

Assessing Influential Factors on Customer Revisit Intention Using the SERVQUAL Model: The Case of Thai Spa Shops, Chonburi Province, Thailand

Chanatip Sorrasitt¹, Bordin Phayaphrom²

¹IQRA Business School, University of Geomatika Malaysia, Kuala Lumpur, Malaysia

²Advanced Executive Management School, Bangkok, Thailand

Abstract—This study aimed to investigate the factors influencing customer revisit intention for Thai spa shops in Chonburi Province, Thailand, using the SERVQUAL model. The study's findings offer valuable insights for Thai spa shop owners seeking to enhance their service quality and attract repeat customers. Given the lack of prior research on Thai spa shops in Chonburi Province, this study fills a knowledge gap.

Keywords— Revisit Intention: SERVQUAL Model: Thai Spa Shop.

I. INTRODUCTION

The COVID-19 pandemic, which began in 2019, dealt a severe blow to the Thai spa industry, forcing many businesses to close for years due to the close contact required between masseuses and clients in confined spaces. As the pandemic has waned, fierce competition has erupted among Thai spa providers, who are eager to please and satisfy customers with incentive promotions and special packages. Masseuses are the driving force behind this industry, as their skilled hands and years of training and experience are essential for providing a high-quality massage experience. Unlike other jobs that can be performed by anyone, massage is a craftsmanship that requires dedication and mastery.

The Thai spa shop industry in Chonburi Province, Thailand is a thriving ecosystem, bursting with a diverse array of spas offering innovative treatments and services. The intense competition drives spas to continuously evolve, seeking new ways to pamper their patrons. One of the key ingredients to the industry's success is the popularity of traditional Thai massage.

Thai massage, a traditional Chinese medicine-based massage therapy, originated in Thailand and is known for its relaxing and therapeutic effects, including stress relief, improved circulation, and pain reduction. The popularity of Thai massage and Chonburi Province's status as a popular tourist destination are two key factors contributing to the success of the Thai spa shop industry in Chonburi Province. The influx of tourists seeking Thai massage and other spa treatments provides a steady stream of customers for the industry. Moreover, the growing popularity of traditional Thai massage is expected to drive further growth in the future.

Thai spa is a holistic massage therapy that originated in Thailand. It combines passive stretching, acupressure, and deep tissue massage to improve the physical, mental, and emotional health of the individual. Revisit intention is the likelihood that a customer will return to a business or destination after their initial visit. It is an important factor for businesses to consider, as it can help them to understand how to retain customers and improve their bottom line. Nowadays, the SERVQUAL model is being used by several researchers. The SERVQUAL model

is important to the Thai spa industry because it can help spa owners and managers to understand what factors are important to their customers. This information can then be used to improve the quality of service and customer satisfaction. The SERVQUAL model is a tool for measuring service quality based on customer expectations which can lead to the study of customer revisit intention in Thai spa industry. The SERVQUAL model is a global instrument that measures consumer expectations and perceptions of service performance based on five dimensions: reliability, empathy, assurance, responsiveness, and tangibles. These dimensions are defined as follows: Reliability refers to the ability of the service provider to consistently deliver the promised service. Tangibles encompass the tangible elements such as the physical facilities, equipment, and overall appearance provided by the service provider. Empathy refers to the caring, individualised attention that the service provider provides to its customers. Responsiveness pertains to the service provider's willingness to assist customers and deliver quick service. Assurance encompasses the expertise and kindness of service providers, fostering trust and confidence. Thus, the researcher finds that the revisit intention research is a valuable tool for businesses that want to understand customer behaviour and improve the bottom line of the Thai spa industry.

