

Business Performance Model Of Three Stars Hotel In Thailand

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Abstract

In the recent decade, the hotel business performance is most crucial. Particularly, it has major importance to boost the hospitality industry. In this direction, this study is concerned to investigate the business performance of hotels in relation to the services and marketing prospective. The objective of this study is to examine the role of customer services and marketing management on business performance. This study is based on the hotel industry of Thailand. Therefore, population of the study is Thailand hotels and respondents of the study is based on the hotel employees. Three-star hotels in Thailand are selected for the current study. Data were managed by using a survey questionnaire and 500 questionnaires were distributed among the manager of three stars hotels located in Thailand. After analyzing the data by using Partial Least Square (PLS) was used to analyze the data. It is found that services have major importance to promote business performance in three-star hotels. Furthermore, marketing is also most important to handle business performance. Along with services and marketing activities, customer satisfaction also has major influence.

Introduction

Business performance is the major concern of all business industries. The main objective of all business activities is to promote business performance. Among the major objectives of the companies, the profit maximization is one of the primary objectives of every organization. The profit maximization always required high business performance. As the increase in business performance increases the profit of the companies. It is also important for the survival of the companies to maximize the profit. Therefore, it is important for the companies to promote performance of any business. Hence, business performance has highest value among the organizations (Hafiz & Sary, 2020; LESTARI, LEON, WIDYASTUTI, BRABO, & PUTRA, 2020). In highly competitive market, the role of performance is most crucial to the success of business. Because, in high competition, the role of business performance is most important. Low level business performance of any company in the competitive market lead to the failure due to high competition. Therefore, in the competition, the organizations require high quality business activities to promote business performance and to compete with the competitors.

Business activities in the hotel industry are also most important. Hotel industry is also producing several business opportunities and it is one of the biggest industries worldwide. This industry is important because it has major influence on the economic development because this industry generate high revenue. In each country, hotel business is increasing day by day. Along with this, the competition is also increasing in this industry due to increase in number of hotels. In several countries, hotel industry is the backbone of economy as it is the industry which is generating high revenue. Particularly, in developed countries, where the tourists visiting with high numbers in each year, the hotel industry has key importance. Therefore, Hotel industry is most important industry among various countries (Asadi et al., 2020; Zervas, Proserpio, & Byers, 2015).

In Thailand, the hotel industry is also quite active and have significant importance for the business industry. This industry is important for Thailand because Thailand is one of the countries with high number of tourists visits in each year. Therefore, to facilitate tourists, the role of hotels is most important. It has major influence on the satisfaction of tourists which is important to capture tourists. With the increase in number of tourists in Thailand always require a greater number of hotels which good quality services. With the increase in customers, hotels are also increasing the number of rooms. Figure 1 shows the number of rooms for 2019 in hotels of Thailand. Number of rooms in Thailand hotels is given in Figure 1 from the year 2017 to 2020. It shows that number of rooms in the hotels of Thailand are increasing day by day with the increase in tourist in Thailand. It is one of the positive signs for the Thai economy that the hotels are increasing the capacity which shows that number of tourists are increasing in Thai hotels. Previous studies are also highlighted that hotel industry is most important in Thailand (Mandhachitara & Gulid, 2019; Phankhong, Bakar, & Poespowidjojo, 2020).

