$ )

Null hypothesis four ( $H_{04}$ ): There is no difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.9, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significance difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.9

T-test for the difference in terms of responsiveness between customer expectations and perceptions of service quality

|        |          | Paired Differences |                | OMNIA           |   |       | t     | df  | Sig. (2-tailed) |
|--------|----------|--------------------|----------------|-----------------|---|-------|-------|-----|-----------------|
|        |          | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |       |     |                 |
|        |          |                    |                |                 | Lower                                     | Upper |       |     |                 |
| Pair 4 | EXP.RESP | .2635              | 1.28697        | .07733          | .1113                                     | .4158 | 3.408 | 276 | .001            |
|        | PER.RESP |                    |                |                 |   |       |       |     |                 |

The Paired-Samples T-Test as shown in Table 5.9, indicates that there was a statistically significant difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at

Silom Road branch, with a 2-tailed significance of .001, which is less than .05. It means that the null hypothesis of the first hypothesis stating that there is no difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch is rejected. ( $H_{04}$ : Rejected)

Hypothesis five ( $H_5$ )

Null hypothesis five ( $H_{05}$ ): There is no difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.10, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significance difference in terms of assurance between customer expectations and perceptions service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.10

T-test for the difference in terms of assurance between customer expectations and perceptions of service quality

|        |          | Paired Differences |                |                 |   |       |        | t   | df | Sig. (2-tailed) |
|--------|----------|--------------------|----------------|-----------------|---|-------|--------|-----|----|-----------------|
|        |          | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |     |    |                 |
|        |          |                    |                |                 | Lower                                     | Upper |        |     |    |                 |
| Pair 5 | EXP.ASSU | .5569              | .89820         | .05397          | .4506                                     | .6631 | 10.318 | 276 |    | .000            |
|        | PER.ASSU |                    |                |                 |   |       |        |     |    |                 |



The Paired-Samples T-Test as shown in Table 5.10, indicates that there was a statistically significant difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch, with a 2-tailed significance of .000 which is less than .05. It means that the null hypothesis of the first hypothesis stating that there is no difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch is rejected.

( $H_{05}$  Rejected)

Hypothesis six ( $H_6$ )

Null hypothesis six ( $H_{06}$ ): There is no difference in terms of empathy between customer expectations and perceptions service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.11, the null hypothesis is evaluated by using the two-tailed paired samples T-tests to test the significance difference in terms of empathy between customer expectations and perceptions service quality of The Clark Hatch Fitness Center at Silom Road branch.

Table 5.11

T-test for the difference in terms of empathy between customer expectations and perceptions of service quality

|        |                      | Paired Differences |                |                 |   |       | t     | df  | Sig. (2-tailed) |
|--------|----------------------|--------------------|----------------|-----------------|---|-------|-------|-----|-----------------|
|        |                      | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |       |     |                 |
|        |                      |                    |                |                 | Lower                                     | Upper |       |     |                 |
| Pair 6 | EXP.EMPA<br>PER.EMPA | .5978              | 1.07427        | .06455          | .4708                                     | .7249 | 9.262 | 276 | .000            |

The Paired-Samples T-Test as shown in Table 5.11 indicates that there was a statistically significant difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch, with a 2-tailed significance of .000, which is less than .05. It means that the null hypothesis of the first hypothesis stating that there is no difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch is rejected.

(H<sub>06</sub> Rejected)

Hypothesis seven (H<sub>7</sub>)

Null hypothesis seven (H<sub>07</sub>): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.

Table 5.12, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between age and

customer expectations on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were five comparisons in variables, which consisted of –

- Less than 18 yrs.
- 18-30 yrs.
- 31-40 yrs.
- 41-50 yrs.
- Above 50 yrs.

Table 5.12  
Analysis of Variance (ANOVA) for the difference between customer expectations of service quality when segmented by age

| ANOVA          |                |     |             |      |      |
|----------------|----------------|-----|-------------|------|------|
| EXPECTAT       | Sum of Squares | df  | Mean Square | F    | Sig. |
| Between Groups | .210           | 4   | .052        | .223 | .925 |
| Within Groups  | 63.963         | 272 | .235        |      |      |
| Total          | 64.173         | 276 |             |      |      |

The result of hypothesis seven using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.12. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age, with a 2-tailed significance of .925, which is greater than .05. Therefore, the null hypothesis for the hypothesis seven stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age was failed to reject. (H<sub>07</sub>: Accepted)



Hypothesis eight (H<sub>8</sub>)

Null hypothesis eight (H<sub>08</sub>): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

Table 5.13, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between gender and customer expectations on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were two comparisons in variables, which consisted of –

- Male
- Female

Table 5.13  
Analysis of Variance (ANOVA) for the difference between customer expectations of service quality when segmented by gender

| EXPECTAT       | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .002           | 1   | .002        | .008 | .928 |
| Within Groups  | 64.171         | 275 | .233        |      |      |
| Total          | 64.173         | 276 |             |      |      |

The result of hypothesis eight using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.13. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender, with a 2-tailed significance of .928, which is greater than .05. Therefore, the null hypothesis

for the hypothesis eight stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender was failed to reject. ( $H_{08}$ : Accepted)

Hypothesis nine ( $H_9$ )

Null hypothesis nine ( $H_{09}$ ): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

Table 5.14, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between income level and customer expectations on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were six comparisons in variables, which consisted of –

- Less than 10,000 baht
- 10,001-20,000 baht
- 20,001-30,000 baht
- 30,001-40,000 baht
- 40,001-50,000 baht
- Above 50,000 baht

Table 5.14

Analysis of Variance (ANOVA) for the difference between customer expectations of service quality when segmented by income level

ANOVA

| EXPECTAT      |                |     |             |       |      |
|---------------|----------------|-----|-------------|-------|------|
|               | Sum of Squares | df  | Mean Square | F     | Sig. |
| Between Group | 4.035          | 7   | .576        | 2.578 | .014 |
| Within Groups | 60.138         | 269 | .224        |       |      |
| Total         | 64.173         | 276 |             |       |      |

The result of hypothesis nine using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.14. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level, with a 2-tailed significance of .014, which is less than .05. Therefore, the null hypothesis number nine stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level is rejected. (  $H_{09}$ : Rejected )

Hypothesis ten ( $H_{10}$ )

Null hypothesis ten ( $H_{010}$ ): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.

Table 5.15, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between occupations and customer expectations on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were eight comparisons in variables, which consisted of –

- Government officer
- Business owner
- Merchant
- Private officer
- Self-employed
- Student
- Retired
- Others



Table 5.15  
Analysis of Variance (ANOVA) for the difference between customer expectations  
of service quality when segmented by occupation

| ANOVA          |                |     |             |       |      |
|----------------|----------------|-----|-------------|-------|------|
| EXPECTAT       |                |     |             |       |      |
|                | Sum of Squares | df  | Mean Square | F     | Sig. |
| Between Groups | 1.076          | 2   | .538        | 2.337 | .099 |
| Within Groups  | 63.097         | 274 | .230        |       |      |
| Total          | 64.173         | 276 |             |       |      |

The result of hypothesis ten using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.15. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation, with a 2-tailed significance of .099, which is greater than .05. Therefore, the null hypothesis number ten stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation, was failed to rejected. ( $H_{010}$ : Accepted)

Hypothesis eleven ( $H_{11}$ )

Null hypothesis eleven ( $H_{011}$ ): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by educational level.

Table 5.16, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between educational level and customer expectations on the service quality of The Clark Hatch

Fitness Center at Silom Road branch. There were eight comparisons in variables, which consisted of –

- Under Bachelors degree
- Bachelors degree
- Masters degree
- Others

Table 5.16  
Analysis of Variance (ANOVA) for the difference between customer expectations of service quality when segmented by educational level

| ANOVA         |                |     |             |      |      |
|---------------|----------------|-----|-------------|------|------|
| EXPECTAT      | Sum of Squares | df  | Mean Square | F    | Sig. |
| Between Group | .362           | 5   | .072        | .308 | .908 |
| Within Groups | 63.811         | 271 | .235        |      |      |
| Total         | 64.173         | 276 |             |      |      |

The result of hypothesis eleven using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.16. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level, with a 2-tailed significance of .902, which is greater than .05. Therefore, the null hypothesis for the hypothesis eleven stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level, was failed to rejected. (H<sub>011</sub>: Accepted)

Hypothesis twelve ( $H_{12}$ )

Null hypothesis twelve ( $H_{120}$ ): There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

Table 5.17, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between nationality and customer expectations on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were eight comparisons in variables, which were consisted of –

- Thais
- Foreigners

Table 5.17

Analysis of Variance (ANOVA) for the difference between customer expectations of service quality when segmented by nationality

| EXPECTAT       | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .000           | 1   | .000        | .000 | .996 |
| Within Groups  | 64.173         | 275 | .233        |      |      |
| Total          | 64.173         | 276 |             |      |      |

The result of hypothesis twelve using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.17. The result indicated that there was no statistically significant difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality, with a 2-tailed significance of .996, which is greater than .05. Therefore, the null hypothesis for the hypothesis twelve of there is no difference between customer



expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality was failed to rejected. ( $H_{012}$ : Accepted)

### Hypothesis thirteen ( $H_{13}$ )

Null hypothesis thirteen ( $H_{013}$ ): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.