II. THEORETICAL REVIEW

The study searches for the factors that influence the customer revisit intention on service quality using the SERVQUAL Model: Case of Thai spa shops around Chonburi Province, Thailand. The related theories, concepts, and papers of others that are relevant to this study come from several reliable origins; the content was divided into seven parts:

- 2.1 Spa Services
- 2.2 Customer Revisit Intention
- 2.3 Spa Service Quality
- 2.4 SERVQUAL Model
- 2.5 Previous Research
- 2.6 Hypotheses Development
- 2.7 Conceptual Framework Model

2.1 Spa Services

The spa industry in Thailand has grown rapidly in recent years. Between 2001 and 2003, the industry grew by 64%. This growth has helped to solidify Thailand's position as a top 5 spa destination in the world. In fact, Thailand is currently ranked second in the world, with an overall grade of 93%+. This is just slightly behind Australia, which is ranked first., (Mechinda et al, 2009). But another researcher, Bhrmanachote (2016), has found that customer service workers are the face of the organisation to customers. The emotions that employees express can have a lasting impact on customers' perceptions of service quality and their attitudes about the encounter. To understand how emotion management is done in customer service work, it is important to consider the perspectives of customer service workers, their employers, and customers. The study of Bhrmanachote (2016) can imply that the services provided in the Thai spa shop industry are embodied in the employees who work there. These employees use their own craftsmanship skills and knowledge to perform their duties in the spa shop, and this is what ultimately defines the quality of the services that are provided.

2.2 Customer Revisit Intention

The tourist visitation process can be divided into three distinct travel stages: the pre-visitation stage, the during-visitation stage, and the post-visitation stage. The pre-visitation stage encompasses all the activities that a tourist engages in before they arrive at their destination, such as planning their trip, researching the destination, and booking travel and accommodation. The during-visitation stage refers to the activities that a tourist engages in while they are at their destination, such as sightseeing, visiting attractions, and participating in activities. The post-visitation stage encompasses all the activities that a tourist engages in after they have left their destination, such as reflecting on their trip, sharing their experiences with others, and planning future trips (Kozak and Decrop, 2009). As of the study of Darnell and Johnson (2001) and Luo and Hsieh, (2013) can be understood that revisiting is a key factor in tourism that helps destinations maintain their competitiveness and boost their economies. It generates more tourism revenue and significantly reduces long-term marketing costs (Darnell and Johnson, 2001; Luo and Hsieh, 2013). Another researcher has found that a number of studies have investigated the factors that influence tourists' revisit intention, in an effort to understand why tourists prefer to revisit a specific destination (Issariyakulkarn, 2020).

2.3 Spa Service Quality

According to Sangpikul (2022), the term "spa" is commonly used to refer to a commercial establishment that provides a variety of health-related services, including water-based treatments, such as body massages and facials, as well as additional services, such as saunas and exercise classes. It is believed that the term originated from the town of Spa in Belgium, renowned for its mineral springs. Understanding service quality can facilitate spa managers in providing superior services that meet customer expectations, which can lead to increased customer satisfaction, positive word-of-mouth communication, and customer loyalty. The success of service

delivery is measured by the extent to which the community receives the services that it needs and expects.

2.4 SERVQUAL Model

The SERVQUAL model is a global instrument that measures consumer expectations and perceptions of service performance based on five dimensions: reliability, empathy, assurance, responsiveness, and tangibles. These dimensions are defined as follows:

2.4.1. Reliability: The service provider's capacity to consistently provide the service as promised.

2.4.2. Tangibles: The physical facilities, equipment, and appearance of the service provider.

2.4.3. Empathy: The caring, individualised attention that the service provider provides to its customers.

2.4.4. Responsiveness: The willingness of the service provider to help customers and provide prompt service.

2.4.5. Assurance: The knowledge and courtesy of service providers and their ability to inspire trust and confidence.

The SERVQUAL model was developed by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1988. It has been widely used in research and practice to measure service quality. The model has been shown to be a reliable and valid measure of service quality, and it has been used to compare service quality across different industries and countries. The SERVQUAL model can be used by service providers to improve their service quality (Sangpikul, 2022).

