Marketing Mix Factors Influencing Customer Satisfaction in the Hotel Industry of Upper Northern Thailand

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Abstract

This study aims to investigate the influence of the marketing mix (7Ps) and service quality factors on customer satisfaction in the hotel industry in the upper northern region of Thailand. Data were collected through questionnaires administered to a sample of 400 respondents from Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, Nan, Mae Hong Son, and Tak provinces. The data were analyzed using both descriptive and inferential statistical methods. The results revealed that the overall perception of the 7Ps marketing mix was at a high level (mean = 3.97), with the personnel (mean = 4.32) and product (mean = 4.28) components receiving the highest average scores. In contrast, the place component (distribution channels) was rated at a moderate level (mean = 3.40). The overall perception of service quality was also high (mean = 4.13), with staff personality emerging as the most influential sub-factor (mean = 4.25). A causal analysis between the marketing mix and customer satisfaction indicated that product, price, promotion, personnel, physical evidence, and process had statistically significant effects on customer satisfaction ($p < 0.05$). However, the place factor did not demonstrate a statistically significant impact. These findings suggest that enhancing service quality, improving human resource management, and leveraging digital technologies can significantly increase customer satisfaction and competitiveness in the hotel sector.

Keywords: Marketing Mix; Hotel Business; Upper Northern Region

Introduction

The hospitality industry, particularly the hotel sector, plays a vital role in Thailand's economy, contributing significantly to the tourism sector's growth. Between 2010 and 2019, the hotel industry consistently generated the highest revenue in the tourism sector. However,

despite its substantial contribution, the industry faces a range of challenges, both internal and external, which impact its ability to meet customer expectations and ensure satisfaction. One effective approach to enhancing customer satisfaction in the hotel industry is through the application of the marketing mix, specifically the 7Ps model. This paper explores the positive influence of the 7Ps of marketing product, price, place, promotion, people, physical evidence, and process on customer satisfaction in the hotel business in Upper Northern Thailand, offering insights on how these factors contribute to business success and the overall guest experience.

Understanding the 7Ps Marketing Mix, The 7Ps marketing mix, an extended version of the traditional 4Ps (product, price, place, promotion), includes three additional elements: people, physical evidence, and process. This model is specifically designed for service-oriented industries like the hotel sector, where customer interaction and service quality are paramount. In the context of the hotel business, the 7Ps provide a holistic framework for addressing customer needs, enhancing their experiences, and ultimately improving satisfaction levels. 1) Product: In the hotel industry, the product encompasses more than just the physical accommodation; it includes the quality of service, room amenities, food and beverage offerings, and the overall experience that guests have during their stay. A hotel's ability to offer high-quality, value-driven products tailored to guest expectations is crucial for ensuring customer satisfaction (Hemmington, 2007). 2) Price: Price is a critical factor in determining customer satisfaction, particularly in competitive markets. Hotels must balance competitive pricing with the quality of service they offer, ensuring that guests perceive they are getting value for money. Offering tiered pricing, discounts, or loyalty programs can enhance the customer experience (Kotler et al., 2017). 3) Place: The location of a hotel plays a significant role in attracting guests. For hotels in Upper Northern Thailand, proximity to tourist attractions, ease of access, and a serene environment are important factors that contribute to guest satisfaction. A well-located hotel not only enhances the guest experience but also increases the likelihood of repeat business (Lovelock & Wirtz, 2011). 4) Promotion: Effective promotional strategies are essential for reaching potential guests and building brand awareness. In the context of the hotel industry, promotions can include advertising campaigns, social media marketing, partnerships with travel agencies, and online reviews. Well-executed promotions that highlight unique selling points (USPs) and communicate the hotel's value proposition are key to attracting and retaining customers (Pine & Gilmore, 2011). 5) People: The human element is crucial in the service industry. Friendly, well-trained staff who understand the needs of customers and provide exceptional service can significantly enhance the guest experience. Employees are often the first point of contact with customers, and their interactions can make or break a guest's stay. Positive interactions with staff not only increase guest satisfaction but

also encourage repeat visits (Huang et al., 2010). 6) Physical Evidence: In the hotel industry, physical evidence refers to the tangible elements that create an atmosphere of quality and comfort. This includes the hotel's interior design, signage, online presence, and cleanliness. High-quality physical evidence reassures customers of the hotel's commitment to service excellence, influencing their perception and satisfaction levels (Bitner, 1992). And 7) Process: The process involves the systems and procedures in place to deliver service. Efficient check-in/check-out processes, room service, and the overall guest journey from reservation to departure must be streamlined and convenient. A seamless process ensures a positive customer experience and reduces potential points of dissatisfaction (Zeithaml et al., 2009).

