

Needs of Front Office Staff's English Communication Skills

ความต้องการจำเป็นด้านทักษะการสื่อสารภาษาอังกฤษของพนักงานต้อนรับส่วนหน้า

Wachiraporn Kijpoonphol*

วชิราภรณ์ กิจพูนผล

Ubon Ratchathani University

มหาวิทยาลัยอุบลราชธานี

Nguyen Duy Linh

เหงวียน ดุย ลินห์

Roi Et Rajabhat University

มหาวิทยาลัยราชภัฏร้อยเอ็ด

*wachiraporn.k@gmail.com

Abstract

One of the most important skills that people working in tourism and hotel sectors need to have is the skill to communicate in English effectively. The skill is especially needed by hotel front office staff. Therefore, the objective of the study was to identify English communication of front office staff in Ubon Ratchathani. A self-assessment questionnaire, an opinion questionnaire, a needs assessment questionnaire, and a semi-structured interview were used as research instruments. The participants were 16 front office staff, 16 non-Thai guests, and 10 hotel managers working at or staying in hotels or hostels in Ubon Ratchathani. The results illustrated that the front office staff need to improve their English listening skills in the following activities: 1) listening and understanding what guests' want, 2) understanding different English accents, 3) understanding guests' personal information and details and 4) listening and helping guests' problems. For English speaking skill, it was found that the front office staff needs to improve their ability in the following activities: 1) welcoming and greeting non-Thai guests properly, 2) giving information about room details and facilities, 3) suggesting information about tourist attractions and 4) suggesting local food nearby.

Keywords : English communication skills, listening skill, speaking skill, front office staff, needs analysis

บทคัดย่อ

ทักษะที่สำคัญอันหนึ่งที่ผู้ทำงานในภาคส่วนการท่องเที่ยวและการโรงแรมจำเป็นต้องมี คือ ทักษะการสื่อสารภาษาอังกฤษอย่างมีประสิทธิภาพ ทักษะดังกล่าวเป็นที่ต้องการอย่างมากสำหรับพนักงานต้อนรับในโรงแรม ดังนั้นวัตถุประสงค์ในการศึกษาวิจัยครั้งนี้ คือ เพื่อระบุถึงความต้องการจำเป็นของทักษะภาษาอังกฤษเพื่อใช้ในการสื่อสารสำหรับพนักงานต้อนรับในโรงแรมในจังหวัดอุบลราชธานี เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบประเมินตนเอง แบบสอบถามความคิดเห็น แบบสำรวจความต้องการจำเป็น และการสัมภาษณ์แบบกึ่งโครงสร้าง ประชากรกลุ่มตัวอย่างได้แก่ พนักงานต้อนรับส่วนหน้าจำนวน 16 คน ลูกค้ำชาวต่างชาติจำนวน 16 คน และผู้จัดการโรงแรมจำนวน 10 คน ที่ทำงานหรือพักอาศัยในโรงแรมหรือที่พักแรมในจังหวัดอุบลราชธานี ผลการวิจัยแสดงให้เห็นว่า พนักงานต้อนรับส่วนหน้าจำเป็นต้องพัฒนาทักษะการฟังภาษาอังกฤษในกิจกรรมต่อไปนี้ 1) การฟังและเข้าใจถึงความต้องการของลูกค้ำ 2) การเข้าใจสำเนียงภาษาอังกฤษที่ต่างกันของลูกค้ำ 3) การเข้าใจข้อมูลและรายละเอียดส่วนตัวของลูกค้ำ 4) การฟังและสามารถช่วยแก้ปัญหาของลูกค้ำได้ ในส่วนของทักษะการพูดภาษาอังกฤษ พนักงานต้อนรับส่วนหน้าจำเป็นต้องพัฒนา 1) การกล่าวต้อนรับและทักทายลูกค้ำชาวต่างชาติอย่างเหมาะสม 2) การให้ข้อมูลเกี่ยวกับรายละเอียดห้องพักและสิ่งอำนวยความสะดวก 3) การแนะนำข้อมูลเกี่ยวกับสถานที่ท่องเที่ยวและ 4) การแนะนำอาหารท้องถิ่นบริเวณใกล้เคียง