2.5 Previous Research

As written in the academic article on SSRG International Journal of Economics and Management Studies, Volume 6 Issue 5, 86 - 92, May 2019, the results of the article showed that the revisit intention could be predicted by tourists' satisfaction, food quality, past vacation experience, destination image, and cultural differences (Ngaliman et al., 2019). But another researcher, Lau et al. (2013) had the opinion whether to assess the service quality of Hong Kong-based banks, tangibility, responsibility, reliability, and assurance were more critical in boosting customer satisfaction, whereas empathy was the least important factor. Nevertheless, I, the researcher, have seen a few studies that are relevant to Thai spa shops in Thailand. Thus, this study may fulfil the knowledge gaps in this field or another relevance.

2.6 Hypotheses Development

2.6.1 Relationship Between Reliability and Revisit Intention

The reliability dimension of service quality refers to the ability of a service provider to consistently deliver the promised service to its customers. This means that the service provider must be able to perform the service accurately, efficiently, and on time, every time. Reliability is a key dimension of service quality that assures customers of a service provider's ability to consistently deliver the promised service. This means that the service provider must be able to perform the service accurately, efficiently, and on time, every time. The level of reliability significantly influences the trust and lasting impression formed by a customer following the utilization of a service (Johnson and Karley, 2018). Therefore, the hypothesis is advanced as below.

H1: Reliability has a positive effect on customer revisit intention.

2.6.2 Relationship Between Assurance and Revisit Intention

Ensuring confidence is a crucial concern within the spa sector because of the ever-evolving service landscape. Especially, the safety and the hygiene in receiving services at spa shops. Consequently, Service quality attributes related to customer concerns about health, safety, and hygiene are becoming increasingly important in the spa industry. In order to deliver the expected services during COVID-19, spa managers are required to understand and respond to the changing perceptions of customers. In this regard, new research is needed to update the existing literature in order to better understand the role of assurance in the current situation (Sangpikul, 2022). Nevertheless, assurance is able to make customers trust and will stimulate the customer to revisit the spa shop eventually.

Thus, assurance is an important factor that can influence customer satisfaction and revisit intention across a variety of industries. Spa shops can improve customer satisfaction and customer revisit intention by providing assurance to customers through the services. Therefore, the hypothesis is advanced as below.

H2: Assurance has a positive effect on customer revisit intention.

2.6.3 Relationship Between Tangibles and Revisit Intention

The tangible aspect of service quality pertains to the physical elements of a service, encompassing features like the facilities, equipment, and the appearance of the service staff. These tangibles can create a lasting impression on customers, and they can also influence customer satisfaction. Le Blanc and Nguyen (1996) suggest that emphasizing the environmental qualities of a place in marketing campaigns can help draw in fresh customers. They point out that the increasing demand for tourism services and the rising expectations of guests have led to increased competition among hospitality providers. This, in turn, has highlighted the importance of the quality of services offered by local hotels in determining the attractiveness of a tourist destination. In terms of Thai spa shops, the aforementioned study can be related to, by the reason of the environmental characteristics which can be the factor that attracts the customers to visit and eventually revisit.

The tangible dimension of service quality is becoming increasingly important, as customers expect staff to respond quickly to their requests. The better the tangibles of an organisation, such as the physical facilities, equipment, and appearance of employees, the better the service they can provide to customers. Therefore, the hypothesis is stated as below.

H3: Tangibles have a positive effect on customer revisit intention.

2.6.4 Relationship between Empathy and Revisit Intention

Empathy is the capacity to comprehend and resonate with the emotions of another individual. It is a key component of customer service, as it allows employees to connect with customers on a personal level and provide them with a more tailored experience. Faarooq et al. (2018) found that empathy is a critical factor in determining whether or not customers are satisfied with the service they receive. Customers who feel that

their service representatives are empathetic are more likely to be satisfied with the overall quality of service, even if there are some minor issues. Conversely, customers who feel that their service representatives are not empathetic are more likely to be dissatisfied with the service, even if there are no major problems (Farooq et al., 2018). Karatepe (2011) found that there is a positive relationship between empathy and customer satisfaction. He argued that customer loyalty can be easily captured through empathy, and that the importance of empathy can be seen through service quality, customer loyalty, and satisfaction. Karatepe also found that empathy and reliability of service are significantly influenced by the service environment (Karatepe, 2011). Therefore, the hypothesis is advanced as below.