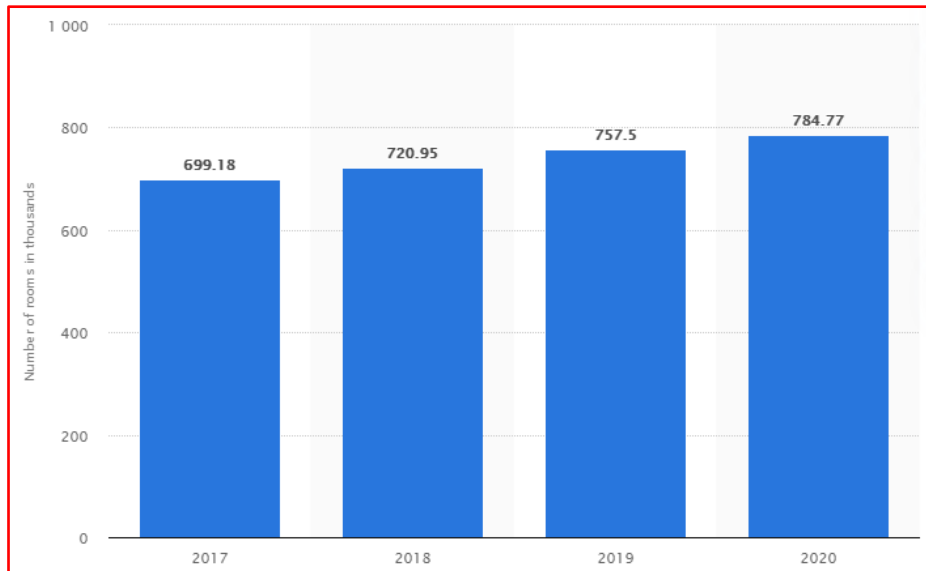


Figure 1. Number of hotel rooms in Thailand from 2017 to 2019 with a forecast for 2020

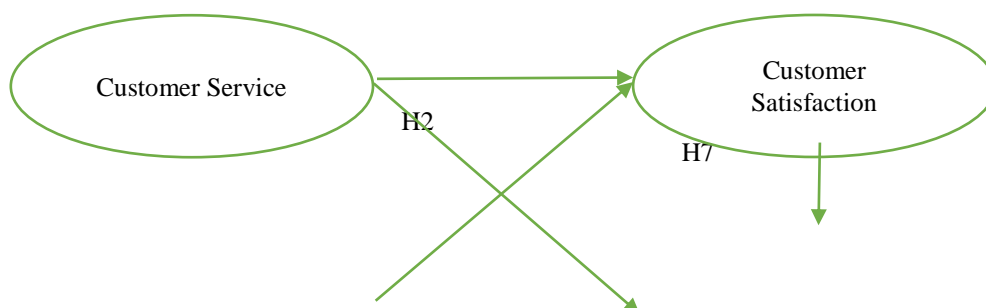
However, the business performance of hotel industry is most important to promote. Various hotels use various strategies to promote hotel industry. To enhance the hotel performance, the customer services has major importance. High quality services to the customers has the ability to enhance the business performance of hotel industry. As several studies mentioned that customer services have major importance in business industry (Behnam, Sato, Baker, Delshab, & Winand, 2020; Yazdanshenas & Aghaei, 2019). Better customer services increase the business performance because customer services increase the customer satisfaction. Furthermore, marketing management also has influential role in the customer satisfaction which lead to the business performance. Better marketingmanagement has the ability to promote directly the business performance and other variables have direct effect along with the indirect effect. Therefore, objective of this study is to examine the role of customer services and marketing management on business performance.

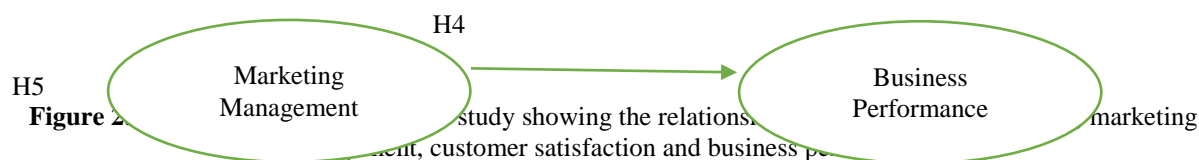
2. Literature Review

Hotel industry is most famous industry worldwide which has major influence in any country through various aspects. This industry has important role to generate revenue and support the economy. It has considerable influence on the economic development. Because this industry has positive effect on gross domestic product of all nations. It has major influence to increase the gross domestic product which has key role to promote economy. Along with the other service sectors, hotel industry is a vital industry which has considerable contribution to the economic development through various aspects. Increase in the hotel industry performance has the potential to promote higher performance. Most of the nation’s always tryingto promote hotel industry performance to attract customers. Therefore, it is given in several studies that hotel business performance is most important (Al-Wattar, Almagtome, & AL-Shafeay, 2019; Fernandes Sampaio, Hernández Mogollón, & de Ascensão Gouveia Rodrigues, 2020).

