

FACTORS AFFECTING SERVICE QUALITY AND INTENTION TO USE ENGLISH OF HOTEL STAFF

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Abstract: Thailand is among the primary tourist destinations for foreign travellers, having approximately 19 million tourists for the first half of 2025. However, the country also faced heavy competition from other tourist destinations due to the shift in global economy, increased expense, and perceived destination image and value. The goal of this study is to examine the factors that contribute toward service quality and intention to use English of the Hotel Staff, which factor into the communication between the hotel employee and the guest, and the perceived service quality by the employee. The research model was developed by integrating Theory of Planned Behavior (TPB) with Knowledge-Attitude-Behavior Model (KAB) and was empirically tested with questionnaires obtained from 174 employees of a hotel on Phi Phi Island, Krabi Province. The result indicated that attitude toward using English, subjective norm, and English skill all have statistical influence toward both service quality and intention to use English of the employees, while perceived behavioral control only has statistical influence toward service quality. Moreover, integrating TPB with KAB Model allows the exploration of knowledge as an additional important factor contributing toward service quality and intention to use English, increasing the predictive power of the models and the depth of understanding of the two dependent factors. In conclusion, the research findings provide a detailed understanding for the factors contributing toward service quality and intention to use English, which could prove to be beneficial in improving the value and experience of the hospitality and tourism industry as whole.

Keywords: Service Quality; Intention to Use English; Theory of Planned Behavior; Knowledge-Attitude-Behavior Model; English Skill

1. Introduction

Tourism industry has significant effect on Thai economy, correlating with many other industries such as food and beverage, agriculture, traveling, income, and basic infrastructure as whole (Krungsri Research, 2025). However, the country also faced decline in number of tourist since the start of 2025 due to the shift in global economy, competition with countries with similar tourist destinations such as Vietnam, China, and Japan, as well as perceived traveling expense and values from the travellers (Kasikorn Research Center, 2025). It is thus important for Thailand to examine and improve their service quality in order to maintain the interest and satisfaction of the tourists.

Service quality is one of the primary indicators of success in hospitality and tourism industry, being used by the tourist to measure their satisfaction after receiving service from the provider. A service quality can thus indicate if the business itself will succeed or not (Parasuraman et al., 1985). A good service quality focuses on understanding and catering to the customer's demand, earning their satisfaction and loyalty toward the business, and greatly contributing the future return of the customers and the success of the business itself (Moungsawad, 2021; Lucyana et al., 2024). Moreover, as each and every hotel employees always have a chance of

communicating with the guests in some form, having a good language skill is thus necessary in order to provide help and satisfactory service for them. (Youngblood et al., 2021)

Theory of Planned Behavior is a theory developed by Icek Ajzen (1991) to explain human social behavior. Although literature review has shown that TPB has been used in the study of hospitality and tourism industry, such as the study of intention to learn language of receptionists in Macau's hospitality industry (Wang, 2021), TPB still has the limitation in explaining complex behaviors connected to factors other than the intention of the performer, such as skill and knowledge. This resulted in many researchers choosing to extend TPB by integrating with other theories or models and/or adding additional factors to explain the behavior of the population and the intention to perform the behavior (Mohamad & Chin, 2020).

From the literature reviews, the study of service quality was mainly explored from the perspective of the tourists who received service, while there have been limited studies in service quality from the perspective of the employees who provide the service, as well as intention to use English which is one of the important factors in communication and service. It is thus important to study data from the perspective of the employees in order to achieve complete understanding of factors that contribute toward service quality and the success of hospitality and tourism industry as whole.

2. Literature Review

Theory of Planned Behavior

Theory of Planned Behavior (TPB) is a theory developed by Icek Ajzen (1991) to explain the complexity of human social behavior, consisting of three factors: attitude toward behavior which refers to both positive and negative attitude an individual has toward the behavior, subjective norm which refers to pressure from society and surrounding people into performing or not performing certain behavior, and perceived behavioral control which refers to how an individual perceive difficulty in performing specific task, with the three stated factors being used to predict the intention to perform the behavior with high accuracy, with high intention highly correlates with increased chance in performing the behavior. From the literature review, TPB has been used as the basis theory in studying intention and behavior, such as the study of an individual's intention to buy organic foods (Mohamad et al., 2024) and the study of intention to learn language of receptionists in hospitality industry (Wang, 2021).