H4: Empathy has a positive effect on customer revisit intention.

2.6.5 Relationship between Responsiveness and Revisit Intention

The responsiveness dimension of service quality refers to the willingness and ability of a service provider to react quickly to resolve customer problems in a positive manner. This means that the service provider must be able to respond to customer inquiries and complaints promptly and in a way that is helpful and satisfying to the customer (Blery, et. al., 2009). This dimension of service quality is perceived through the interpersonal interactions between customers and service providers. This means that the quality of the service is influenced by the behaviour and attitudes of the service providers (Johnson & Karley, 2018). Therefore, the hypothesis is advanced as below.

H5: Responsiveness has a positive effect on customer revisit intention.

2.7 Conceptual Framework Model

From concepts and theories and related research results, the researchers had studied the factors that can improve the customer revisit intention for the people who used the Thai spa shops in Chonburi Province, Thailand. The variables that affect the research were identified as follows:

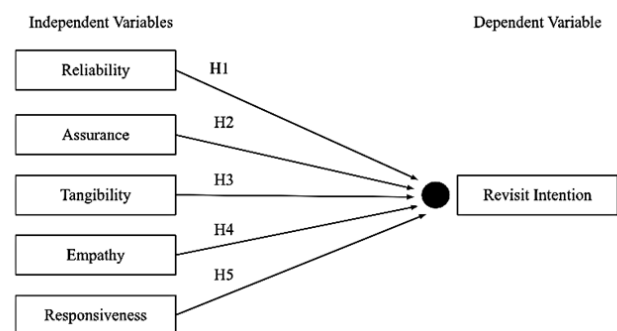


Figure 2.1 Conceptual Framework

The independent variables were the perceptions toward service quality dimensions served by the Thai spa shops in Chonburi Province. The service quality consists of 1. reliability 2. assurance 3. tangibles 4. empathy 5. responsiveness based on the SERVQUAL model of Parasuraman et al. (1985). The dependent variable was the personal factor that satisfies the service recipient, namely revisit intention. The researcher

developed independent and dependent variables in the conceptual framework, as shown in figure 2.1

III. METHODOLOGY

This research aims to study "Influential Factors on Customer Revisit Intention of Thai spa shops in Chonburi Province, Thailand". The researcher studies and proceeds with a quantitative survey on the customers that have visited Thai spa shops in the Chonburi Province area using the SERVQUAL model.

3.1 Target Population

The population and sample in this research were the Thai spa shops' customers in the Chonburi Province area, Thai citizens. Accessible from 3 July to 7 July 2023.

3.2 Sample Size

The researcher surveyed all the Thai spa shops customers from 26 June to 3 July 2023. To determine the appropriate sample size, the researcher used the ready-made tables of Roscoe (1975). A simple principle was proposed if the number of participants in the questionnaire should be greater than 30 and less than 500. Roscoe (1975) states that in multivariate research, such as multiple regression analysis, the sample size should be at least ten times or more of the number of variables in the study. The researchers obtained a total of 249 specified samples. The researcher selected the sample group to answer the questionnaire using the random sampling method. Roscoe (1975) proposed a set of guidelines for determining sample size that has been widely used in behavioural research for several decades. He suggested that a sample size of 30 to 500 is appropriate for most behavioural studies, while a sample size greater than 500 may increase the risk of a Type II error (Sekaran & Bougie, 2016).

Demographic Profile

Adapted from Limna et al. (2022) and Sitthipon et al. (2022).