In Thailand, hotel industry is also most important and contributing to the several aspects of the industry. Hotel industry is one of the famous industries in Thailand because number of tourists visits each year in various places of Thailand which require high quality accommodation services. In this direction, hotel industry shows the influence on the people coming from various other countries and could be the important cause of tourist attraction. As there is an important link between the hospitality and tourism industry and both industries contributing significantly (Uyar, Kilic, Koseoglu, Kuzey, & Karaman, 2020). Business performance can be increased by using various strategies related to the customer service and marketing management. Customer services has important participation to promote business performance. Similarly, marketing management also has important contribution to business performance. Both the customer services and marketing management has relationship with customer satisfaction which further lead to the higher business performance. The relationship between customer services, marketing management, customer satisfaction and business performanceare given in Figure 2.

H1





2.1 Customer Services, Customer Satisfaction and Business Performance

Customer service is the provision of service to customers before, during and after a purchase. The perception of success of such interactions is dependent on employees "who can adjust themselves to the personality of the guest". Customer satisfaction is the most important part of any business activity because it has major influence to promote customer satisfaction. It has key influence on the business activities to promote performance of the business. Various companies provide different services through different ways and on different time for the purchase of the product. Few services provided by the company during the purchase of the products by the customers. Few services provided after the purchase of the product but before the use of the product by the customer. On the other hand, few services provided after the use of the product by the consumer. As sometimes, customer needed services after the use by the customer and sometime product require to replace because of the major default in the product. These services after or during the use of product has major importance for the customers and for the company. These services have major importance for the success of any product as the better services during and after the purchase of the product has key importance for the customer which encourage the customer to purchase the product again by the same company. It also helps the customers to recommend other friends as well as family members to purchase the same product from the same company. It is really important for the customers as well as for the company. Especially, it is important for the new product success because these services to the customers by the company develop a positive image among the customers which shows positive role to promote product success as it develop the positive intention of the customers to purchase this product. That is the reason several previous studies highlighted that customer services are the key to success (Al Halbusi, Jimenez Estevez, Eleen, Ramayah, & Hossain Uzir, 2020; Strand, Sandell, & Berg, 2019).

Generally better customer services to the customers has positive role to promote higher business performance through customer satisfaction. Customer services is important because it has direct effect on customer satisfaction and increase in customer satisfaction has major positive influence on business success among the companies. Therefore, it is also most important among the hotels where the customer satisfaction is majorly based on the customer services. It is important because several previous studies already proved that customer satisfaction have key role in any business activity (Rather, Tehseen, Itoo, & Parrey, 2019; Sani, Shehu, Usman, & Suleiman, 2019). Further, the customersatisfaction effect positively on business performance of hotels. Therefore, according to the current study, customer services shows positive role to promote customer satisfaction and customer satisfaction shows positive role to promote business performance. It is proved by the previous studies that customer satisfaction has positive role in business performance (Santoso, Purwanto, & Asbari, 2019). It shows that customer satisfaction is playing the mediating role between customer services and business performance. Hence, the following hypotheses are proposed;

Hypothesis 1. Customer service has positive effect on customer satisfaction.

Hypothesis 2. Customer service has positive effect on business performance.

Hypothesis 3. Customer satisfaction mediates the relationship between customer services and business performance.

Along with customer services, the role of marketing management also has key importance in business activities. All the business follows various marketing strategies to promote business performance and to survive in the competitive market. Marketing management is the organizational discipline which emphasizes on the practical application of marketing orientation, techniques as well as methods inside enterprises and organizations and on the management of a firm's marketing resources and actions. Marketing is the vital tool use by the companies to promote various products and services of the company. These marketing strategies are also helpful for the new product promotion because various new products always require awareness for the people to know about the newly developed product. To fulfil the customer needs, it is important to develop new customized products which also require a significant level of marketing strategies to promote the awareness and to introduce the product features to the people. Therefore, marketing management activities has major role in business among any company (Lim, Ahmed, & Ali, 2019; Md Isa, Jaganathan, Sern, Ahmdon, & Mohd Nafi, 2020).