คำสำคัญ : ทักษะการสื่อสารภาษาอังกฤษ ทักษะการฟัง ทักษะการพูด พนักงานต้อนรับส่วนหน้า การวิเคราะห์ความต้องการจำเป็น

Introduction

Ubon Ratchathani- with its beautiful natural areas, archaeological sites, and beautiful Buddhist temples- is one of the most popular tourist destinations in Thailand. That popularity has led to the spread of hotels and hostels across the city and the neighboring areas, providing guests a wide range of room styles and sizes, amenities and facilities (Wachiraporn Kijpoonphol, et al., 2018). Even though hotels in Thailand have a reputation for excellent service and hospitality to guests (Nawamin Prachanant, 2012; Sarintorn Pongjumba, 2011; Supaporn Sereerat et al., 2015), some hotels and hostels in Ubon Ratchathani province may provide inferior service to its guests due to language communication barriers.

Service Expectations

The needs and wants of guests play a critical role in the evaluation of service. There are two factors that influence a guests' expectation of service: desired service and adequate service (Wilson et al., 2008). Desired service expectation comprises satisfaction of personal needs and service intensifiers that last. The importance for staff to serve the guests' needs is a basic tenet in the industry. For example, guests generally have high expectations of the staff for good, high-quality service (Wilson et al., 2008). The factors involved in the delivery

of desired service expectations are desired service expectation and personal needs. The desired service expectation is lasting service intensifiers. It's a factor based on the desires of individual guests. Awareness of these service intensifiers sometimes comes about through the experiences of other guests, or other people in one's group who testify to the qualities of service in question. The other is personal needs. It includes physical needs relating to accommodation or recreation. High-quality service also takes into account the psychological and social well-being of guests.

The Services Triangle

Wilson et al. (2008) mention that a strategic framework, known as the services marketing triangle illustrates three interlinked groups (i.e., the company, the customers, and the employees) that work together to develop, promote and deliver the service promise.

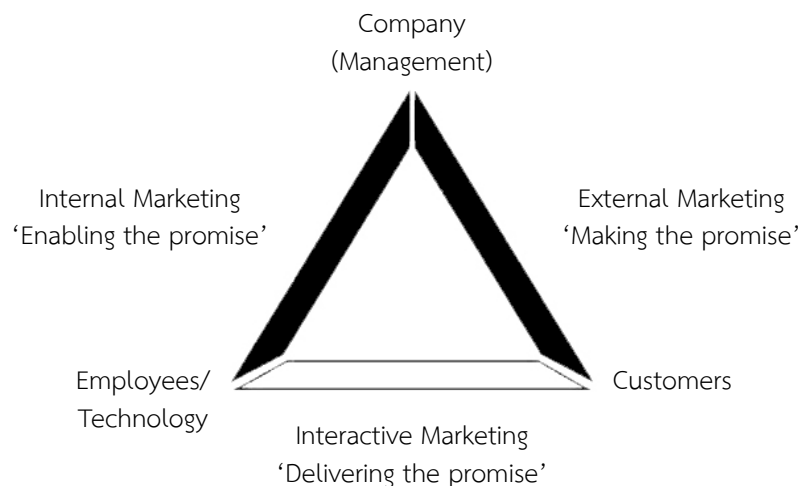


Figure 1 The services marketing triangle

Source: Wilson et al. (2008)

All three sides of the triangle are necessary to complete the whole, and the sides of the triangle should be borne in mind when conducting service marketing.

Importance of Guest Service Staff

Guest service staff are a group of people who serve service directly to guests. This includes giving suggestions and information to guests. The attitude of service staff is important and it has an effect on personal attributes, and behavior. The important factors for staff including outgoing, humorous, patient, honest, having good relationships with customers, and a good quality attitude towards customers. (Penhold, 2014)

Tanner & Raymond (2010) mention that front office staff are the people who can respond to guests' feelings. For example, a guest who is angry because of a failure does not want to have his or her problems taken lightly. The situation is important to the guest and should be important to the person listening and responding to the complaint.