General Information	
Gender	Female Male
Age	18-25 years old 26-30 years old 31-35 years old 36-40 years old 41 years old or over
Education	High school, Diploma Bachelor's degree or Lower Master's degree Doctoral degree or Higher
Occupation	Government Officer Laborer Employee's private owned Business owner Student Other
Income	Less than 20,000 THB 20,001-30,000 THB 30,001-40,000 THB 40,001-50,000 THB More than 50,000 THB

3.3 Research Instruments

This research used a questionnaire as a data collection tool

for research purposes, which the researcher created to evaluate the quality and satisfaction of customers who visit the Thai spa shops. It was divided into two parts as follows:

The researcher adopted the previous research items based on the SERVQUAL model of Parasuraman et al. (1985) to ensure instrumental validity. Customer satisfaction questions were based on Van Ryzin et al. (2004). The pretest of the questionnaire was tested on 35 samples. The reliability analysis presented that the Cronbach's Alpha's value of 6 constructs and 26 measurement items ranged between 0.921 and 0.938, as shown in table 2. This range of Cronbach's Alpha's value reached the criterion value of 0.70 or higher than 0.70 according to Hair et al. (2006), suggesting that these criterion values are acceptable.

3.4 Data analysis

After data collection was complete, the data was statistically analysed using the online statistic calculator on datatab.com. Descriptive statistics, including percentage ratio, frequency, arithmetic mean, and standard deviation, were used to measure the average and distribution of the data. This data was then presented in tabular form and analysed to study the factors that influence customer revisit intention at Thai spa shops in Chonburi Province, Thailand.

Due to that the researcher intends to study the factors that influence customer revisit intention to Thai spa shops in Chonburi Province, Thailand. Thus, multiple regression analysis was applied to this study after the data collection had been finished to find the factors that may influence customer revisit intention. However, multiple regression analysis is a powerful tool for understanding complex relationships between variables.

IV. RESULTS

TABLE 4.1 Multiple Linear Regression of Factors on Customer Revisit Intention

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.41	0.64		2.21	0.028
Reliability (X1)	0.65	0.41	0.42	1.59	0.112
Assurance (X2)	0.24	0.11	0.16	2.11	0.036*
Tangibility (X3)	-0.37	0.4	-0.24	-0.93	0.353
Empathy (X4)	-0.33	0.2	-0.15	-1.66	0.098
Responsiveness (X5)	0.5	0.2	0.26	2.52	0.012*
R-Squared	0.17		Adjusted R-squared	0.16	
F-statistic	10.77		Prob (F - Statistic)	<.001	

a. Dependent Variable: Customer Revisit Intention

b. Predictors: (Constant), Empathy, Tangibles, Responsiveness, Reliability, Assurance Note: ***p<0.001, **p<0.01, *p<0.05.

Multiple regression is a statistical method used to examine the relationship between multiple independent (predictor) variables and a dependent variable. Table 4.1 shows the results of a multiple regression model used to identify the service quality dimensions that influence customer revisit intention at Thai spa shops in Chonburi Province, Thailand.

The model explains 17.00% of the variance in customer

revisit intention. The regression coefficients for reliability, tangibility, and empathy are not statistically significant (reliability: 0.65, $t = 1.59$, $p > 0.05$; tangibility: -0.37, $t = -0.93$, $p > 0.05$; empathy: -0.33, $t = -1.66$, $p = 0.098$). This indicates that these service quality dimensions are not significantly related to customer revisit intention. The regression coefficient for assurance is 0.24 ($t = 2.52$, $p = 0.012$), indicating that a one-unit increase in assurance is associated with a 0.24-unit increase in customer revisit intention, all else being equal. The regression coefficient for responsiveness is 0.50 ($t = 2.52$, $p = 0.012$), indicating that a one-unit increase in responsiveness is associated with a 0.50-unit increase in customer revisit intention, all else being equal.

In conclusion, the study found that assurance and responsiveness are the only service quality dimensions that are significantly related to customer revisit intention at Thai spa shops in Chonburi Province, Thailand.

V. OTHER RECOMMENDATIONS

5.1 Discussion and Conclusion

This study investigated the relationships between five service quality factors and customer revisit intention at Thai spa shops in Chonburi Province, Thailand. The results suggest that responsiveness and assurance are the two most important factors for customers, while reliability, tangibility, and empathy are less important. The result provides statistical details about the relationship between service quality dimensions and customer revisit intention at Thai spa shops in the area.