Table 5.18, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between age and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were five comparisons in variables, which consisted of –

- Less than 18 yrs.
- 18-30 yrs.
- 31-40 yrs.
- 41-50 yrs.
- Above 50 yrs.

Table 5.18

Analysis of Variance (ANOVA) for the difference between customer perceptions of service quality when segmented by age

#### ANOVA

##### PERCEPTI

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .738           | 4   | .185        | .441 | .779 |
| Within Groups  | 113.786        | 272 | .418        |      |      |
| Total          | 114.524        | 276 |             |      |      |

The result of hypothesis thirteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.18. The result indicated that there was no

statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age, with a 2-tailed significance of .779, which is greater than .05. Therefore, the null hypothesis for the hypothesis thirteen stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age was failed to reject. ( $H_{013}$ : Accepted)

#### Hypothesis fourteen ( $H_{14}$ )

Null hypothesis fourteen ( $H_{014}$ ): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.

Table 5.19, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between gender and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were two comparisons in variables, which were consisted of –

- Male
- Female

Table 5.19  
 Analysis of Variance (ANOVA) for the difference between customer perceptions  
 of service quality when segmented by gender

| ANOVA          |                |     |             |       |      |
|----------------|----------------|-----|-------------|-------|------|
| PERCEPTI       |                |     |             |       |      |
|                | Sum of Squares | df  | Mean Square | F     | Sig. |
| Between Groups | .421           | 1   | .421        | 1.014 | .315 |
| Within Groups  | 114.104        | 275 | .415        |       |      |
| Total          | 114.524        | 276 |             |       |      |

The result of hypothesis fourteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.19. The result indicated that there was no statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender, with a 2-tailed significance of .315, which is greater than .05. Therefore, the null hypothesis for the hypothesis fourteen stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender was failed to reject. (H<sub>014</sub>: Accepted)

Hypothesis fifteen (H<sub>15</sub>)

Null hypothesis fifteen (H<sub>015</sub>): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.

Table 5.20, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between incomes and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were six comparisons in variables, which consisted of –



- Less than 10,000 baht
- 10,001-20,000 baht
- 20,001-30,000 baht
- 30,001-40,000 baht
- 40,001-50,000 baht
- Above 50,000 baht

Table 5.20  
Analysis of Variance (ANOVA) for the difference between customer perceptions  
of service quality when segmented by income level

| ANOVA          |                |     |             |       |      |
|----------------|----------------|-----|-------------|-------|------|
| PERCEPTI       |                |     |             |       |      |
|                | Sum of Squares | df  | Mean Square | F     | Sig. |
| Between Groups | 3.567          | 7   | .510        | 1.235 | .283 |
| Within Groups  | 110.958        | 269 | .412        |       |      |
| Total          | 114.524        | 276 |             |       |      |

The result of hypothesis fifteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.20. The result indicated that there was no statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level, with a 2-tailed significance of .283, which is greater than .05. Therefore, the null hypothesis for the hypothesis fifteen of there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level was failed to reject. ( $H_{015}$ : Accepted)

#### Hypothesis sixteen ( $H_{16}$ )

Null hypothesis sixteen ( $H_{016}$ ): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.

Table 5.21, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between occupation and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were eight comparisons in variables, which consisted of –

- Government officer
- Business owner
- Merchant
- Private officer
- Self-employed
- Student
- Retired
- Others

Table 5.21  
Analysis of Variance (ANOVA) for the difference between customer perceptions of service quality when segmented by occupation

ANOVA

| PERCEPTI      | Sum of Squares | df  | Mean Square | F     | Sig. |
|---------------|----------------|-----|-------------|-------|------|
| Between Group | 2.564          | 2   | 1.282       | 3.137 | .045 |
| Within Groups | 111.961        | 274 | .409        |       |      |
| Total         | 114.524        | 276 |             |       |      |

The result of hypothesis sixteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.21. The result indicated that there was no statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented occupation, with a 2-tailed significance of .045, which is less than .05. Therefore, the null hypothesis for the hypothesis fifteen stating that there is no difference between

customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation is rejected. ( $H_{016}$ : Rejected)

Hypothesis seventeen ( $H_{17}$ )

Null hypothesis seventeen ( $H_{017}$ ): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by educational level.

Table 5.22, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between educational level and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were eight comparisons in variables, which consisted of –

- Under Bachelors degree
- Bachelors degree
- Masters degree
- Others

Table 5.22  
Analysis of Variance (ANOVA) for the difference between customer perceptions of service quality when segmented by educational level

ANOVA

| PERCEPTI       |                |     |             |      |      |
|----------------|----------------|-----|-------------|------|------|
|                | Sum of Squares | df  | Mean Square | F    | Sig. |
| Between Groups | .539           | 5   | .108        | .256 | .936 |
| Within Groups  | 113.985        | 271 | .421        |      |      |
| Total          | 114.524        | 276 |             |      |      |



The result of hypothesis sixteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.22. The result indicated that there was no statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level, with a 2-tailed significance of .936, which is greater than .05. Therefore, the null hypothesis for the hypothesis sixteen stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level was failed to rejected. ( $H_{017}$ : Accepted)

#### Hypothesis eighteen ( $H_{18}$ )

Null hypothesis eighteen ( $H_{018}$ ): There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.

Table 5.23, the null hypothesis is analyzed by using the One-Way Analysis of Variance (ANOVA) to determine statistically significant differences between nationality and customer perceptions on the service quality of The Clark Hatch Fitness Center at Silom Road branch. There were eight comparisons in variables, which consisted of –

- Thais
- Foreigners

Table 5.23

Analysis of Variance (ANOVA) for the difference between customer perceptions  
of service quality when segmented by nationality

## ANOVA

## PERCEPTI

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .126           | 1   | .126        | .303 | .582 |
| Within Groups  | 114.398        | 275 | .416        |      |      |
| Total          | 114.524        | 276 |             |      |      |

The result of hypothesis sixteen using the method of One-Way Analysis of Variance (ANOVA) is shown in Table 5.23. The result indicated that there was no statistically significant difference between customer perceptions on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality, with a 2-tailed significance of .582, which is greater than .05. Therefore, the null hypothesis for the hypothesis sixteen stating that there is no difference between customer expectations on service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality was failed to rejected. ( $H_{018}$ : Accepted)

Table 5.24

## Summary of Results from Hypotheses Testing

| Null Hypotheses  | Level of Significance | Results  |
|--|-----------------------|----------|
| $H_{01}$ : There is no difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. | .000                  | Rejected |

|  |      |          |
|--|------|----------|
| H <sub>02</sub> : There is no difference in terms of tangibles between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.      | .000 | Rejected |
| H <sub>03</sub> : There is no difference in terms of reliability between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.    | .000 | Rejected |
| H <sub>04</sub> : There is no difference in terms of responsiveness between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. | .001 | Rejected |
| H <sub>05</sub> : There is no difference in terms of assurance between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.      | .000 | Rejected |
| H <sub>06</sub> : There is no difference in terms of empathy between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.        | .000 | Rejected |
| H <sub>07</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.                      | .925 | Accepted |
| H <sub>08</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.                   | .928 | Accepted |
| H <sub>09</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level              | .014 | Rejected |



|  |      |          |
|--|------|----------|
| branch when segmented by income level  |      |          |
| H <sub>010</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.      | .099 | Accepted |
| H <sub>011</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level. | .908 | Accepted |
| H <sub>012</sub> : There is no difference between customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.     | .996 | Accepted |
| H <sub>013</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by age.              | .779 | Accepted |
| H <sub>014</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by gender.           | .315 | Accepted |
| H <sub>015</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by income level.     | .283 | Accepted |
| H <sub>016</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by occupation.       | .045 | Rejected |

|   |      |          |
|---|------|----------|
| H <sub>017</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by education level. | .936 | Accepted |
| H <sub>018</sub> : There is no difference between customer perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by nationality.     | .582 | Accepted |

#### 5.4 Summary

Table 5.25 indicates the level of significance and the result of the hypotheses test of difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch in terms of five dimensions (tangibles, reliability, responsiveness, assurance, and empathy) and also when segmented by the different demographic characteristics (age, gender, occupation, income level, and education level).