English Language Competence for Front Office Staff

In Thailand, listening and speaking skills are essential for hotel front office staff while providing services for non-Thai guests. Richards (2000) pointed out that there are 175 functional categories of communication. Referring to the functions of the front office staff, the main related functional categories are illustrated based on the needs of the front office staff as follows: welcoming and greeting; communicating with prospective guests and guests at the front desk; asking and understanding guest's details; asking and giving hotel information; suggesting tourist attractions, local information and giving directions; and solving guests' problems and showing sympathy.

Previous Studies

Chan (2002) studied the English language communication training needs of the front office staff at hotels in Kuala Lumpur. The survey looked at the English language communication training needs of front-office assistants in eight 4 and 5-star hotels. The instrument used was a questionnaire. The participants were 44 front office assistants from 12 hotels. The study found that good speaking skills was the most important factor in their career. Furthermore, listening as well as speaking materials were the most needed for the training course. Reading and writing were of lesser importance for front office assistants. The participants suggested that the courses for employees should focus on job-based communicative activities.

In 2011, Sarintorn Pongjuma (2011) studied the level of English proficiency of 5-star hotel staff in Bangkok and examined the needs of hotels in terms of work-related English and general English. The survey assessed the current state of English proficiency and identified needs (i.e. English listening, speaking, reading, and writing skills). The instrument was a questionnaire. The participants included 200 operation staff, coordinators, and institution representatives. Three were randomly selected from the front office department, housekeeping department, food and beverage department, and sales and marketing department. The study found that writing and reading skills were the least needed. The participants in the study suggested that employers should provide English training courses for career advancement and use in daily life.

Lu et al. (2015) investigated service quality and customer satisfaction. The purpose was to determine whether luxury hotel managers and customers have the same understanding of service quality and satisfaction and whether there is a disparity between services offered by luxury hotels and the way customers actually experience them. Managers and guests of 5-Star hotels in Taiwan were interviewed to understand definitions and perceptions of luxury, service quality, and satisfaction. The major findings were that: there were no fundamental disconnects in the respective understandings of managers and guests; however, the two groups used different language to describe luxury, service quality, and satisfaction; the managers evaluated satisfaction in terms of services provided, but the guests conceptualized satisfaction in terms of value received for the price of lodging; and luxury, service quality, and satisfaction were closely related in the minds of the managers and guests and were not independent constructs.

Clearly, some proficiency in English is required for those who choose to have a career in the hotel and tourism industries (Sonporn Sirikhan & Kanchana Prapphal, 2011). Front office staff, in particular, should have reasonable fluency in English in order to communicate with foreign guests. They should be able to comprehend what guests need and be ready to satisfy guests' expectations. Given the importance of the English language, this research aims to investigate the needs of the front office staff's English communication skills. However, as Sarintorn Pongjuma (2011) mentioned the skills that the hotel staff needs the least were writing and reading skills. These two skills were not taken into account.

Purpose of the Study

The purpose of the study was to identify the English communication skills (i.e., specific listening and speaking activities) of the front office staff in Ubon Ratchathani.

Research Methodology

Sample

Large, medium and small-sized hotels and hostels having non-Thai guests were purposively selected. However, only some hotels or hostels in Mueang District or Warin Chamrap District, Ubon Ratchathani were selected. There were three groups of samples. The first group was 16 front office staff. The second group was 16 non-Thai guests who can communicate in English. The last one was 10 hotel or hostel managers.

Instruments

Research instruments were a self-assessment questionnaire, an opinion-questionnaire, a needs assessment questionnaire, and semi-structured interview questions. The participants had to indicate the level of their needs ranging under five-point Likert scales which were extremely necessary, very necessary, moderately necessary, slightly necessary, and not at all necessary.