Although marketing is important to promote various services, however, improper marketing increases the company cost and decreases the business performance. Therefore, marketing management has key importance for the company. Proper management of marketing activities has unique importance. Therefore, in the hotels, the role of marketing management is most important which require proper management of marketing activities. As the proper utilization of company resources is most important. Improper use of marketing resources leads to the higher cost and decrease the profitability of hotels. Hence, to achieve the higher performance, marketing

management is most important which lead to the customer satisfaction. As there is a relationship between marketing and customer satisfaction (Othman, Harun, De Almeida, & Sadq, 2020; Wulandari, Fauzi DH, & Nuralam, 2019).

Hypothesis 4. Marketing management has positive effect on customer satisfaction.

Hypothesis 5. Marketing management has positive effect on business performance.

Hypothesis 6. Customer satisfaction mediates the relationship between marketing management and business performance.

Hypothesis 7. Customer satisfaction has positive effect on business performance.

3. Research Method

Several research methods are available in the literature, however, the suitability of the research method with the study is most important. Therefore, selection of research technique is most suitable in every research study. As the current study is considering the relationship between customer service, marketing management, customer satisfaction and business performance, therefore, by following the nature of this study, it is observed that quantitative research approach is most suitable to achieve the objective of this study. Number of previous studies also recommended the quantitative research approach (Westerman, 2006).

Along with the quantitative research approach, the current study also followed cross-sectional research design which is also suitable in the given field of study. This study selected hotel industry of Thailand to examine the effect of customer service and marketing management on business performance and customer satisfaction. Hotel industry of Thailand is selected because this industry is most important for tourism industry in Thailand. Hospitality industry has major importance for the economy of Thailand because it has major connection with the tourism industry. Furthermore, to measure the variables, this study used various measures from the previous studies and designed a survey questionnaire. The questionnaires were distributed in hotels of Thailand and managers of these hotels were considered as respondents. To distribute the questionnaires, the current study used cluster sampling which is most appropriate in this study as data were collected from the widespread population (Hameed, Nisar, Abbas, Waqas, & Meo, 2019). Finally, 500 questionnaires were distributed among the employees and 500 valid responses were used for data analysis.

4. Data Analysis

Data analysis is started with preliminary data analysis which is used to check the errors in the data. It is given in Table 1.

Table 1. Data Statistics (n=500)

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
CS1	1	0	3.474	4	1	5	1.367	-1.061	-0.479
CS2	2	0	3.405	4	1	5	1.303	-0.992	-1.406
CS3	3	0	2.676	4	1	5	1.434	-1.897	-0.744
CS4	4	0	3.555	4	1	5	1.468	-1.059	-0.657
CS5	5	0	3.416	4	1	5	1.212	-0.729	-0.471
CS6	6	0	2.976	4	1	5	1.264	-1.956	-0.34
CS7	7	0	3.821	4	2	5	0.898	-0.549	-1.411
MM1	8	0	3.746	4	2	5	0.808	-0.393	-0.233
MM2	9	0	3.63	4	2	5	0.827	-0.417	-0.267
MM3	10	0	3.717	4	2	5	0.864	-0.752	-0.066
MM4	11	0	2.671	4	2	5	0.834	-0.419	-0.282
MM5	12	0	3.711	4	2	5	1.013	-1.142	-0.134
CSA1	13	0	3.723	4	2	5	1.17	-1.408	-1.296
CSA2	14	0	3.728	4	2	5	1.087	-1.268	-0.232
CSA3	15	0	3.74	4	2	5	1.151	-1.253	-0.44
CSA4	16	0	3.613	4	2	5	1.146	-1.371	-0.245
CSA5	17	0	3.734	4	2	5	1.152	-1.382	-0.287
CSA6	18	0	3.642	4	2	5	1.152	-1.372	-0.27
CSA7	19	0	3.809	4	2	5	1.129	-1.187	-0.467
BP1	20	0	3.647	4	2	5	1.095	-1.247	-0.248
BP2	21	0	3.63	4	2	5	1.108	-1.287	-0.23
BP3	22	0	3.728	4	2	5	1.004	-1.079	-0.193

BP4	23	0	3.746	4	1	5	1.15	-1.215	-0.386
BP5	24	0	3.717	4	2	5	1.067	-1.199	-0.247
BP6	25	0	3.78	4	2	5	1.152	-1.202	-0.499
BP7	26	0	3.659	4	1	5	1.165	-1.179	-0.39
BP8	27	0	3.734	4	2	5	1.117	-1.277	-0.312