The results show that, as there are significant differences in terms of five SERVQUAL dimensions between the customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. Respondents having different occupation differ in the customer expectations of service quality of The Clark Hatch Fitness Center at Silom Road, while the different in income level of the customers affect their perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

## Chapter VI

### Summary, Conclusions, and Recommendations

#### 6.1 Summary of Findings

In summary, this research was aimed to study the difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center. It focused on the five dimensions of service quality for assessing quality of The Clark Hatch Fitness Center at Silom Road branch only. The Clark Hatch Fitness Center at Silom Road branch is located on the ninth floor of Thaniya Plaza building. It is facilitated with a fully equipped gymnasium, aerobic dance studio, swimming pool, etc. that represents a high standard of fitness center in Thailand. This study also considers the demographic characteristics, which consist of age, gender, occupation, income level, and education level that influenced the expectations and perceptions of service quality of the current members of The Clark Hatch Fitness Center at Silom Road branch.

In order to answer the key question of **“What is the difference between customers expectations and actual perceptions of the service offered by The Clark Hatch Fitness Center?”** The researcher used the Statistical Package for Social Science – SPSS to find the results of assessing the Research Hypotheses 1 to 18. The data analyses and findings are elaborated as follows:

Hypotheses 1 to 7 have been assessed by using Paired-Sample T-Test to evaluate the results of differences between customer expectations and perceptions of service



quality of The Clark Hatch Fitness Center at Silom Road branch with related to five dimensions of service quality (SERVQUAL).

The result of the first to sixth hypotheses showed that there was a gap between the customer expectation and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. The differences were based upon the five dimensions of service quality (SERVQUAL) those were tangibles, reliability, responsiveness, assurance, and empathy. It meant that the current members of The Clark Hatch Fitness Center at Silom Road branch had their own expectations towards the services in forms of tangibles, reliability, responsiveness, assurance, and empathy. But after receiving the services provided by The Clark Hatch Fitness Center at Silom Road branch, they perceived the difference from what they had expected or it can be implied that the service quality provided by The Clark Hatch Fitness Center at Silom Road branch falls short of expectations in the eyes of customers.

One-Way Analysis of Variance (ANOVA) was used to analyze whether there were statistically significant differences between the demographic characteristics which included – age, gender, income level, occupation, educational level, and nationality – to customer expectations and perceptions of service quality of The Clark Hatch Fitness Center.

The result of the seventh to eighteen hypotheses showed no difference between the customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch when segmented by different demographic characteristics. The results of hypothesis 7<sup>th</sup>, 8<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>, showed that the members of The Clark Hatch Fitness Center at Silom Road branch had no different expectations on the service quality even though they were differences in age, gender, occupation, and education level. Furthermore, the hypotheses 13<sup>th</sup>, 14<sup>th</sup>, 16<sup>th</sup>, 18<sup>th</sup>

showed no differences in perceptions of the service quality by age, gender, income level, education level and nationality.

There was only one pair of hypothesis (9<sup>th</sup> and 15<sup>th</sup>) in terms of income level and occupation of the members which showed that there was significant difference between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. It indicated that members of The Clark Hatch Fitness Center at Silom Road branch who differ in income level had different expectations and the members who differ in occupations had different perceptions of service quality.

## **6.2 Conclusions**

The objective of this research was to study the service quality of The Clark Hatch Fitness Center at Silom Road branch by applying the SERVQUAL instrument to measure the gap (5) between customer expectations and perceptions of service quality. This study found a significant difference in terms of five SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance, and empathy) between customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch. It indicated that there was a gap between what the customer expected and what the customer perceived in reality. It can also be interpreted that the actual performance that was provided by the Fitness Centers and its employees did not match the customer expectations.

Moreover, the results showed no differences in expectations of service quality when segmented by age, gender, occupation, education level, and nationality whereas there was a significant difference in expectations of service quality when segmented by income level. While the results of perceptions of service quality was paralleled to

results of the expectations that there were no difference in customer perceptions of service quality when segmented by age, gender, income level, education level, and nationality. The only one factor that was significant to the customer expectations and perceptions is occupation.

As a result of the study, the researcher concluded that all of the five dimensions of SERVQUAL instruments were the major factors that created the gap between the customer expectations and perceptions of service quality of The Clark Hatch Fitness Center at Silom Road branch.

***Tangibles:*** members perceived in the appearance of physical facilities, equipment, personnel, and communication materials were not consistent with the expected service.

***Reliability:*** members perceived in ability to perform the promised service dependably and accurately were not consistent with the expected service.

***Responsiveness:*** members perceived in willingness to help customers and provide prompt service were not consistent with the expected service.

***Assurance:*** members perceived in knowledge and courtesy of employees and their ability to convey trust and confidence were not consistent with the expected service.

***Empathy:*** members perceived in caring and individualized attention the firm provided its customers were not consistent with the expected service.

According to the result in terms of differentiating the expectations and perceptions with demographic characteristics, the researcher concludes that the income level was the major factor that made difference to the customer expectations, whereas the



occupation affected the customer perceptions to the service quality provided by the center. While the other demographic characteristics of age, gender, education level, and nationality, were not the factor that affects the customer to have different expectations and perceptions.

The members of The Clark Hatch Fitness Center at Silom Road branch differ in expectations and perceptions of service quality. In terms of Quality, as it can also been defined in many ways, such as conformance to specifications, the degree to which customer specification are satisfied, a fair exchange of price and value, fitness for use, and doing it right the first time, members of this center both Thai and Foreigners had the identical expectations and perceptions on the services in different terms of 5 SERVQUAL dimensions. However, members with different income level expressed the different expectations of service quality that should provide by the fitness center. After all the members received the service one or more times from this specific center, the results of the study showed that the different perceptions occurred with the members who are differ in the occupation.

Although members in the Clark Hatch Fitness Center at Silom Road branch are different in nationality, more than 40% of all the members are the foreigners, they have no difference in expectations and perceptions of service quality that provided by the Clark Hatch Fitness Center at Silom Road.

### **6.3 Recommendations**

Based on the findings, there are difference in terms of 5 dimensions of SERVQUAL those included of tangibles, reliability, responsiveness, assurance, and empathy between the customer expectations and perceptions to the service provided by the Clark Hatch Fitness Center at Silom Road. The researcher gives the

recommendations for improving service quality of the center. It will be explained separately by each SERVQUAL dimensions.

**Tangibles** include physical evidence that members apprehend via the five senses – sight, sound, touch, taste and even smell. These determinants can be known as the customer purchases or consumer service. Therefore, the fitness centers should develop a more comfortable, pleasant, luxurious, and relaxing surroundings in which to deliver service, facilities, and comfortable fitness equipment. In order to encourage the members to perform the physical activities without feeling bore, the fitness center should decorate its center with seasonal appearance such as New Year celebrity, Summer time, etc. Employees should be smart, clean, and hygienic in appearance. Further, desirable services in the fitness centers may include children's facilities for families, leisure/entertainment for recreational purposes such services as cable TV, swimming pool, etc.

**Reliability** involves consistency of performance and dependability. It means that the fitness center has to perform the service right the first time as well as honor its promises. Reliability is the core of service quality as we can see that most customers regard reliability as being the most important of the five dimensions of service performance. Consequently, the fitness center should emphasize on reliability and punctuality such as provide accuracy in billing, keeping records of each customer correctly, performing the service at the designed time. Besides, keeping the promise is quite important, such as the time schedule for exercising or dancing class. What service the fitness center promise, it must be conducted on and at the time scheduled.

**Responsiveness** concerns the willingness or readiness of employees to provide service. It involves timeliness of service. Accordingly, fitness center has to concentrate on providing prompt service by carefully designing a superior delivery process of service as appropriate to support each task or function. In addition, fitness center should perform service on time as well as the employees should be available to provide the service as and when required. The employees must be trained not just to have an attitude that is helpful, friendly, and sincere to the students, but also to convey that attitude to the customers.

**Assurance** involves creditability such as trustworthiness, believability, and honesty, security, courtesy and profession of required skills and knowledge to perform service. Fitness center must offer confidentiality to customers that they feel freedom from danger, risk, or doubt when they contract the fitness center. Employees of fitness center should be well trained for politeness, consideration, and friendliness of contracted customers that include all the staffs who have to come into contact with the customers. Employees must be developed with high skills and knowledge in their tasks in order to perform excellent service and show confidence to customers.

**Empathy** includes access or approachability and ease of contact, communication, and understanding of customers. Therefore, fitness center need to hire and train better employees and make the effort to understand the customer's needs by learning the customers' specific requirements, recognizing behavior of the regular customers, and providing individualized attention. Furthermore, fitness center need to keep customers informed in a language they can understand and listen to them. Such as assuring the customer that a problem will be handed for them, and explaining how



much the service will cost. Moreover, fitness center must provide convenient hours of operation and location of service facility.

According to the results of the survey, the gap of service quality as discussed previously can be considered as a key for service marketing to gain ingredients for a good understanding of service quality and its determinants. Hence, fitness center can then use the Gap model to allocate or reallocate its resources in specific areas of the process.