Data Collection

The data were collected from April 2017–March 2018. The solicitation letters were submitted to the front office department at the hotels and hostels in Mueang District and Warin Chamrap District in Ubon Ratchathani. Then, front office staff, non-Thai guests, and hotel managers who were working or staying at the hotels and hostels during that time were asked to provide information in the questionnaires. After the front office staff and non-Thai guests finished answering it, they were interviewed one-by-one.

Data Analysis

The data drawn from the three types of questionnaires were calculated to gain the means scores. Then it was interpreted by using the following criteria.

4.21 – 5.00 = extremely necessary

3.41 – 4.20 = very necessary

2.61 – 3.40 = moderately necessary

1.80 – 2.60 = slightly necessary

1.00 – 1.80 = Not at all necessary

The data from the semi-structured interview was grouped and reported.

Results Gathered from Front Office Staff

The self-assessment questionnaire and the semi-structured interview questions were answered by 16 front office staff.

General Information of Front Office Staff

Most of the front office staff were female (87.5%), and 12.5% were male. Most of them were 21–25 years old (43.75%); 31.25% of them were 31–35 years old, and 12.5% of them were 26–30 and 36–40 years old. More than half of them had an undergraduate degree (56.25%), and 37.5% of them had a high school diploma. A small minority, 6.25%, had a graduate degree. About two-thirds of them had work experience in front office staff departments ranging from 1–5 years; 30.76% had less than a year's of work experience in front office departments, and 7.69% had work experience in front office departments

around 6–10 years. Every single participant needed English to use in their career. While half of them rated themselves as having an above-average level of both English listening and speaking skills, they still rated each English communication activity important to learn.

The Needs of Front Office Staff in English Listening Skill

From the perspectives of front office staff, the top three English listening activities they needed to acquire are as follows.

Table 1 English listening activities needed to be acquired by front office staff

The Top Three Listening Activities	Mean	S.D.	Levels of Necessity
1. Listening and understanding what guests want during a face-to-face conversation	4.38	0.22	Extremely Necessary
2. Understanding guests' personal information and details	4.19	0.22	Very Necessary
3. Listening and helping guests' problems	4.19	0.20	Very Necessary

Table 1 showed the top three listening functions front office staff needed to acquire. The most necessary activity was listening and understanding what guests want. It was the highest level of need for front office staff, with a mean score of 4.38. It was followed by listening and understanding personal information and details of guests (4.19). Finally, listening to and solving guests' problems was the third-highest necessity of front office staff, with a mean score amounting to 4.19.

The interview data concerning front office staff needs in English listening skills reaffirmed that they do in fact need English to succeed in their careers. They had no choice but to use English in the workplace to communicate effectively with non-Thai guests. Furthermore, it was clear that the front office staff must have adequate English listening abilities to work in front office departments. The interview data revealed that front office staff had to listen carefully to and understand various English accents. They must be sure to always pay close attention to what non-Thai guests were saying. It was essential that they at least understood the basic requirements that the guests were trying to tell them.

The Needs of Front Office Staff in English Speaking Skill

From the perspectives of front office staff, the top three English speaking activities front office staff needed to acquire are as follows.

Table 2 English speaking activities needed to be acquired by front office staff

The Top Three Speaking Activities	Mean	S.D.	Levels of Necessity
1. Giving information about room details and facilities	4.19	0.19	Very Necessary
2. Suggesting information about tourist attractions	4.19	0.19	Very Necessary
3. Suggesting information about local food nearby	4.19	0.19	Very Necessary

The top three English speaking activities needed to acquire by front office staff were the ability to explain details about the hotel room and facilities; suggesting information about tourist attractions and suggesting information about local food in the area. The level of needs in the English speaking skills of the front office staff was found to be the same at a very necessary level, with a mean score of 4.19.

The interview data supported that front office staff needed to communicate effectively in English with non-Thai guests on a daily basis. The English language is necessary if they wanted to advance in a career that requires English. Therefore, the study determined that it is in fact mandatory for front office staff to speak English clearly and understand the needs of non-Thai guests.