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

Above Table 1 used to check the missing value in the data (Yang et al., 2020). It is found that data has no missing value and it is also free from other errors such as outlier. Furthermore, it is evident that data is free from other errors. After the data screening, the current study examined the reliability and validity of the data. In reliability, the current study examined the factor loadings in which Partial Least Square (PLS) was used which is recommended in number of previous investigations (J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler & Chin, 2010; Henseler et al., 2014). Factor loading is given in Figure 3 and Table 2. Customer service is measured by using six scale items, marketing management is measured by using four scale items and one item was deleted. Customer satisfaction is measured by using seven scale items. Finally, business performance is measured by using eight scale items. Various authors provided different threshold level for factor loading. According to the current study, factor loadings must not be below 0.4. It is given in Table 2 that all the variables; customer services, marketing management, customer satisfaction and business performance have factor loadings above 0.4.

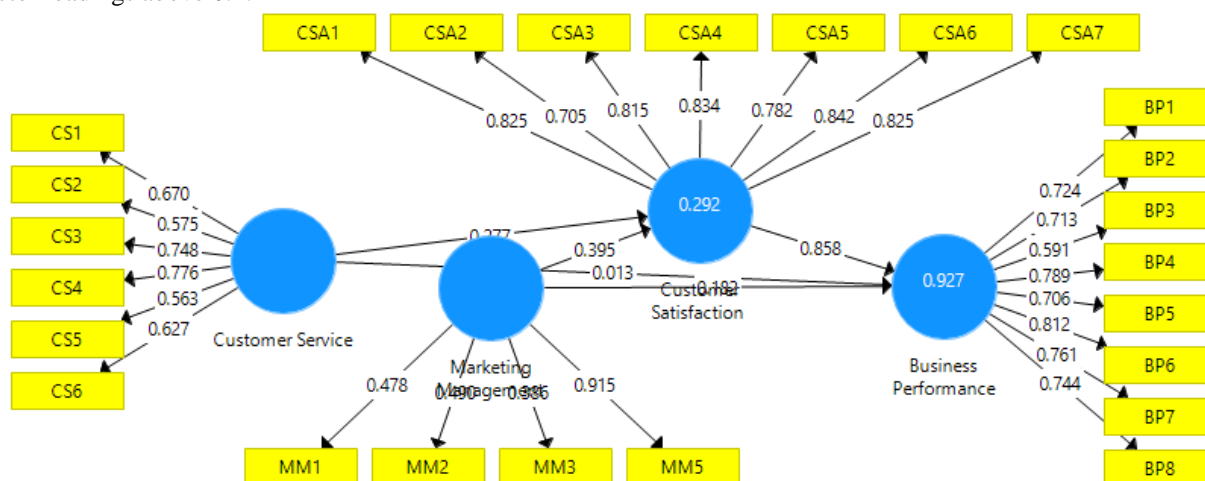


Figure 3. Measurement Model

Table 2. Factor Loadings (n=500)

	Business Performance	Customer Satisfaction	Customer Service	Marketing Management
BP1	0.724			
BP2	0.713			
BP3	0.591			
BP4	0.789			
BP5	0.706			
BP6	0.812			
BP7	0.761			
BP8	0.744			
CS1		0.67		
CS2		0.575		
CS3		0.748		
CS4		0.776		
CS5		0.563		
CS6		0.627		
CSA1			0.825	

CSA2	0.705
CSA3	0.815
CSA4	0.834
CSA5	0.782
CSA6	0.842
CSA7	0.825
MM1	0.478
MM2	0.49
MM3	0.486
MM5	0.915

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

Table 3. Reliability and Convergent Validity (n=500)

	Alpha	rho_A	CR	(AVE)
Business Performance	0.875	0.881	0.902	0.537
Customer Satisfaction	0.909	0.911	0.928	0.648
Customer Service	0.759	0.783	0.824	0.542
Marketing Management	0.721	0.888	0.669	0.564