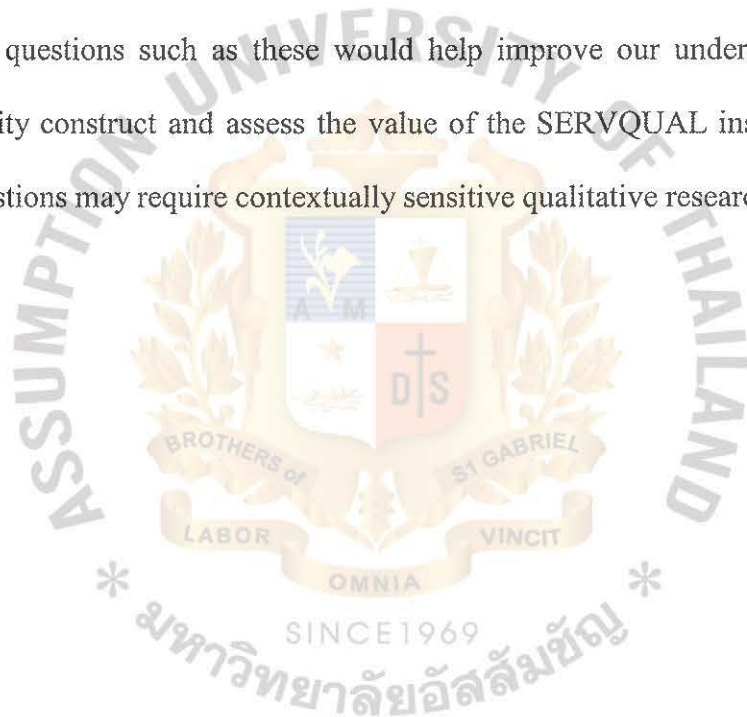
Furthermore, there are many members those are foreigners. Although in this study, both Thai and foreign members had the identical expectations in the service quality that should be provided by the fitness center. But as it cannot be generalized with other group of people or used in other point of time, the center should develop such services that can impress all types of people who will be the customers in the future.

#### **6.4 Suggestions for the Further Study**

Based on the findings of this study, the following suggestions are made regarding further research in this arena. The following represent a set of questions which Service Quality researchers should address when they want to conduct further study:

- (1) Do consumers always evaluate Service Quality in terms of expectations and perceptions?
- (2) What form do customer expectations take and how best, if at all, are they measured? Are expectations common across a class of service providers (different classes of fitness or any centers)?
- (3) Which attitudinal measure is most useful?

- (4) What are the relationships between Service Quality, customer satisfaction, behavioral intention, purchase behavior, market share, word-of-mouth and customer retention?
- (5) What are the relationships between the five dimensions? How stable are those relationships across context?
- (6) What is the most appropriate scale format for collecting valid and reliable Service Quality data in different business?
- (7) To what extent can customers correctly classify items into their prior dimensions?
- Answers to questions such as these would help improve our understanding of the service quality construct and assess the value of the SERVQUAL instrument. Many of these questions may require contextually sensitive qualitative research.



## BIBLIOGRAPHY

Adlai E. Stevenson High School (2002), "Health Education" retrieved October, 25,2002 from Adlai E. Stevenson High School's WebPage, <http://www4district125.k12.il.us/health/health/personalfitnessoutline.pdf>

Antonides, G., Fred van Raaij, W. (1998), Consumer Behavior, A European Perspective, England: John Wiley & Sons.

Babakus, E. and Mangold, W.G. (1992), "Adapting the SERVQUAL scale to hospital services: an empirical investigation", Health Services Research, Vol. 26 No. 2, February, pp. 767-86.

Bendall, D., Powers, T.L. (1995), "Cultivating Loyal Patients", Even in managed care, service satisfaction is a critical success factor, Journal of Health Care Marketing, (Winter), pp. 50-53.

✕ Bolton, R.N., and Drew, J.H. (1991), "A multistage model of consumers' assessment of service quality and value, Journal of Consumer Research, 17, pp. 375-384

✕ Brown, S.W. & Swartz, T.A. (1989), A Gap Analysis of Professional Service Quality, Journal of Marketing, April.

Brown, T. J., Churchill, G. A. Jr. & Peter, J. P. 1993. 'Improving the Measurement of Service Quality', Journal of Retailing, 69(1): 127-139.

✕ Carman, J. M. 1990. 'Consumer Perceptions of Service Quality: an Assessment of the SERVQUAL Dimensions', Journal of Retailing, 66(1): 33-55.

Chalermratana, V. (1996), Quality in Service, Technological promotion Association(Thai-Japan), Bangkok: Doungamol.

Clow, K.E., Kurtz, D.L., Ozment, J. (1991), "How Consumers Form Expectations of Service Quality Prior to a First Time Purchase", in Symposium on Patronage



Behavior and Retail Strategy, American Marketing Association and Louisiana State University, pp. 99-110.

Clow, K.E. (1993), "Antecedent of consumer expectations of services", in Massey, T.J. (Ed.), Marketing: Satisfying a Diverse Customerplace, Southern Marketing Association, November, pp. 205-9.

✓ Collier, D.A. (1990), "New Marketing Mix stresses service", Journal of Business Strategy, Vol. 12, No. 2, pp. 42-45.

✓ Cronin, J.J. Jr and Taylor, S.A. (1992), "Measuring service quality: a reexamination and extension", Journal of Marketing, Vol. 56, July, pp. 55-68.

Cronin, J.J. Jr and Taylor, S.A. (1994), "SERVPERF versus SERVQUAL: reconciling performance-based and perceptions-minus expectations measurement of service quality", Journal of Marketing, Vol. 58, January, pp. 125-31.

Finn, D. W. & Lamb, C. W. 1991. 'An Evaluation of the SERVQUAL scales in the Retail Setting'. In: Advances in consumer research, 18.

✓ Fitzsimmons, J.A. (1994), "Service Management For Competitive Advantage", Operation, Strategy, and Information technology, (2<sup>nd</sup> ed.).

✓ Garvin, D.A. (1988), "Competing on the eight dimensions of quality", Harvard Business Review, Vol. 65, No. 6, pp. 101-109.

Gelb, B., Johnson, M. (1995), "Word-of-Mouth Communication: Causes and Consequences", Journal of Health Care Marketing, Vol. 15 (Fall), pp. 54-58.

Greenberg, J.S., Dintiman, G.B., Oakes, B.M. (1990), "Wellness: Creating a life of health and fitness", boston: Allyn and Bacon, 1<sup>st</sup> ed.

✓ Grönroos, C. (1982), Strategic Management and Marketing in service sector, Swedish School of Economics and Business Administration, Helsingford, Swenden.

✗ Grönroos, C. (1984), "A Service Quality Model and Its Marketing Implications",  
European Journal of Marketing, Vol. 18, No. 4, pp. 36-44.

✗ Grönroos, C. (1988), Service Quality: The Six Criteria of Good Service Quality,  
Review of Business 3, New York: St. John's University Press: No. 3.

✗ Grönroos, C. (1990), Service Management and Marketing: Managing the Moments of  
Truth in Service Competition, Lexington Books, Lexington, MA.

Grönroos, C. (1993), "Toward a third phase in service quality research: challenges  
and future directions", in Swartz, T.A., Bowen, D.E. and Brown, S.W. (Eds),  
Advances in Services Marketing and Management, Vol. 2, JAI Press,  
Greenwich, CT, pp. 49-64.

✗ Hawkins, D.I., Best R.J., and Coney, K.A. (1992), "Implication for Marketing  
Strategy", Consumer Behavior, (5<sup>th</sup> ed.), Homewood, IL: Irwin.

Headley, D.E., Miller, S.J. (1993), "Measuring Service Quality and Its Relationship to  
Future Consumer Behavior", Journal of Health Care Marketing, Vol. 13  
(Winter), pp.32-41.

Huston, Smith (1983), "Script-Based Evaluations of Satisfaction with Service,  
Emerging Perspectives on Service Marketing", Chicago, American Marketing  
Association.

Johnson, J.D., Meischke, H. (1991), "Cancer Information: Women's Source and  
Content Preferences", Journal of Health Care Marketing, Vol. 11 (Summer),  
pp. 37-44.

Kania, A.J. (1993), "Hospital-Health and Fitness Centers Promote Wellness", Health  
Care Strategic Management, Vol. 11, No. 6.

✗ Kasper, H., Helsdingen, P., Vries Jr, W. (1999), Service Marketing Management: An  
International Prospective, New York, John Wiley & Sons.

Kindra, G.S., Taylor, D.W. (1995), "Demarketing Inappropriate Health Care Consumption", Canada's prized health care system suffers from chronic overuse, Journal of Health Care Marketing, Vol. 15, No. 2, pp.11-14.

✱ Kotler, P., Bowen, J., Makens, J. (1996), Marketing For Hospitality & Tourism, The United State of America: Prentice Hall.