Results Gathered from Non-Thai Guests

The opinion questionnaire and the semi-structured interview questions were answered by 16 non-Thai guests.

General Information of Non-Thai Guests

Sixteen non-Thai guests participated in the study. They were all male. Most of them (56.25%) were over 40 years old; 18.75% of them were under 25 years old; 12.5% of them were between 26–30 years old, and 6.25% of them were 31–35 and 36–40 years old. Most participants were Australian 25%; 18.75% of participants were American; 12.5% of participants were Singaporean, and the remaining participants were Dutch, Spanish, French, Scottish, New Zealander, Filipino and Canadian.

The Needs of Front Office Staff in English Listening Skill

From the non-Thai guests' perspectives, the top three English speaking activities front office staff needed to acquire are illustrated in Table 3.

Table 3 English listening activities needed to be acquired by front office staff

The Top Three Listening Activities	Mean	S.D.	Levels of Necessity
1. Front office staff listen to your information and personal details	4.13	0.19	Very Necessary
2. Front office staff make every effort to understand your accent	3.81	0.14	Very Necessary
3. Front office staff listen and understand what you want	3.69	0.20	Very Necessary

It was found that what non-Thai guests most needed in reference to the English listening skill of front office staff was the ability to listen attentively to guest's pertinent information and personal details. It was determined to be the highest level of need according to non-Thai guests as to the English listening skill of front office staff, with a mean score of 4.13. It was followed by the ability of front office staff to understand guests' differing English accents. It was found this particular skill was highly appreciated by non-Thai guests, registering a mean score of 3.81. The third one measured was the front office staff competence in listening to and understanding what guests want. It was found that non-Thai guests rated this English listening skill highly, with a mean score of 3.69.

The interview data of non-Thai guest's needs in English listening skills of front office staff indicated that they emphasized the need for staff to acquire better English listening skills. It was recommended that front office staff should attain at least a basic level of English listening skills. It would reduce the gap and miscommunication between front office staff and non-Thai guests. It would also be useful for non-Thai guests who are unfamiliar with English-Thai accents to make adjustments to their listening as well. At the very least, the front office staff ought to try their best to listen to and understand the requests of guests. Non-Thai guests realized that they would be better understood if they were to speak slowly and clearly in English even with unfamiliar English accents.

The Needs of Front Office Staff in English Speaking Skill

From the non-Thai guests' perspectives, the top three English speaking activities front in which office staff needed to acquire are shown in table 4.

Table 4 English speaking activities needed to be acquired by front office staff

The Top Three Speaking Activities	Mean	S.D.	Levels of Necessity
1. Front office staff welcome and greet you properly	4.63	0.29	Extremely Necessary
2. Front office staff explain information about room details and facilities	3.81	0.16	Very Necessary
3. Front office suggest information about local food nearby	3.81	0.21	Very Necessary

Of the three things, non-Thai guests most needed was found to be the ability of front office staff to welcome and greet them properly. It was rated as most necessary by non-Thai guests, attaining a mean score of 4.63. This was followed by the ability of front office staff to explain information about the details of rooms and facilities clearly. Then came the front office staff suggesting information about local food nearby. For non-Thai guests, these three activities had the highest priority when measuring the English speaking skill of front office staff.

The interview data supported the questionnaire data that the non-Thai guests would benefit greatly when front office staff could communicate in English well enough to understand what the guests needed or requested. The front office staff could better serve guests by improving their English speaking skills by using many of the online sources available. For example, they could practice pronunciation and correct word stress. Furthermore, front office staff with good English speaking skills could get information such as phone numbers and explain shopping opportunities and tourist attractions.

Results Gathered from Hotel or Hostel Managers

The opinion questionnaire was rated by 10 hotel or hostel managers.

General Information of Hotel or Hostel Managers

The 10 hotels/hostels managers have been working in the hotel or hostel in Mueang District or Warin Chamrap District, Ubon Ratchathani Province. The hotels or hostels selected were large, medium, and small-sized.