However, researchers have pointed out the limit of TPB in explaining complex behaviors due to additional factors apart from the desire and decision of an individual, such as behavior enforced by social norm and knowledge of an individual in performing the behavior. Many researchers thus chose to extend TPB by including additional factor or integrating TPB with other model and/or theory in order to accurately explain the intention to perform behavior and other related factors (Rezaei et al., 2019), such as the study of the recycle of electronic trash by extending TPB with additional factors such as environment, convenience, and moral responsibility (Mohamad & Chin, 2020), and the study of traveling behavior of ASEAN college students by extending TPB with travel motivation factor (Anantamongkolkul & Khongma, 2021).

Knowledge-Attitude-Behavior Model (KAB Model)

Knowledge-Attitude-Behavior Model (KAB) is a model that can be used to explain attitude and behavior through knowledge, as knowledge is an important factor toward the change of attitude and behavior (Yi & Hohashi, 2018). Through understanding the behavior, an individual is capable of learning and understanding the benefits from performing the behavior, creating

positive attitude and achieving the intended result (Nguyen & Le, 2024). In addition, various processes involving knowledge from creation to distribution all having positive effect toward the improvement in skills and efficiency of the workers within the organization (Alyammahi et al., 2022). Thus basing on the KAB Model, the researcher chose to extend TPB by integrating additional factor in form of English skill in order to study and explain the relationship between knowledge, service quality, and intention to use English of the hotel employees.

Attitude toward Using English

According to Izek Ajzen (1991), attitude refers to belief and personal feeling of an individual toward specific behavior, with both belief and feeling correlating with related event or attribute such as the cost of performing the behavior or the following result, resulting in a positive or negative perception of an individual toward the behavior and their intention to act out said behavior. In term of attitude toward using English within the hospitality industry as whole, however, it was perceived that there is always a chance for each and every hotel employees to meet and communicate with the hotel guest when requested for help (Youngblood et al., 2021), thus necessary for hotel employee to be fluent in communicating with English in order to understand requests from the guest and provide the corresponding services (Sertpunya, 2020). Workers skilled in English language are also greatly sought after in Thailand's hospitality industry, due to English being one of the primary languages used by the guests when communicating with the staffs (Meunchong & Kitjarak, 2020). Having good English skill is thus widely attributed to be one of the factors contributing toward the success of hospitality-related business.

Perceived Behavioral Control in using English

According to Bandura (1989), perceived behavioral control refers to the perception of ability of an individual after analyzing their past actions in order to perform the task successfully regardless of difficulty, while also preventing any potential mistake. Ajzen (1991) also stated that perceived behavioral control correlates with intention to perform the behavior, which may result in a higher chance of success in performing the behavior itself. Perceived behavioral control of each individual is also affected by their intention, confidence, required skill to perform the behavior, potential benefit, and chance of improving their skill and ability after performing the behavior. With sufficient skill and high level of perceived behavioral control, an individual can confidently perform the intended behavior and succeed (Senayah et al., 2025; An et al., 2021). Finally, perceived behavioral control in using English refers to how an individual perceive their ability and confidence to use and fluently communicate in English in variety of situations regardless of difficulty (Wang et al., 2023).

Subjective Norm

According to Ajzen (1985), subjective norm refers to a form of belief of an individual that is affected by surrounding people regarding whether they should perform the behavior or not, after analyzing the number of people who have performed the behavior, social norm, and other related information. Moreover, the belief that contributes toward subjective norm itself may also affected by people around the individual such and friends and family (Botetzagias et al., 2024), people who have experience in performing the behavior and contribute toward knowledge, interest, confidence, as well as perception of difficulty and potential benefit of an individual, resulting in the intention to perform the behavior and succeed (Muliadi et al., 2021; Ren & Tan, 2025).

English Skill

Being fluent in English is considered important for those working within hospitality industry, especially hotel employee who has to communicate with tourists from around the world and manages service quality and customer satisfaction (Nickson, 2013). By having good skill in English, employee can provide correct and complete information, suggestion, or solution for the guest when requested for help, leading to the guest being confident in the service and satisfaction (Kandampully, 2006; Nickson, 2013). While the four major skills: reading, writing, speaking, and listening are all considered important in conversation and communication, many individuals also express importance in the knowledge of vocabulary and grammar, all of which contribute toward confidence in using and communicating in English as well as the prospect in hospitality business of an individual (Bury & Oka, 2017; Riyami, 2021).