The model used in the study can account for 17% of the variation in customers' decisions to return to a spa. This means that other factors not included in the model (such as price, location, or personal preferences) influence revisit intention as well. To describe each dimension of the SERVQUAL model based on the results of this study stated as follows.

5.1.1. Reliability

Reliability, or the ability to consistently provide promised services, was not found to be significantly related to customer revisit intention. For this study, it shows that reliability does not notably impact customers' decisions to return. It similarly seems to be less important to customers and does not affect the customer's revisit intention.

Thus, it can be concluded that reliability is not expected by the customers who use Thai spa shops in Chonburi province. In terms of business development, Thai spa shop entrepreneurs can be less worried about this dimension as it does not have any influence on the customer's decision to revisit.

5.1.2. Assurance

Assurance, or the staff's ability to demonstrate expertise, courtesy, and trustworthiness. This dimension is pivotal in cultivating customer trust and loyalty. Research indicates a direct correlation between heightened assurance and increased customer revisit intention. Specifically, a one-unit elevation in perceived assurance, as manifested by customer confidence in the staff's knowledge and the spa's overall competence, is linked to a 0.24-unit enhancement in the probability of repeat business. This statistical finding underscores the critical role of assurance in driving customer satisfaction and retention within the spa industry. When customers perceive the spa staff as

knowledgeable, respectful, and dependable, they are more inclined to believe in the quality of services provided. Consequently, this fosters a sense of security and comfort, encouraging customers to return for future treatments and recommend the spa to others.

In this study, assurance serves as a powerful tool for building strong customer relationships and cultivating loyal customers. By investing in staff training and development to enhance their expertise and interpersonal skills, spas can significantly improve customer satisfaction and, ultimately, their bottom line.

5.1.3. Responsiveness

Responsiveness, or the ability to quickly and effectively meet customer needs, similar to assurance, responsiveness is positively correlated with revisit intention. A one-unit increase in perceived responsiveness (e.g., willingness to help, prompt service) is associated with a 0.50-unit increase in the likelihood of a customer returning. This indicates that customers appreciate quick and helpful service and are more likely to return if they feel their needs are met promptly.

This quantitative evidence unequivocally underscores the significance of responsiveness in fostering a positive customer experience. When customers perceive that their needs are prioritized and addressed promptly, they are more likely to feel valued and appreciated. This, in turn, cultivates a sense of loyalty and encourages repeat business. Moreover, satisfied customers are more inclined to recommend the spa to friends and family, amplifying the business' reach and reputation.

In essence, responsiveness is a strategic imperative for spas seeking to thrive in a competitive marketplace. By investing in staff training, implementing efficient operational processes, and cultivating a culture of service excellence, spas can significantly enhance customer satisfaction, loyalty, and advocacy which tremendously influences the level of customer revisit intention.

5.1.4. Empathy

Empathy, typically considered a crucial element of exceptional service, surprisingly emerged as a non-significant predictor of customer revisit intention in the context of Thai spa shops in Chonburi province, Thailand. This counterintuitive finding suggests that while understanding and responding to individual customer needs is generally valued, it may not be a primary driver of customer revisit intention in this specific industry or region.

Several potential explanations would account for this outcome. Firstly, the nature of spa services might prioritize tangible outcomes and sensory experiences over personalized attention. Customers may be more focused on the effectiveness of treatments, the ambiance of the spa, and the skill of the therapists than on the staff's ability to empathize with their unique needs and preferences. Secondly, cultural factors could influence these findings. Thai culture is renowned for its hospitality and service orientation, which might create a baseline expectation of empathy that renders it less salient as a differentiator.

Furthermore, the specific operational practices of Thai spa shops could also contribute to the result. If the spas offer standardized treatments with limited customization options,

customers may have fewer opportunities to perceive variations in empathy levels among staff members. In such cases, other service quality dimensions, such as reliability and responsiveness, might overshadow the impact of empathy on customer satisfaction and revisit intention.