The Needs of Front Office Staff in English Listening Skill

From the hotel or hostel managers' views, the top three English speaking activities front office staff needed to acquire are illustrated in Table 5.

Table 5 English listening activities needed to be acquired by front office staff

The Top Three Listening Activities	Mean	S.D.	Levels of Necessity
1. Listening and understanding what guests' need	4.5	.527	Extremely Necessary
2. Listening and helping to solve guests' problems	4.5	.527	Extremely Necessary
3. Understanding phone calls in English	4.5	.707	Extremely Necessary

From Table 5, it was found that what hotel or hostel managers most needed in reference to the English listening skill of front office staff was the ability to listen to and understand what guests' need, listen to and help to solve guest's problems and understand phone calls in English, with a mean score of 4.5. Moreover, the data from part 3 revealed that the hotel or hostel managers would like their staff to try to listen to what guest's needs before asking for assistance. Some of them also mentioned that their staff had trouble understanding a variety of English accents.

The Needs of Front Office Staff in English Speaking Skill

From the hotel or hostel managers' views, the top three English speaking activities front in which office staff needed to acquire are shown in Table 6.

Table 6 English speaking activities needed to be acquired by front office staff

The Top Three Speaking Activities	Mean	S.D.	Levels of Necessity
1. Suggesting information about tourist attractions	4.7	.483	Extremely Necessary
2. Suggesting information about local food nearby	4.6	.516	Extremely Necessary
3. Welcoming and greeting guests properly	4.6	.516	Extremely Necessary

From Table 6, it was found that what hotel or hostel managers most needed in reference to the English speaking skill of front office staff were the ability to suggest information about tourist attractions to the guests with a mean score of 4.70. This was followed by the ability to suggest information about local food nearby and the ability to welcome and greet the guests properly with a mean score of 4.60. In addition, the data from part 3 showed an opinion of the hotel and hostel managers that some front office staff could understand their guests, but they could not communicate or use correct sentence structures to answer the guests' questions. It would be good if there would be some English for hotel service courses for them to enhance their speaking ability.

To sum up, the English listening and speaking skills of front office staff urgently need to be improved. The hotel and hospitality industry demands office staff to acquire better English listening and speaking skill to do their work more efficiently. It would reduce the language barrier between front office staff and non-Thai guests. With the language barrier significantly reduced with enhanced listening speaking skills, front office staff and non-Thai guests will gain a much more satisfying relationship. Front office employees will be able to give out valuable information, explain the details of rooms and facilities clearly, and they can offer helpful suggestions about the local food nearby.

Discussion

The results of this study identify the necessities in the English communication skills of the front office staff. For the listening skill, the study found that most necessities in the English listening skill of front office staff are to listen and understand guests' details. This result is similar to Kamonwan Charunsri (2011). However, when each front office staff understands the guests' details or requests but cannot respond in verbal language, they could give signals to express understanding. The results also showed that the front office staff should understand the non-Thai guest's different English accents. This result is similar to Anongnart Fahmongkolchai (2011). Moreover, the other results of this study showed that the ability to listen to and help to solve non-Thai guest's problems is necessary.

The study also revealed that English speaking skill is important for hotel staff when dealing with non-Thai guests in their everyday duty. The result of Chan (2002) also supported that good at English speaking is important for front office staff. Moreover, the result illustrated the needs in specific speaking activities, i.e., giving and suggesting information about the hotel, its amenities and facilities, local food nearby, and tourist attractions. These activities require front office staff to practice speaking and search for information from various sources in case they have not participated in a special English

training course. One of the most important things in which hotel managers should concern is to train their hotel front office staff with a proper greeting and facial expressions. To be able to communicate effectively and accurately, speakers must be aware of their own emotions and also understand the non-verbal signals they are sending to others (Mehrabian, 2007).

Conclusion

From the needs analysis, to facilitate all non-Thai guests with convenience during their stay, hotels and hostels are required to have staff having sufficient English listening and speaking skills to take care of non-Thai guests. That is, front office staff should be able to impress the guests so they would come again.