Service Quality

Parasuraman et al. (1985) stated that service quality, although varying, has ten major factors used by the customer in measuring their satisfaction: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing, and tangibles. Moreover, in order to be ranked high in service quality, the service provider has to provide high quality service by being capable of communicating and understanding request from the customer while also maintaining professionalism, leading to customer satisfaction and the success of the business itself (Lucyana et al., 2024).

Intention to Use English

According to Ajzen (1991), behavioral intention is used to measure intention and effort of an individual in performing one specific behavior. The higher the intention to perform, the higher the chance of success in performing the behavior. Although behavioral intention is considered one of the important factors in the decision to perform behavior itself, there are many additional factors that have to be taken into consideration, such as difficulty, social norm, perceived benefits, and attitude toward the behavior itself (Zou & Limpapath, 2024), and only after every factors and related information have been taken into consideration that an individual may choose to perform the behavior. Finally, in term of intention to use English of an individual, factors related to communication and connection, attitude toward using language, skills and vocabulary, support from other people involved with the individual, enjoyment, and perceived benefit all have to be taken into consideration (Yasa et al., 2024; Pan et al, 2024).

Research hypothesis

Based on the literature reviews, the researcher presented the following hypotheses: two main hypotheses regarding factors affecting service quality and intention to use English of the hotel employees, and ten additional hypotheses when taking the following moderating factors into account: age education level, work experience, work section, and experience in using English, into account, according to **Figure 1**.

H1. Attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill have significant influence toward service quality of the hotel employees.

H2. Attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill have significant influence toward intention to use English of the hotel employees.

H3. Age has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and service quality of the hotel employees.

- H4.** Age has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and intention to use English of the hotel employees.
- H5.** Education level has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and service quality of the hotel employees.
- H6.** Education level has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and intention to use English of the hotel employees.
- H7.** Work experience has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and service quality of the hotel employees.
- H8.** Work experience has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and intention to use English of the hotel employees.
- H9.** Work section has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and service quality of the hotel employees.
- H10.** Work section has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and intention to use English of the hotel employees.
- H11.** Experience in using English has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and service quality of the hotel employees.
- H12.** Experience in using English has effect toward attitude toward using English, perceived behavioral control in using English, subjective norm, English skill, and intention to use English of the hotel employees.