It is essential to note that while these findings are specific to the context of Thai spa shops, they highlight the importance of conducting in-depth research to understand the unique factors influencing customer behavior in different industries and cultural settings. By identifying the specific reasons behind the unexpected results, researchers and practitioners can gain valuable insights into how to optimize service delivery and enhance customer revisit intention level.

5.1.5. Tangibles

The finding that tangibles, encompassing the physical attributes of the spa environment, held no significant influence over customer revisit intention is somewhat counterintuitive. While it might suggest a primary focus on service quality over aesthetics, it's crucial to consider potential limitations of the study.

One potential weakness lies in the operationalization of tangibles construct. If the measurement of physical aspects was restricted to broad, generic indicators (e.g., overall cleanliness, modernity), it might have obscured the impact of more nuanced elements. For instance, the influence of specific design features, sensory cues (e.g., aroma, music), or the quality of amenities could have been overlooked. Additionally, the study's time frame might be a factor. Short-term visits to a spa may prioritize service delivery over environmental details. However, the impact of tangibles on long-term customer relationships and brand image remains a potential area for exploration. It's also plausible that the consistent level of tangibles across competing spas in the region created a baseline expectation, diminishing their role as a differentiating factor. A more in-depth analysis comparing spas with varying levels of tangibles could provide further insights.

In conclusion, while the findings suggest that service quality reigns supreme in driving revisit intentions, the role of tangibles cannot be entirely dismissed. A more comprehensive assessment, incorporating a finer-grained measurement of physical attributes and considering the temporal aspect of customer experiences, could offer a more nuanced understanding of their impact.

The study's statistical analysis indicates that assurance and responsiveness emerged as the primary determinants of customer revisit intention among Thai spa shops in Chonburi Province. Enhancing these service quality dimensions could potentially lead to increased customer loyalty. While the influence of other factors such as reliability, tangibility, and empathy were less pronounced, it is important to recognize that a comprehensive approach to service quality, incorporating all dimensions, is likely to yield more substantial and sustainable results. A holistic focus on service excellence can contribute to overall customer satisfaction and business performance.

5.2 Implications of the Research

Customer revisit intention is often overlooked in comparison to sales and profitability, but it is an important

measure of business quality and can reveal defects that entrepreneurs may not see.

The SERVQUAL model is a valuable tool for evaluating customer revisit intention in the Thai spa industry. The results of this study can guide entrepreneurs in improving their Thai spa shops and providing services that meet customer needs, which will lead to increased customer revisit.

Based on the study, responsiveness and assurance are the two service quality factors that customers focus on most. The other three factors, reliability, tangibility, and empathy, were not significant, suggesting that customers do not consider them essential.

Thai spa owners should prioritize training their staff to be responsive. Customers expect staff to provide services with enthusiasm and to be quick to welcome and care for them. These factors are likely to have a significant impact on customer revisit intention.

5.3 Limitations and Recommendations for Further Study

This study has some limitations. First, the questionnaires were only completed by customers of Thai spa shops in Chonburi Province, Thailand. The results may be different if the study were conducted in different provinces or countries. Second, self-report data can be biased and inaccurate. Therefore, future research should use both qualitative and quantitative methods to gain deeper insights from respondents. For example, semi-structured interviews could be used to allow participants to freely discuss their thoughts, feelings, opinions, and behaviors.

One promising area for future research would be to adapt the research instrument to other service industries to gain a better understanding of SERVQUAL in other public service organizations. This could involve conducting comparative and cross-cultural studies of service quality.