Kotler, P. (1997), Marketing Management, "Analysis, Planning, Implementation, and Control", (9<sup>th</sup> ed.) New Jersey: Prentice Hall.

✱ Kotler, P. (2000), Marketing Management, (International ed.) New Jersey: Prentice Hall.

○ Lehtinen, J.R., Lehtinen, U. (1982), "Service Quality: A study of Quality Dimensions", Unpublished working paper, Helsinki: Service Management Institute, Finland OY.

Mallholtra, Naresh K. (2002), "Basic Marketing Research: Applications to Comtemporary Issues", Prentice Hall International, Inc.

McEvoy, C. (1994), "Fitness price points trend toward high end", Sporting Goods Business, Vol. 27, No. 5.

MHS editors (2000), "Forecasting U.S. Health Care's Future", Health care's changes in the new century will have many marketing implications, Marketing Health Services, (Spring), pp. 5-13.

MHS Staff (2000), "Developing and Marketing HCO-Sponsored Fitness Centers", An interview with Mark Nadel and Judy Sewing, Marketing Health Service, (Summer), pp. 24-28.

MHS Staff (2001), "The Changing Face of Health Care Consumers", Multicultural marketing in an evolving world, Marketing Health Services, pp. 5-11.



Miller, J. A. (1977), "Studying satisfaction, modifying models, eliciting expectations posing problems, and making meaningful measurements", in Hunt, H.K. (Ed.), Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction, Indiana University, Bloomington, IN, pp.72-91

Murrow, J.L., Welch, J. (1997), "What factors influence an individual's behavior toward maintaining a healthy lifestyle?", Improving Marketing Strategies for Wellness, Marketing Health Services, Summer 1997.

✓ Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1985), "A Conceptual Model of Service Quality and Its Implications for Future Research, Journal of Marketing, Vol. 49, Fall, pp.41-50.

✓ Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1988), "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality", Journal of Retailing, Vol. 64, Spring, pp. 12-40.

✓ Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1990), "An Empirical Examination of Relationship in an Extended Service Quality Model", Cambridge, MA: Marketing Science Institute.

✓ Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1991), "The Nature and Determinants of Customer Expectations of service", Marketing Science Institute, Working Paper, Cambridge, Massachusetts, pp. 91-113.

✓ Parasuraman, A., Berry, L. L. & Zeithaml, V. A. 1993. 'More on Improving Service Quality Measurement', Journal of Retailing, 69(1)(Spring): 140-147.

Parasuraman, A., Zeithaml, V. A. & Berry, L. L. 1994. 'Reassessment of Expectations as a Comparison Standard in Measuring Service Quality: Implications for Further Research', Journal of Marketing, 58 (January): 111-124.

Parrot, D.L. (1996), "Whose Business is Fitness?", Marketing Opportunity, Journal of Health Care Marketing, (Fall), Vol. 16, No. 3, pp. 44-49.

✕ Payne, A. (1993), "The Essence of Service Marketing", The Service Quality Handbook, Great Britain: Hall International.

Prakash, V. (1984), "Validity and Reliability of the Confirmation of Expectations Paradigm as A Determinant of Consumer Satisfaction", Journal of The Academy of Marketing Science, Vol. 12 (Fall), pp. 63-76.

✕ Roger, P.S., Rymer, J., (1998), "Business and management communication cases: Challenges and opportunities", Business communication quarterly, Vol.61.

○ Rust, R.T., Zahorik, A.J., and Keningham, T.L. (1996), Service Marketing, New York: HarperCollins.

Sasser, W.E. (1982), "The Incline of Quality", Harvard Business Review, Vol. 60, No. 5, pp. 163-171.

✕ Schneider, B., Bowen, D.E. (1995), Winning The Service Game, The United State of America: Library of Congress Cataloging-in-Publication Data.

Schiffman, L.G., Kanuk, L.L. (1994), Consumer Behavior, (5<sup>th</sup> ed.), London: Prentice Hall International.

✕ Sekaran, U (1992), "Research Method for Business", A skill building approach, Second edition, New York, John Wiley & Sons Inc.

✕ Smith, R. & Huston, M. (1983), "Script-Based Evaluations of Satisfaction with Service", Emerging Perspectives on Service Marketing, Chicago, American Marketing Association.

Swan, J.E., Trawich, I.F. (1980), "Satisfaction Related to predictive vs. Desired Expectations", in Refining Concepts and Measures of Consumer Satisfaction and Complaining Behavior, Blooming, IN: Indiana University, pp. 7-12.

Tudor R.K., Carley, S.S. (1995), Time to Choose, "Consumers who make a snap decision about long-term care use different criteria from those who can afford to deliberate", Journal of Health Care Marketing, Vol. 15, Summer, pp.48-53.

U.S. Department of Health and Human Services (1992), "Possible health benefits of physical activity" The Surgeon General's Report on Physical Activity and Health.

Wearn, N., Morrison, A. (1996), Hospitality Marketing, Oxford: Butterworth Heinemann.

Werner W.K. Hoeger, Sharon (1999), Lifetime Physical Fitness & Wellness, 6<sup>th</sup> ed., Morton Publishing Company.

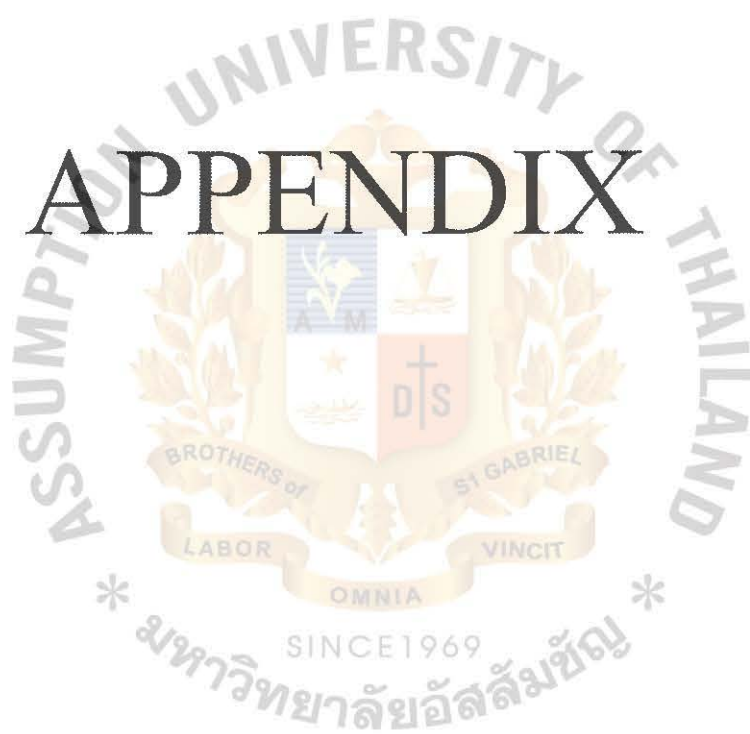
World Health Organization (2003), "Media centre" retrieved February, 25,2003 from World Health Organization (WHO) WebPage,

Wotruba, T.R. and Tyagi, P.K. (1991), "Met expectations and turnover in direct selling", Journal of Marketing, Vol. 55, pp. 24-35.

Zeithaml, V.A., Berry, L.L. and Parasuraman, A. (1993), "The nature and determinants of customer expectations of services", Journal of the Academy of Marketing Science, Vol, 21, Winter, pp 1-12.



# APPENDIX



## QUESTIONNAIRE

The questionnaire was designed as a tool for collecting data of respondents' expectations and perception toward the service quality and its relationship. The survey is conducted for the purpose of the preparation of a Thesis for the completion of Master Degree in Business Administration (MBA), Assumption University.

All the collected information will be kept in confidential.

The question in the questionnaire are divided into 3 parts:

Part I : Expectations of Service Quality

Part II : Perceptions of Service Quality

Part III : Demographic Characteristics of Respondents

*Part I : Expectations of Service Quality ( E1. - E22.)*

Direction: Please indicate the level of your expectations to the service that you had been expected to receive in fitness center.

Choices are indicated as follows:

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

- ..... E1. The Fitness Center should have up-to-date equipment & technology.
- ..... E2. Their physical facilities should be visually appealing.
- ..... E3. Their employees should be well dressed and appear neat.
- ..... E4. The appearance of the physical facilities of these institutions should be in keeping with the type of services provided.
- ..... E5. When these Fitness Center promise to do something by a certain time, they should do so.
- ..... E6. When customers have problems, these Fitness Center should be sympathetic and reassuring.
- ..... E7. These Fitness Center should be dependable.
- ..... E8. They should provide their services at the time they promise to do so.
- ..... E9. They should keep their records accurately.
- ..... E10. They shouldn't be expected to tell their customers exactly when services will be performed.
- ..... E11. It is not realistic for customers to expect prompt service from employees of these Fitness Center.
- ..... E12. Their employees don't always have to be willing to help customers.
- ..... E13. It is okay if they are too busy to respond to customer requests promptly.
- ..... E14. Customer should be able to trust employees of these Fitness Center.
- ..... E15. Customers should be able to feel safe in their transactions with these institutions' employees.