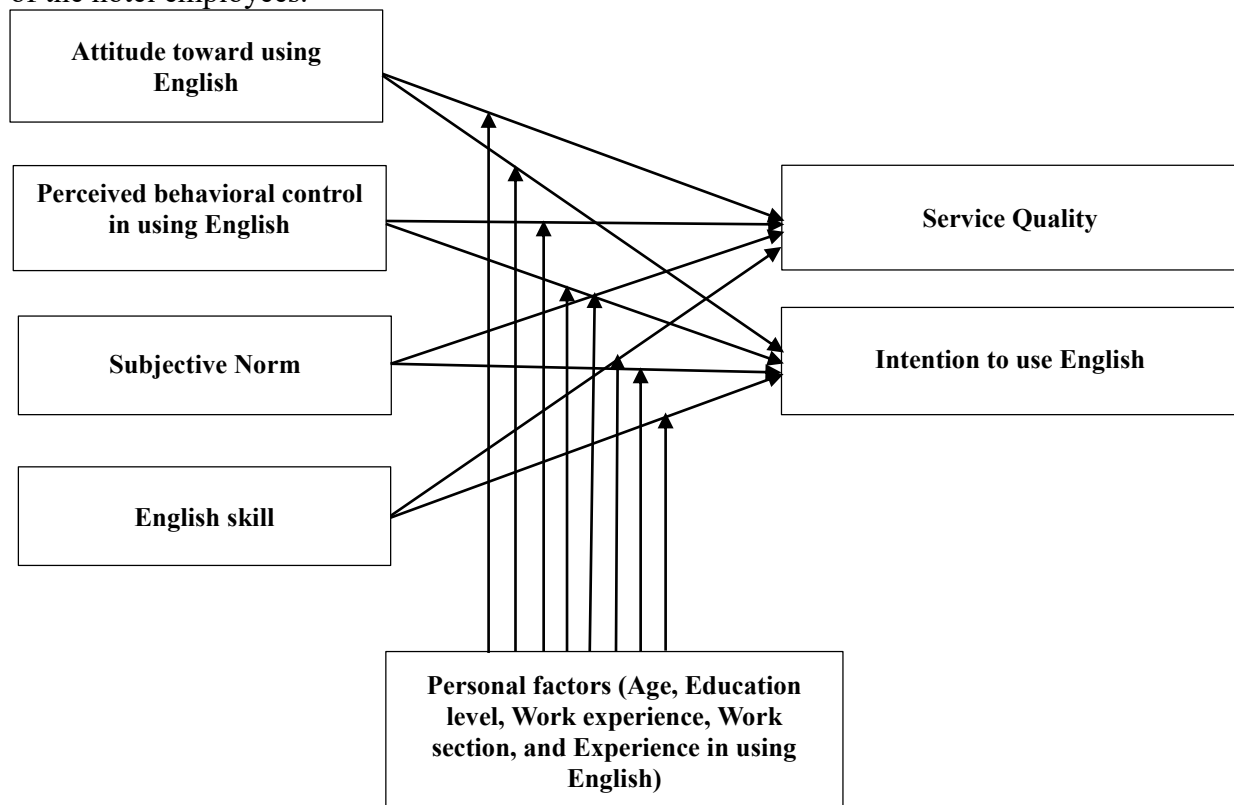


Figure 1. Proposed research framework

3. Method

Sample

The population of interest for this research consisted of approximately 200 employees from a hotel on Phi Phi Island, Krabi Province, with the empirical data collected through paper-based questionnaires during November 2024. Among the 200 collected questionnaires, 174 responses (87.4%) were considered usable for analysis.

Survey instrument development

The empirical data of the research were collected through a structured questionnaire. The questions in the questionnaires were based on the literature review of each related factor and reviewed by three specialists related to hospitality and tourism. After the review and correction, the questionnaire was used in a try out of a group of hotel employees from similar environment as the population, revealed that the Cronbach's Alpha values are all between 0.784 - 0.976 which is more than 0.7, meaning that the questionnaire is suitable for collecting data.

Hypothesis testing

The testing of the hypotheses was performed through the use of multiple linear regression, with attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill as independent factors, and service quality and intention to use English as dependent factors.

4. Result and Discussion

Descriptive results

Tabel 1. Personal data

Variable	Frequency	(%)
1. Age		
18 – 30	98	56.32
31 – 40	39	22.41
41 – 50	24	13.79
51 – 60	12	6.90
61 and above	1	0.58
2. Education level		
Below bachelor's degree	110	63.22
Bachelor's degree	62	35.63
Master's degree	2	1.15
3. Work experience		
Below 1 year	42	24.14
1 – 5 years	78	44.83
6 – 10 years	19	10.92
10 years and above	35	20.11
4. Work section		
Front of House		
Food and beverage	34	19.54
Reception	23	13.22
Housekeeping	44	25.29
Back of House		

Variable	Frequency	(%)
Human resource	15	8.62
Accounting	27	15.52
Kitchen	18	10.34
Engineer	13	7.47
5. Experience in using English		
1 – 5 years	104	59.77
6 – 10 years	44	25.29
More than 10 years	26	14.94

From the collected questionnaires, it was revealed that majority of the employees are between 18 – 30 years old (56.32%), have education level below bachelor's degree (63.22%), have work experience between 1 – 5 years (44.83%), are in housekeeping section (25.29%), and have experience in using English between 1 – 5 years (59.77%).

Tabel 2. Average score in each factors

Factor	Average	Level
Attitude toward using English	4.20	High
Perceived behavioral control in using English	3.37	Average
Subjective norm	4.12	High
English skill	3.27	Average
Service quality	3.99	High
Intention to use English	4.09	High

From the collected questionnaires, it was revealed that the hotel employees have high level of attitude toward using English, subjective norm, service quality, and intention to use English, while having average level of perceived behavioral control in using English and English skill.