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

After the assessment of factor loadings, this study also examined composite reliability (CR) and average variance extracted (AVE) which is also important to achieve before hypotheses testing. This is also one of the mandatory steps to process for hypotheses testing in every research study based on the primary data and PLS. The CR value is given in Table 3 for variables; customer services, marketing management, customer satisfaction and business performance which is above 0.7. Furthermore, the AVE for customer services, marketing management, customer satisfaction and business performance is also above 0.5 which is recommended by J. Hair, Hollingsworth, Randolph, and Chong (2017). Therefore, current study achieved the minimum level of CR and AVE for all variables. In addition to CR and AVE, the current study also investigated discriminant validity (Henseler, Ringle, & Sarstedt, 2015) with the help of cross-loadings as given in Table 4.

Table 4. Cross-Loadings(n=500)

	Business Performance	Customer Satisfaction	Customer Service	Marketing Management
BP1	0.724	0.628	0.276	0.389
BP2	0.713	0.606	0.338	0.358
BP3	0.591	0.469	0.239	0.461
BP4	0.789	0.775	0.293	0.431
BP5	0.706	0.69	0.216	0.442
BP6	0.812	0.775	0.269	0.526
BP7	0.761	0.702	0.344	0.221
BP8	0.744	0.654	0.326	0.312
CS1	0.246	0.756	0.67	0.182
CS2	0.2	0.734	0.575	0.097
CS3	0.333	0.782	0.748	0.332
CS4	0.386	0.826	0.776	0.372
CS5	0.115	0.693	0.563	-0.14
CS6	0.159	0.72	0.627	-0.056
CSA1	0.82	0.825	0.876	0.453
CSA2	0.699	0.705	0.805	0.435

CSA3	0.827	0.815	0.898	0.532
CSA4	0.76	0.834	0.847	0.23
CSA5	0.75	0.782	0.819	0.285
CSA6	0.744	0.842	0.858	0.333
CSA7	0.728	0.825	0.864	0.348
MM1	0.161	0.097	0.14	0.478
MM2	0.196	0.13	0.11	0.49
MM3	0.072	0.029	0.045	0.386
MM5	0.61	0.505	0.257	0.915

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

The investigation about the factor loadings, CR and AVE and discriminant validity, the current study qualified all the steps to proceed for further analysis, therefore, this study proceeded the analysis for further analysis. Therefore, the next section of the data analysis is given in Figure 4 which is based on the structural model and recommended by several studies (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013; Henseler et al., 2014). In this section of the study, the direct effect of customer services is examined on customer satisfaction. The direct effect of customer services was examined on business performance. Direct effect of marketing management was examined on customer satisfaction and direct effect of marketing management was also examined on business performance. Results given in Table 5 shows that customer satisfaction factor has important role in business performance. As the effect of customer satisfaction on business performance is positive as the t-value is 35.763. Further to this, the effect of customer services on customer satisfaction is also positive with t-value 4.25. Increase in marketing management increases the business performance with t-value 6.74. It is given in Table 5 that marketing management has positive effect on business performance. Along with this, marketing management also has positive effect on customer satisfaction with t-value 6.572. However, it is found that customer services have no effect on business performance as the t-value is 0.464 which is below 1.96.