REFERENCES

1. Armstrong, G., Adam, S., Denize, S., & Kotler, P. (2014). *Principles of Marketing*. Pearson Australia.
2. Bhrammanachote, W. (2016). The performance of emotion management in the Thai spa industry.
3. Blery, E., Batistatos, N., Papastratou, E., Perifanos, I., Remoundaki, G., & Retsina, M. (2009). Service quality and customer retention in mobile telephony. *Journal of Targeting, Measurement and Analysis for Marketing*, 17, 27-37.
4. Darnell, A. C., & Johnson, P. S. (2001). Repeat visits to attractions: a preliminary economic analysis. *Tourism management*, 22(2), 119-126.
5. Farooq, M. S., Salam, M., Fayolle, A., Jaafar, N., & Ayupp, K. (2018). Impact of Service Quality on Customer Satisfaction in Malaysia Airlines: A PLS-SEM Approach. *Journal of Air Transport Management*, 67, 169-180.
6. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6). Pearson Prentice Hall Upper Saddle River, NJ
7. Issariyakulkarn, N. (2020). An investigation of factors affecting tourists' intention to revisit Thailand as a culinary tourism destination (Doctoral dissertation, University of Surrey).
8. Johnson, E., & Karley, J. (2018). Impact of service quality on customer satisfaction. <http://www.divaportal.org/smash/record.jsf?pid=diva2:1246475>
9. Karatepe, O. M. (2011). Service quality, customer satisfaction and loyalty: the moderating role of gender. *Journal of Business Economics and Management*,
10. Kozak, M., & Decrop, A. (Eds.). (2009). *Handbook of tourist behavior: Theory & practice* (Vol. 16). Routledge.

11. Lau, M. M., Cheung, R., Lam, A. Y. C., & Chu, Y. T. (2013). Measuring service quality in the banking industry: a Hong Kong-based study. *Contemporary Management Research*, 9(3). <http://www.cmr-journal.org/article/view/11060>
12. LeBlanc, G., & Nguyen, N. (1996). An examination of the factors that signal hotel image to travellers. *Journal of vacation Marketing*, 3(1), 32-42. 12(2), 278-300.
13. Limna, P., and Kraiwani, T. (2022). Service Quality and Its Effect on Customer Satisfaction and Customer Loyalty: A Qualitative Study of Muang Thai Insurance Company in Krabi, Thailand. *Journal for Strategy and Enterprise Competitiveness*, 1(2), 1-16.
14. Luo, S. J., & Hsieh, L. Y. (2013). Reconstructing revisit intention scale in tourism. *Journal of Applied Sciences*, 13(18), 3638-3648.
15. Mechinda, Panisa & Serirat, Sirivan & Gulid, Nak. (2009). An Examination of Tourists' Attitudinal and Behavioral Loyalty: Comparison between Domestic and International Tourists. *Journal of Vacation Marketing*. 15. 129-148. 10.1177/1356766708100820.
16. Ngaliman, Mika Giofani Eka J, Suharto, "The Effect Of Tangibles, Responsiveness, And Reliability On Customer Satisfaction Of Delivery Services," *SSRG International Journal of Economics and Management Studies*, vol. 6, no. 5, pp. 86-92, 2019. Crossref, <https://doi.org/10.14445/23939125/IJEMS-V6I5P113>
17. Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*, 67(4), 420-420.
18. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41-50.
19. Roscoe, J. T. (1975) *Fundamental Research Statistics for the Behavioral Sciences*, 2nd ed. New York: Holt, Rinehart and Winston.
20. Sangpikul, A. (2022). Obtaining an in-depth understanding of the assurance dimension of SERVQUAL in the spa industry: a case of spas in Bangkok. *Tourism and hospitality management*, 28(2), 381-396.
21. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & sons.
22. Sitthipon, T., Limna, P., Jaipong, P., Siripipattanukul, S., and Auttawechasakoon, P. (2022). Gamification Predicting Customers' Repurchase Intention Via ECommerce Platforms Through Mediating Effect of Customer Satisfaction in Thailand. *Review of Advanced Multidisciplinary Sciences, Engineering & Innovation*, 1(1), 1-14.
23. Suhaily, L., & Soelasih, Y. (2017). What effects repurchase intention of online shopping. *International Business Research*, 10(12), 113-122.
24. Van Ryzin, G. G. (2004). The Measurement Of Overall Citizen Satisfaction. *Public Performance & Management Review*, 27(3), 9-28.
25. Van Ryzin, G. G., Muzzio, D., Immerwahr, S., Gulick, L., & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American customer satisfaction index model to New York City. *Public Administration Review*, 64(3), 331-341.