Inferential results

Tabel 3. Factors affecting service quality of the hotel employees

Factor	Beta	Sig.
Attitude toward using English	0.166	0.011*
Perceived behavioral control in using English	0.230	0.036*
Subjective norm	0.195	0.004**
English skill	0.295	0.007**
R	R²	Adjust R²
0.719	0.517	0.506
	SE(est.)	F
	0.545	45.233
		Sig.
		0.000**

* p-value < 0.05, ** p-value < 0.01

From **table 3**, it is revealed that attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill all have significant influence toward perceived service quality of the hotel employees, with attitude toward using English and perceived behavioral control at the level of 0.05 and subjective norm and English skill at the level of 0.01.

Tabel 4. Factors affecting intention to use English of the hotel employees

Factor	Beta	Sig.			
Attitude toward using English	0.307	0.000**			
Perceived behavioral control in using English	-0.046	0.703			
Subjective norm	0.110	0.134			
English skill	0.408	0.001**			
R	R ²	Adjust R ²	SE(est.)	F	Sig.
0.634	0.402	0.387	0.610	28.359	0.000**

* p-value < 0.05, ** p-value < 0.01

From **Tabel 4**, it is revealed that both attitude toward using English and English skill both have significant influence toward the intention to use English of the hotel employees at the level of 0.01.

Tabel 5. Factors affecting service quality of the hotel employees according to the moderating factors

Factor	Attitude toward using English	Perceived behavioral control in using English	Subjective norm	English skill
Overall	✓	✓	✓	✓
Age				
18 -30 years old		✓	✓	
31 years old and above	✓			✓
Education level				
Below bachelor's degree	✓		✓	✓
Bachelor's degree and above				
Work experience				
5 years and below		✓	✓	
More than 5 years	✓			✓
Work section				
Front of house			✓	
Back of house				
Experience in using English				
5 years and below	✓		✓	✓
More than 5 years		✓		

Table 6. Factors affecting intention to use English of the hotel employees according to the moderating factors

Factor	Attitude toward using English	Perceived behavioral control in using English	Subjective norm	English skill
Overall	✓			✓
Age				
18 -30 years old	✓		✓	✓
31 years old and above	✓			✓
Education level				

Factor	Attitude toward using English	Perceived behavioral control in using English	Subjective norm	English skill
Below bachelor's degree	✓			✓
Bachelor's degree and above	✓		✓	
Work experience				
5 years and below	✓		✓	✓
More than 5 years	✓		✓	✓
Work section				
Front of house	✓		✓	✓
Back of house	✓			
Experience in using English				
5 years and below	✓			
More than 5 years				

From **table 5**, it is revealed that despite all four factors affecting service quality of the hotel employee, each of the subgroup based on the moderating factors is shown to have different factors that affect service quality, with each pair of subgroups in each moderating factor also displayed different affecting factors from each other.

From **table 6**, it is revealed that despite attitude toward using English, subjective norm, and English skill are all shown to affect the intention to use English of the hotel, each of the subgroup based on the moderating factors, with the exception of the subgroups under work experience factor, is shown to have different factors that affect the intention to use English, with each pair of subgroups in each moderating factor also displayed different affecting factors from each other.

Based on the results, the researcher rejected **H8** and accepted the remaining hypotheses.

The findings and results are explained as following:

Attitude toward using English

The result revealed that attitude toward using English among the hotel employees is overall high, with the employees agreeing that having good English skill is important in improving their own career and employment, as well as necessary in providing quality service for the guests. These are due to the fact that employees can utilize their skill and experience from working in order to provide service to the guest and to further plan and build up their career path (Meunchong & Kitjarak, 2020; Watthano, 2023).

Perceived behavioral control in using English

The result revealed that perceived behavioral control in using English among the hotel employee is overall average, with the employees agreeing that they can continue to greatly improve their ability in using English and are capable of using listening and vocabulary skill in communicating and providing service for the guests. This is due to the fact that majority of the guests at the hotel use English as primary language when communicating with the hotel staffs, thus it is necessary for the employees to be skilled in English in order to understand the requests from the guests, as well as acknowledging their strength in language-related skills and

improving them further in order to become successful in their work life (Wang et al., 2023; An et al., 2021).