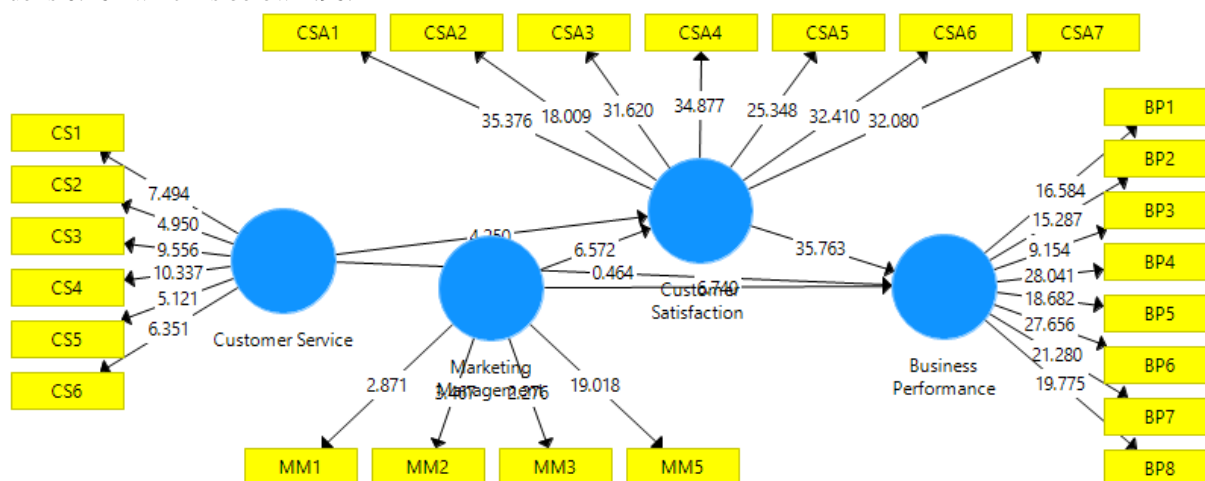


Figure 4. Structural Model

Table 5. Direct Effect Results (n=500)

	(O)	(M)	SD	T Statistics	P Values
Customer Satisfaction -> Business Performance	0.858	0.859	0.024	35.763	0
Customer Service -> Business Performance	0.013	0.013	0.028	0.464	0.643
Customer Service -> Customer Satisfaction	0.277	0.289	0.065	4.25	0
Marketing Management -> Business Performance	0.182	0.178	0.027	6.74	0
Marketing Management -> Customer Satisfaction	0.395	0.403	0.06	6.572	0

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

Table 6. Indirect Effect Results (n=500)

	(O)	(M)	SD	T Statistics	P Values
Customer Service -> Customer Satisfaction -> Business Performance	0.238	0.248	0.057	4.147	0
Marketing Management -> Customer Satisfaction -> Business Performance	0.339	0.345	0.048	7.061	0

Note:BP = Business Performance, CS = Customer Service, MM = Marketing Management, CSA = Customer Satisfaction

Table 6 shows the indirect effect which is examined by using PLS. The mediation effect is examined by using the instructions of Preacher and Hayes (2004, 2008). The mediation effect of customer satisfaction was examined between customer service and business performance. Furthermore, the mediation effect of customer satisfaction was examined between marketing management and business performance. The mediation effect of customer satisfaction between customer service and business performance is significant with t-value 4.147. It shows that customer satisfaction reflects the positive effect of customer services on business performance. Furthermore, the mediation effect of customer satisfaction between marketing management and business performance is also significant with t-value 4.061. Hence, it shows that customer satisfaction reflects the positive effect of marketing management on business performance. Furthermore, the mediation effect of customer satisfaction between customer service and business performance is given in Figure 5. The mediation effect of customer satisfaction between marketing management and business performance is given in Figure 6. The histogram given in Figure 5 and Figure 6 shows that both mediation effect of customer satisfaction is significant and has effect on the model of the study. These mediation effect histograms are generated by using PLS.

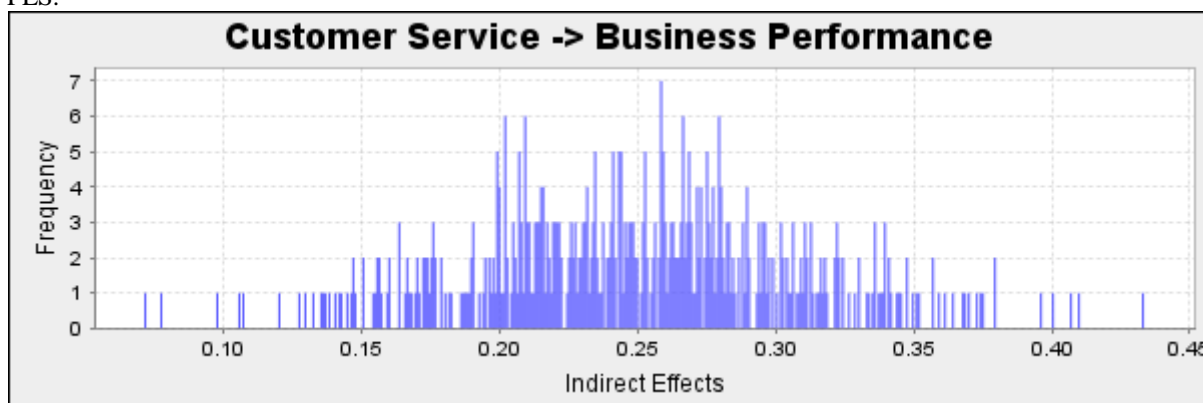


Figure 5. Indirect Effect: Customer Service -> Customer Satisfaction -> Business Performance