- .....E16. Their employees should be polite.
- .....E17. Their employees should get adequate support from these Fitness Center to do their jobs well.
- .....E18. These Fitness Center should not be expected to give customers individual attention.
- .....E19. Employees of these Fitness Center cannot be expected to give customers personal attention.
- .....E20. It is unrealistic to expect employees to know what the needs of their customers are.
- .....E21. It is unrealistic to expect these Fitness Center to have their customer's best interest at heart.
- .....E22. They shouldn't be expected to have operating hours convenient to all their customers.

*Part II: Perceptions of Service Quality ( P1. - P22.)*

Direction: Please indicate the level of your perception to the services that you had been received from The Clark Hatch Fitness Center.

Choices are indicated as follows:

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

- ..... P1. The Clark Hatch Fitness Center has up-to-date equipment.
- ..... P2. The Clark Hatch Fitness Center' physical facilities are visually appealing.
- ..... P3. The Clark Hatch Fitness Center' employees are well dressed and appear neat.
- ..... P4. The appearance of the physical facilities of The Clark Hatch Fitness Center is in keeping with the type of services provided.
- ..... P5. When The Clark Hatch Fitness Center promises to do something by a certain time, it does so.
- ..... P6. When customers have problems, The Clark Hatch Fitness Center is sympathetic and reassuring.
- ..... P7. The Clark Hatch Fitness Center is dependable.
- ..... P8. The Clark Hatch Fitness Center provides its services at the time they promise to do so.
- ..... P9. The Clark Hatch Fitness Center keeps its records accurately.
- .....P10. The Clark Hatch Fitness Center does not tell its customers exactly when services will be performed.
- .....P11. You do not receive prompt service from The Clark Hatch Fitness Center employees.
- .....P12. Employees of The Clark Hatch Fitness Center are not always willing to help customers.
- .....P13. Employees of The Clark Hatch Fitness Center are too busy to respond to customer requests promptly.



- .....P14. You can trust employees of The Clark Hatch Fitness Center.
- .....P15. You can feel safe in your transactions with The Clark Hatch Fitness Center' employees.
- .....P16. Employees of The Clark Hatch Fitness Center are polite.
- .....P17. Employees get adequate support from The Clark Hatch Fitness Center to do their jobs well.
- .....P18. The Clark Hatch Fitness Center does not give you individual attention.
- .....P19. Employees of The Clark Hatch Fitness Center do not give you personal attention.
- .....P20. Employees of The Clark Hatch Fitness Center do not know what your needs are.
- .....P21 The Clark Hatch Fitness Center does not have your best interests at heart.
- .....P22. The Clark Hatch Fitness Center does not have operating hours convenient to all their customers.

### Part III: Demographic Characteristics of Respondents

Please mark ✓ in the blank (.....) for the answer.

1. What is your age?

- |                         |                     |
|-------------------------|---------------------|
| ..... Under 18 yrs..... | 18-30 yrs.          |
| ..... 31-40 yrs.        | ..... 41-50 yrs.    |
| ..... 51-60 yrs.        | ..... Above 60 yrs. |

2. What is your gender?

- |            |              |
|------------|--------------|
| ..... Male | ..... Female |
|------------|--------------|

3. What is your occupation?

- |                          |                                |
|--------------------------|--------------------------------|
| ..... Government officer | ..... Business owner           |
| ..... Merchant           | ..... Private officer/employee |
| ..... Self-employed      | ..... Student                  |
| ..... Retired            | ..... Others                   |

4. What is your educational level

- |                            |                      |
|----------------------------|----------------------|
| ..... Under Bachelor level | ..... Bachelor level |
| ..... Master level         | ..... Others.        |

5. What is your current income per month (baht)

- |                        |                     |
|------------------------|---------------------|
| ..... Less than 10,000 | ..... 10,000-20,000 |
| ..... 20,001-30,000    | ..... 30,001-40,000 |
| ..... 40,001-50,000    | ..... Above 50,000  |

Summary of ANOVA (Evaluating Customer Expectations by 6 demographic characteristics)

Oneway

Descriptives

EXPECTAT

|              | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|              |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Less than 18 | 22  | 4.1178 | .47851         | .10202     | 3.9056                           | 4.3299      | 3.36    | 5.0     |
| 18-30 yrs.   | 93  | 4.0875 | .48939         | .05075     | 3.9867                           | 4.1883      | 3.18    | 5.0     |
| 31-40 yrs.   | 94  | 4.1223 | .51474         | .05309     | 4.0169                           | 4.2278      | 3.18    | 5.0     |
| 41-50 yrs.   | 52  | 4.1661 | .43894         | .06087     | 4.0439                           | 4.2883      | 3.36    | 5.0     |
| 51-60 yrs.   | 16  | 4.1278 | .42062         | .10515     | 3.9037                           | 4.3520      | 3.68    | 5.0     |
| Total        | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    | 5.0     |

ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .210           | 4   | .052        | .223 | .925 |
| Within Groups  | 63.963         | 272 | .235        |      |      |
| Total          | 64.173         | 276 |             |      |      |

Oneway

Descriptives

EXPECTAT

|        | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|        |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Female | 132 | 4.1216 | .50433         | .04390     | 4.0347                           | 4.2084      | 3.18    | 5.00    |
| Male   | 145 | 4.1163 | .46286         | .03844     | 4.0403                           | 4.1923      | 3.36    | 5.00    |
| Total  | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    | 5.00    |

ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .002           | 1   | .002        | .008 | .928 |
| Within Groups  | 64.171         | 275 | .233        |      |      |
| Total          | 64.173         | 276 |             |      |      |

Oneway

Descriptives

EXPECTAT

|                    | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | M |
|--------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---|
|                    |     |        |                |            | Lower Bound                      | Upper Bound |         |   |
| Government officer | 35  | 4.1558 | .49367         | .08345     | 3.9863                           | 4.3254      | 3.18    |   |
| Business owner     | 42  | 4.0054 | .46215         | .07131     | 3.8614                           | 4.1494      | 3.36    |   |
| Merchant           | 6   | 4.0152 | .40723         | .16625     | 3.5878                           | 4.4425      | 3.73    |   |
| Private officer    | 90  | 4.1343 | .51172         | .05394     | 4.0272                           | 4.2415      | 3.18    |   |
| Self-employed      | 40  | 4.0023 | .33067         | .05228     | 3.8965                           | 4.1080      | 3.36    |   |
| Student            | 53  | 4.1655 | .49810         | .06842     | 4.0282                           | 4.3028      | 3.18    |   |
| Retired            | 3   | 4.9242 | .13122         | .07576     | 4.5983                           | 5.2502      | 4.77    |   |
| Others             | 8   | 4.4261 | .50144         | .17728     | 4.0069                           | 4.8453      | 3.68    |   |
| Total              | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    |   |



ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 4.035          | 7   | .576        | 2.578 | .014 |
| Within Groups  | 60.138         | 269 | .224        |       |      |
| Total          | 64.173         | 276 |             |       |      |

Oneway

Descriptives

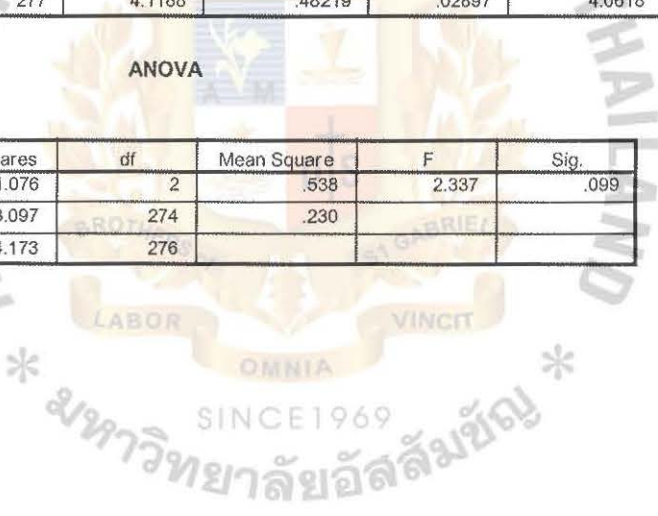
EXPECTAT

|                      | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum |
|----------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|
|                      |     |        |                |            | Lower Bound                      | Upper Bound |         |
| Under Bachelor level | 110 | 4.0545 | .43645         | .04161     | 3.9721                           | 4.1370      | 3.36    |
| Bachelor level       | 135 | 4.1397 | .49356         | .04248     | 4.0557                           | 4.2237      | 3.18    |
| Master level         | 32  | 4.2514 | .55909         | .09883     | 4.0498                           | 4.4530      | 3.18    |
| Total                | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    |

ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 1.076          | 2   | .538        | 2.337 | .099 |
| Within Groups  | 63.097         | 274 | .230        |       |      |
| Total          | 64.173         | 276 |             |       |      |



Oneway

Descriptives

EXPECTAT

|                  | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Max |
|------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|-----|
|                  |     |        |                |            | Lower Bound                      | Upper Bound |         |     |
| Less than 10,000 | 37  | 4.0663 | .46977         | .07723     | 3.9097                           | 4.2230      | 3.18    |     |
| 10,000-20,000    | 62  | 4.1444 | .52389         | .06653     | 4.0114                           | 4.2775      | 3.18    |     |
| 20,001-30,000    | 97  | 4.1022 | .46341         | .04705     | 4.0088                           | 4.1956      | 3.18    |     |
| 30,001-40,000    | 45  | 4.1434 | .49395         | .07363     | 3.9950                           | 4.2918      | 3.36    |     |
| 40,001-50,000    | 28  | 4.1088 | .47373         | .08953     | 3.9251                           | 4.2925      | 3.36    |     |
| Above 50,000     | 8   | 4.2614 | .49481         | .17494     | 3.8477                           | 4.6750      | 3.73    |     |
| Total            | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    |     |

ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .362           | 5   | .072        | .308 | .908 |
| Within Groups  | 63.811         | 271 | .235        |      |      |
| Total          | 64.173         | 276 |             |      |      |

Oneway

Descriptives

EXPECTAT

|         | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|---------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|         |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Thai    | 162 | 4.1187 | .48030         | .03774     | 4.0442                           | 4.1932      | 3.18    | 5.00    |
| Foreign | 115 | 4.1190 | .48695         | .04541     | 4.0290                           | 4.2089      | 3.18    | 5.00    |
| Total   | 277 | 4.1188 | .48219         | .02897     | 4.0618                           | 4.1758      | 3.18    | 5.00    |

ANOVA

EXPECTAT

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .000           | 1   | .000        | .000 | .996 |
| Within Groups  | 64.173         | 275 | .233        |      |      |
| Total          | 64.173         | 276 |             |      |      |

Oneway

Descriptives

PERCEPTI

|              | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|              |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Less than 18 | 22  | 3.5620 | .67033         | .14291     | 3.2648                           | 3.8592      | 2.00    | 4.00    |
| 18-30 yrs.   | 93  | 3.4995 | .58960         | .06114     | 3.3781                           | 3.6209      | 2.00    | 4.00    |
| 31-40 yrs.   | 94  | 3.5808 | .68382         | .07053     | 3.4407                           | 3.7208      | 2.00    | 4.00    |
| 41-50 yrs.   | 52  | 3.4738 | .65273         | .09052     | 3.2921                           | 3.6555      | 2.00    | 4.00    |
| 51-60 yrs.   | 16  | 3.6506 | .69049         | .17262     | 3.2826                           | 4.0185      | 2.00    | 4.00    |
| Total        | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    | 4.00    |

ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .738           | 4   | .185        | .441 | .779 |
| Within Groups  | 113.786        | 272 | .418        |      |      |
| Total          | 114.524        | 276 |             |      |      |

Oneway

Descriptives

PERCEPTI

|        | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|        |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Female | 132 | 3.5768 | .61826         | .05381     | 3.4703                           | 3.6832      | 2.00    | 4.68    |
| Male   | 145 | 3.4987 | .66682         | .05538     | 3.3893                           | 3.6082      | 2.00    | 4.68    |
| Total  | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    | 4.68    |



## ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | .421           | 1   | .421        | 1.014 | .315 |
| Within Groups  | 114.104        | 275 | .415        |       |      |
| Total          | 114.524        | 276 |             |       |      |

Oneway

## Descriptives

PERCEPTI

|                    | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|                    |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Government officer | 35  | 3.5143 | .56416         | .09536     | 3.3205                           | 3.7081      | 2.77    |         |
| Business owner     | 42  | 3.4827 | .65085         | .10043     | 3.2799                           | 3.6855      | 2.00    |         |
| Merchant           | 6   | 3.4697 | .33112         | .13518     | 3.1222                           | 3.8172      | 3.00    |         |
| Private officer    | 90  | 3.5551 | .63649         | .06709     | 3.4217                           | 3.6884      | 2.00    |         |
| Self-employed      | 40  | 3.3898 | .71500         | .11305     | 3.1611                           | 3.6184      | 2.00    |         |
| Student            | 53  | 3.5806 | .63007         | .08655     | 3.4069                           | 3.7543      | 2.00    |         |
| Retired            | 3   | 4.0152 | 1.07597        | .62121     | 1.3423                           | 6.6880      | 2.77    |         |
| Others             | 8   | 4.0000 | .68333         | .24159     | 3.4287                           | 4.5713      | 3.00    |         |
| Total              | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    |         |

## ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 3.567          | 7   | .510        | 1.235 | .283 |
| Within Groups  | 110.958        | 269 | .412        |       |      |
| Total          | 114.524        | 276 |             |       |      |

\* มหาวิทยาลัยอัสสัมชัญ \*  
SINCE 1969

Oneway

Descriptives

PERCEPTI

|                      | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum |  |
|----------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|--|
|                      |     |        |                |            | Lower Bound                      | Upper Bound |         |  |
| Under Bachelor level | 110 | 3.4256 | .61598         | .05873     | 3.3092                           | 3.5420      | 2.00    |  |
| Bachelor level       | 135 | 3.5865 | .65942         | .05675     | 3.4743                           | 3.6988      | 2.00    |  |
| Master level         | 32  | 3.7017 | .63078         | .11151     | 3.4743                           | 3.9291      | 2.77    |  |
| Total                | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    |  |

ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 2.564          | 2   | 1.282       | 3.137 | .045 |
| Within Groups  | 111.961        | 274 | .409        |       |      |
| Total          | 114.524        | 276 |             |       |      |

Oneway

Descriptives

PERCEPTI

|                  | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Max |
|------------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|-----|
|                  |     |        |                |            | Lower Bound                      | Upper Bound |         |     |
| Less than 10,000 | 37  | 3.5762 | .56184         | .09237     | 3.3888                           | 3.7635      | 2.00    |     |
| 10,000-20,000    | 62  | 3.5440 | .65972         | .08379     | 3.3764                           | 3.7115      | 2.00    |     |
| 20,001-30,000    | 97  | 3.4977 | .65874         | .06689     | 3.3649                           | 3.6304      | 2.00    |     |
| 30,001-40,000    | 45  | 3.6111 | .61905         | .09228     | 3.4251                           | 3.7971      | 2.00    |     |
| 40,001-50,000    | 28  | 3.4854 | .68334         | .12914     | 3.2204                           | 3.7504      | 2.00    |     |
| Above 50,000     | 8   | 3.5057 | .84040         | .29713     | 2.8031                           | 4.2083      | 2.00    |     |
| Total            | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    |     |

ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .539           | 5   | .108        | .256 | .936 |
| Within Groups  | 113.985        | 271 | .421        |      |      |
| Total          | 114.524        | 276 |             |      |      |

Oneway

Descriptives

PERCEPTI

|         | N   | Mean   | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|---------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
|         |     |        |                |            | Lower Bound                      | Upper Bound |         |         |
| Thai    | 162 | 3.5180 | .64379         | .05058     | 3.4181                           | 3.6178      | 2.00    | 4.68    |
| Foreign | 115 | 3.5613 | .64665         | .06030     | 3.4418                           | 3.6807      | 2.00    | 4.68    |
| Total   | 277 | 3.5359 | .64416         | .03870     | 3.4597                           | 3.6121      | 2.00    | 4.68    |

ANOVA

PERCEPTI

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .126           | 1   | .126        | .303 | .582 |
| Within Groups  | 114.398        | 275 | .416        |      |      |
| Total          | 114.524        | 276 |             |      |      |





Summary of Paired Samples Test ( testing the difference between customer expectations and perceptions by using 5 dimensions of SERVQUAL as key indicators)

T-Test

Paired Samples Test

|        |                     | Paired Differences |                |                 |   |       |        |
|--------|---------------------|--------------------|----------------|-----------------|---|-------|--------|
|        |                     | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |
|        |                     |                    |                |                 | Lower                                     | Upper |        |
|        |                     |                    |                |                 |   |       |        |
| Pair 1 | EXPECTAT - PERCEPTI | .5829              | .68156         | .04095          | .5023                                     | .6635 | 14.233 |

T-Test

Paired Samples Test

|        |                     | Paired Differences |                |                 |   |       | t      |
|--------|---------------------|--------------------|----------------|-----------------|---|-------|--------|
|        |                     | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |
|        |                     |                    |                |                 | Lower                                     | Upper |        |
| Pair 1 | EXP.TANG - PER.TANG | .7121              | .62112         | .03732          | .6386                                     | .7856 | 19.081 |