Subjective norm

The result revealed that the effect of subjective norm toward the hotel employees is overall high, with the employees agreeing that people around them believe having good English skill increase chance of employment, improve career path, and is overall beneficial due to English being one of the most widely spoken languages. These are due to the fact that an individual has to gather informations from various sources, including from those around them such as friends, family, as well as other individuals with experience in performing the behavior, and properly analyze them before committing to a specific action in order to make sure that they will achieve the intended result. (Botetzagias et al., 2024; Muliadi et al., 2021)

English skill

The result revealed that the perception of English skill among the hotel employees is overall average, with the employees agreeing that they can use hearing, speaking, reading, and writing skill in their job and daily life, as well as researching and understanding information written in English. This is due to the fact that employees have to be prepared to meet the guests during the process of providing them service and communicate with them, resulting in the need of practicing related skills in order to provide precise and and satisfactory service for the customer, creating positive image for the business as whole (Kamwiset, 2018; Anekjumnongporn et al., 2021).

Service quality

The result revealed that the perception of service quality among the hotel employees is overall high, with the employees agreeing that they all provide service in consideration of safety standard, precise process and time, enthusiasm, politeness, skill, and communicating and helping the guests with English language. This is due to the fact that hotel guests place great importance in the completeness of the service, time used to provide service, safety standard, enthusiasm, politeness, and communication skill of the employee, in order to determine if the received service is satisfactory or not, with all of them contributing toward their decision to return and reuse the service in the future (Hoang & Le, 2024; Lucyana et al., 2024).

Intention to use English

The result revealed that the intention to use English among the hotel employees is overall high, with the employees agreeing that they intend to improve their skills for communication and service quality. This is due to the fact that hotel employees have to constantly use the hearing, speaking, reading, and writing skill in their jobs to communicate with the guests and providing them services, resulting in the employees having to constantly improve their skills to improve their service quality and contribute toward the success and growth of their work place (Yasa et al., 2024; Pan et al., 2024).

Factors affecting service quality of the hotel employees

The results revealed that the factors affecting service quality of the hotel employees are attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill. This is due to the fact that positive attitude toward using English, perceived behavioral control in using English, knowledge and information from people with experience in service quality, and good English skill all contribute toward the ability to communicate and

providing quality service and satisfaction of the employee. However, it is revealed through the use of moderating factors that each subgroup has different factors that affect service quality, with the effect of attitude toward using English, perceived behavioral control in using English, and English skill on service quality all require sufficient work experience and ability to communicate and provide service for a certain amount of time first, while subjective norm only has effect toward service quality for employees whose age is between 18 – 30 years old due to them being in learning period and require advise and information from those who are more experienced.

Factors affecting intention to use English of the hotel employees

The results revealed that the factors affecting intention to use English of the hotel employees are attitude toward using English, subjective norm, and English skill. This is due to the fact that positive attitude toward using English, beneficial knowledge from people with experience in using English, and good English skill all contribute toward helping the employees in acknowledging the benefits from using English and increasing confidence in their ability, leading to the intention and eventually the behavior of using English in communication with the guests. However, it is revealed through the use of moderating factors that each subgroup apart from those related to work experience has an additional factor that affects intention to use English in form of the need of acknowledging benefits from using English first, either through other individuals or through first hand experience in providing service, before the intention could happen.

5. Conclusions

Overall, the study focuses on examining the influence of attitude toward using English, perceived behavioral control in using English, subjective norm, and English skill toward service quality and intention to use English of the hotel employees, as well as using the moderating factors to determine if the factors have influence on the entire population or only specific group due to additional involved factors. From academic perspective, this research could provide insight and information regarding TPB being used in the study of language and hospitality industry, as well as extending TPB through knowledge factor with KAB model. Additionally, the results and findings obtained from this research could prove to be beneficial in understanding service quality from the perspective of the employees who provide service, as well as the factors contributing toward the employees intention to use English to communicate with the guests, increasing the perceived value by the tourists and their traveling decision, which could potentially lead to an improvement in overall service quality in hospitality and tourism industry. Finally, further researchs should be conducted using additional factors with TPB such as the limitation of time in improving skill and the demand of said skill in society and job market, with other businesses in hospitality industry such as spa, restaurant, and entertainment-based business, and with other languages primarily used by the tourists for the completeness of data.

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