In summary, in a fast globalizing world where English is the international language, the key to growth and success is to develop a service staff who can communicate fluently in English. Thai employees have particular difficulty with the wide range of accents in which English is spoken, especially non-native speakers. Better listening skills will help solve this problem. With greater fluency in speaking, front office staff can much better serve the many travel needs of non-Thai guests. With suitable training in English, they will be able to perform their duties much better overall.

Suggestions on English Communication Skills Course for Front Office Staff

Based on the results above, it seems that front office staff had not been aware of the importance of English communication skills while they were studying for their degrees or they might not have set the aims of learning English. To help them improve their English communication skills, the following outcomes should be set in the English communication skills course for front office staff or used in adjusting English for hospitality courses. First, the front office staff should possess a high level of listening and speaking skills. Second, front office staff should be able to explain information about room types, amenities, and facilities of the hotel clearly. Third, front office staff should be able to greet with proper greetings and facial expressions. Fourth, the front office staff should be able to provide help to guests. Last but not least, front office staff should be able to give information about local food, tourist attractions, directions, and festivals in the province, i.e., Ubon Ratchathani. Local culture can introduce variables that may be outside the scope of international standards; and information on local expectations and preferences can inform public relations efforts of the hotel (Lu et al., 2015).

References

- Anongnart Fahmongkolchai. (2011). **Needs and Problem in English Listening and Speaking Skills of CIMB Thai Bank Teller**. Unpublished Paper, Srinakharinwirot University.
- Chan, M. Y. (2002). English in Kuala Lumpur. In Mukundan, J., Samad, A. A. & Teh, C. S. (Eds.), **Readings in English Language Teaching (ELT): Selected Papers from the Millenium MICELT** (pp. 35–44). Serdang, Malaysia: Penerbit Universiti Putra Malaysia.
- Kamonwan Charunsri. (2011). **The Needs and Problems of English Language Skills for the Hotel Front Office Staff in Chinatown**. Unpublished Paper, Thammasat University.
- Lu, C., Berchoux, C., Marex, M. W. & Chen, B. (2015). Service Quality and Customer Satisfaction: Qualitative Research Implications for Luxury Hotels. *International Journal of Culture, Tourism and Hospitality Research*, 9(2), 168–182.
- Mehrabian, A. (2007). **Nonverbal Communication**. New Brunswick, NJ: Aldine Transaction.
- Nawamin Prachanant. (2012). Needs Analysis on English Language Use in Tourism Industry. *Social and Behavioral Sciences*, 66, 117–125.
- Penhold, P. (2014). **Tourism and Hospitality Studies: Customer Relations and Service: Introduction to Customer Relations and Services**. Education Bureau.
- Richards, J. C. (2000). **New Interchange: English for International Communications**. Cambridge University Press.
- Sarintorn Pongjumpa. (2011). **A Survey of the Needs of English Proficiency of Five-Star Hotels' Staff and Representatives in Bangkok the Aspect of Needs Referring to Hotel English and General English**. Unpublished Paper, Thammasat University.
- Supaporn Sereerat, Songkoon Chantachon & Sastra Lao-akka. (2015). Integration of Art and Culture to Develop Hotel Business in North-Eastern Thailand. *Asia Pacific Journal of Multidisciplinary Research*, 3(3), 16–19.
- Tanner, J. & Raymond, M. A. (2010). **Principles of Marketing**. Retrieved March 28, 2018, from <http://2012books.lardbucket.org/pdfs/marketing-principles-v1.0.pdf>
- Wachiraporn Kijpoonphol, Linh, N. D. & Jindapa Thonglong. (2018). **Communication Problems between Front Office Staff and Non-Thai Guests**. In the 2nd Work Integrated Learning National Conference: Employability and Engagement Proceedings (pp. 298–310). Walailuk University.
- Wilson, A., Zeithaml, V. A., Biner, M. J. & Gremier, D. D. (2008). **Services Marketing: Integrating Customer Focus across the Firm**. 3rd ed. London: McGraw-Hill.