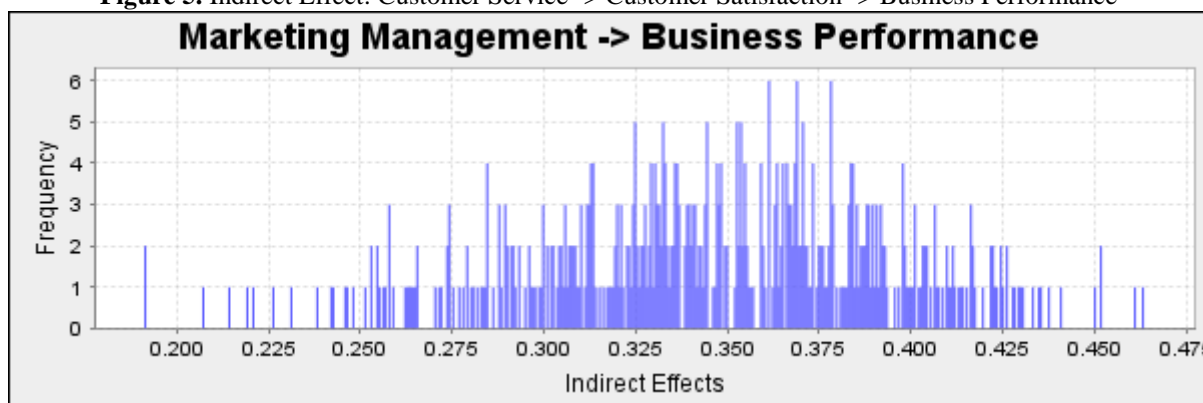


Figure 6. Indirect Effect: Marketing Management -> Customer Satisfaction -> Business Performance

5. Conclusion

The objective of this study is to examine the role of customer services and marketing management on business performance. The relationship between customer service, marketing management, customer satisfaction and business performance were examined. Data were collected from hotels of Thailand and structural equation modeling was used for data analysis. Analysis of the study highlighted valuable findings for the hotel business performance. It is found that services have major importance to promote business performance in three-star hotels. In any business activity, quality services are most crucial for the business activity. Customer services has important role for the promotion of customer satisfaction. It is revealed that customer services have positive

effect on business performance. Better services from the hotels has positive role to promote business performance. Additionally, marketing is also most important to handle business performance. Marketing activities promote higher business performance in hotel industry. Therefore, marketing management has positive effect on business performance. Along with services and marketing activities, customer satisfaction also has major influence. Customer satisfaction has the ability to promote higher business performance. Therefore, it is found that customer service has positive effect on customer satisfaction. Marketing management has positive effect on business performance. Along with this, customer satisfaction is mediating variable.

6. Implications of the Study

The current study has several implications for the literature as this study contributed significantly to the literature by examining the relationship between customer service, marketing management, customer satisfaction and business performance. Several studies are carried out in hospitality industry, the role of hotel services is also examined. Various studies also examined the role of marketing strategies in business performance of hotels. However, the integration between customer services and marketing management is rarely studied in the literature. Particularly, the integration between customer services and marketing management is rarely studied in three-star hotels of Thailand. Furthermore, this study contributed theoretically by examining the mediating role of customer satisfaction between customer services and business performance. Moreover, the mediation effect was also examined between marketing management and business performance. This study also has implications for the management of hotel industry. This study proved that customer services can promote business performance. Therefore, three-star hotel management should promote higher customer services. In addition to this, the current study highlighted that marketing management has positive role to promote business performance. In this direction, hotel management should also promote marketing management to enhance hotel business performance in Thailand. Finally, this study also highlighted that customer satisfaction has important role for business performance. Therefore, hotel management should also promote services and marketing to promote customer satisfaction.

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