T-Test

Paired Samples Test

|        |                     | Paired Differences |                |                 |   |       | t      |  |
|--------|---------------------|--------------------|----------------|-----------------|---|-------|--------|--|
|        |                     | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |        |  |
|        |                     |                    |                |                 | Lower                                     | Upper |        |  |
| Pair 1 | EXP.RELI - PER.RELI | .7408              | .90135         | .05416          | .6342                                     | .8474 | 13.679 |  |

T-Test

Paired Samples Test

|        |                     | Paired Differences |                |                 |   |       | t     |
|--------|---------------------|--------------------|----------------|-----------------|---|-------|-------|
|        |                     | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |       |
|        |                     |                    |                |                 | Lower                                     | Upper |       |
|        |                     |                    |                |                 |   |       |       |
| Pair 1 | EXP.RESP - PER.RESP | .2635              | 1.28697        | .07733          | .1113                                     | .4158 | 3.408 |

T-Test

Paired Samples Test

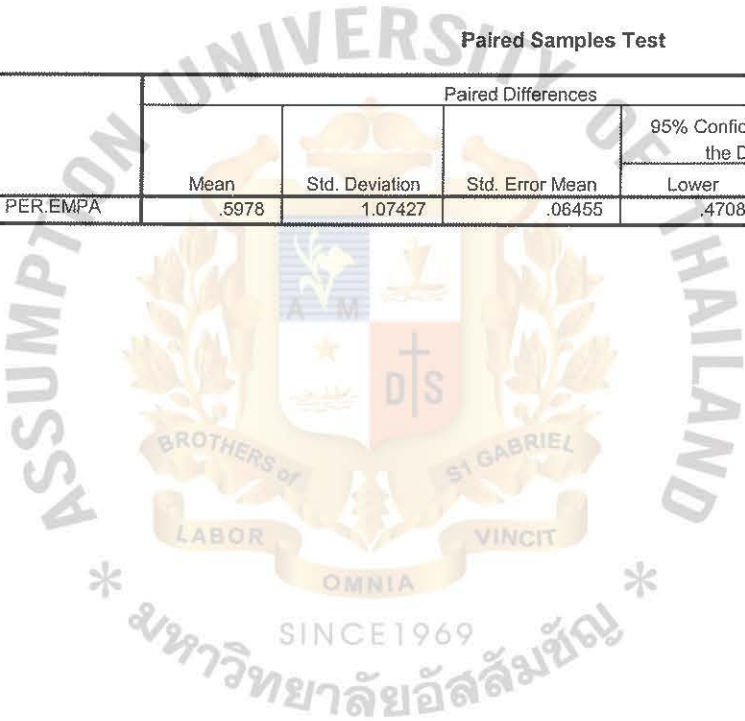
|        |                     | Paired Differences |        |        |   |                |        |  |
|--------|---------------------|--------------------|--------|--------|---|----------------|--------|--|
|        |                     |                    |        |        | 95% Confidence Interval of the Difference |                |        |  |
|        |                     |                    |        |        | Mean                                      | Std. Deviation |        |  |
| Pair 1 | EXP.ASSU - PER.ASSU | .5569              | .89820 | .05397 | .4506                                     | .6631          | 10.318 |  |

T-Test

Paired Samples Test

|        |                     | Paired Differences |                |                 |   |       |       |
|--------|---------------------|--------------------|----------------|-----------------|---|-------|-------|
|        |                     | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |       |
|        |                     |                    |                |                 | Lower                                     | Upper |       |
| Pair 1 | EXP.EMPA - PER.EMPA | .5978              | 1.07427        | .06455          | .4708                                     | .7249 | 9.262 |

T-Test



**Summary of MEAN (22 questions asked for the customer expectations towards the service quality that should be provided by the Clark Hatch Fitness Center.) -- the score is among 1-5, 1=Very Strong Disagree,...,5=Very Strong Agree**

Statistics

|            |         | The Fitness Center should have up-to-date equipment & technology.                           | Their physical facilities should be visually appealing.   | Their employees should be well dressed and appear neat.                              | The appearance of the physical facilities of these institutions should be in keeping with the type of services provided. |   |
|------------|---------|---|---|--|--|---|
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 4.34  | 4.39  | 4.32   | 4.31   |   |
| Statistics |         |   |   |  |  |   |
|            |         | When these Fitness Centers promise to do something by a certain time, they should do so.    | When customers have problems, these Fitness Centers should be sympathetic and reassuring.           | These Fitness Centers should be dependable.  | They should provide their services at the time they promise to do so.  | They should keep their records accurately.  |
| N          | Valid   | 277   | 277   | 277  | 277  | 277   |
|            | Missing | 0   | 0   | 0  | 0  | 0   |
| Mean       |         | 4.53  | 4.28  | 4.27   | 4.32   | 4.16  |
| Statistics |         |   |   |  |  |   |
|            |         | They shouldn't be expected to tell their customers exactly when services will be performed. | It is not realistic for customers to expect prompt service from employees of these Fitness Centers. | Their employees don't always have to be willing to help customers.                   | It is okay if they are too busy to respond to customer requests promptly.  |   |
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 3.48  | 4.03  | 3.65   | 4.09   |   |
| Statistics |         |   |   |  |  |   |
|            |         | Customer should be able to trust employees of these Fitness Center.                         | Customer should be able to feel safe in their transactions with these institutions' employees.      | Their employees should be polite.  | Their employees should get adequate support from these Fitness Centers to do their jobs well.                            |   |
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 4.02  | 4.10  | 4.37   | 4.50   |   |
| Statistics |         |   |   |  |  |   |
|            |         | These Fitness Center should not be expected to give customers individual attention.         | Employees of these Fitness Center cannot be expected to give customers personal attention.          | It is unrealistic to expect employees to know what the needs of their customers are. | It is unrealistic to expect these Fitness Center to have their customer's best interest at heart.                        | They shouldn't be expected to have operating hours convenient to all their customers. |
| N          | Valid   | 277   | 277   | 277  | 277  | 277   |
|            | Missing | 0   | 0   | 0  | 0  | 0   |
| Mean       |         | 4.33  | 3.99  | 3.62   | 3.91   | 3.57  |



**Summary of MEAN (22 questions asked for the customer expectations towards the service quality that should be provided by the Clark Hatch Fitness Center.) -- the score is among 1-5, 1=Very Strong Disagree,...,5=Very Strong Agree**

Statistics

|            |         | The Fitness Center should have up-to-date equipment & technology.                           | Their physical facilities should be visually appealing.   | Their employees should be well dressed and appear neat.                              | The appearance of the physical facilities of these institutions should be in keeping with the type of services provided. |   |
|------------|---------|---|---|--|--|---|
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 4.34  | 4.39  | 4.32   | 4.31   |   |
| Statistics |         |   |   |  |  |   |
|            |         | When these Fitness Centers promise to do something by a certain time, they should do so.    | When customers have problems, these Fitness Centers should be sympathetic and reassuring.           | These Fitness Centers should be dependable.  | They should provide their services at the time they promise to do so.  | They should keep their records accurately.  |
| N          | Valid   | 277   | 277   | 277  | 277  | 277   |
|            | Missing | 0   | 0   | 0  | 0  | 0   |
| Mean       |         | 4.53  | 4.28  | 4.27   | 4.32   | 4.16  |
| Statistics |         |   |   |  |  |   |
|            |         | They shouldn't be expected to tell their customers exactly when services will be performed. | It is not realistic for customers to expect prompt service from employees of these Fitness Centers. | Their employees don't always have to be willing to help customers.                   | It is okay if they are too busy to respond to customer requests promptly.  |   |
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 3.48  | 4.03  | 3.65   | 4.09   |   |
| Statistics |         |   |   |  |  |   |
|            |         | Customer should be able to trust employees of these Fitness Center.                         | Customer should be able to feel safe in their transactions with these institutions' employees.      | Their employees should be polite.  | Their employees should get adequate support from these Fitness Centers to do their jobs well.                            |   |
| N          | Valid   | 277   | 277   | 277  | 277  |   |
|            | Missing | 0   | 0   | 0  | 0  |   |
| Mean       |         | 4.02  | 4.10  | 4.37   | 4.50   |   |
| Statistics |         |   |   |  |  |   |
|            |         | These Fitness Center should not be expected to give customers individual attention.         | Employees of these Fitness Center cannot be expeted to give customers personal attention.           | It is unrealistic to expect employees to know what the needs of their customers are. | It is unrealistic to expect these Fitness Center to have their customer's best interest at heart.                        | They shouldn't be expected to have operating hours convenient to all their customers. |
| N          | Valid   | 277   | 277   | 277  | 277  | 277   |
|            | Missing | 0   | 0   | 0  | 0  | 0   |
| Mean       |         | 4.33  | 3.99  | 3.62   | 3.91   | 3.57  |