The Role of 7Ps in Enhancing Customer Satisfaction in Upper Northern Thailand, The hotel industry in Upper Northern Thailand faces unique challenges, including intense competition, limited marketing infrastructure, and a mismatch between workforce skills and market demand. To thrive in this competitive environment, hotels must leverage the 7Ps marketing mix to meet the evolving needs of customers. 1) Product Customization and Quality: Hotels in Upper Northern Thailand can stand out by offering products tailored to both domestic and international tourists. This includes providing unique, culturally relevant experiences that highlight the region's natural beauty, cultural heritage, and hospitality traditions. High-quality amenities such as modern facilities, cleanliness, and comfort can further elevate the guest experience, creating a strong impression and enhancing satisfaction levels (Hsu & Huang, 2017). 2) Competitive Pricing Strategies: Given the region's diverse clientele, effective pricing strategies are critical. Offering affordable packages during the off-peak season, or tiered pricing for different room categories, ensures that the hotel can cater to a wide range of customers. Transparent pricing and clear communication regarding service charges also help build trust and satisfaction among guests (Tsiotsou, 2012). 3) Strategic Location and Accessibility: Hotels in Upper Northern Thailand benefit from locations near key tourist attractions, such as Chiang Mai's historic sites or the scenic beauty of Pai and Mae Hong Son. Accessibility is another key consideration, with convenient transportation options and proximity to local amenities being factors that influence the decision-making process of potential guests (Chen & Tsai, 2007). 4) Effective Promotions and Branding: Effective promotional strategies, including online marketing, social media campaigns, and partnerships with local tour operators, are essential for attracting customers. By promoting the unique aspects of their services, such as local cuisine or cultural experiences, hotels can differentiate themselves and create memorable experiences for guests (Baker, 2014). 5) Staff Training and Development: The quality of service provided by hotel staff is perhaps the most significant factor influencing customer satisfaction. Investing in employee training, offering incentives for exceptional service, and creating a culture of hospitality can greatly improve the guest

experience. Staff who are well-informed about the region's attractions and who provide personalized service contribute to positive word-of-mouth and repeat customers (Pizam & Shani, 2009). 6) Maintaining High-Quality Physical Evidence: For hotels in Upper Northern Thailand, maintaining a clean, inviting, and aesthetically pleasing environment is essential for creating a strong first impression. The hotel's décor, cleanliness, and even the branding on the website or in promotional materials should reflect the quality and consistency of the services offered (Cranmer & McKiernan, 2013). 7) Streamlining Processes for Convenience: The ease with which guests can make reservations, check in, and access services plays a crucial role in their overall satisfaction. Implementing user-friendly online booking systems, offering fast check-in/check-out processes, and ensuring responsive customer service all contribute to enhancing the guest experience (Cheng & Lee, 2015).

In conclusion, the 7Ps marketing mix provides a comprehensive framework for enhancing customer satisfaction in the hotel industry, especially in Upper Northern Thailand. By focusing on product quality, pricing strategies, location, promotion, staff development, physical evidence, and process efficiency, hotels can significantly improve their service delivery, meet customer expectations, and foster long-term business success. As the competition intensifies, hotels must adapt to the changing market conditions and continuously improve their operations to remain competitive and responsive to customer needs. Implementing the 7Ps effectively not only drives customer satisfaction but also contributes to the overall growth and sustainability of the hotel industry in this region.

Objectives

To study the 7 Ps marketing mix factors that positively impact customer satisfaction in the hotel industry in Northern Thailand.

Research Hypothesis

The 7Ps marketing mix factors positively influence customer satisfaction in the hotel industry in Northern Thailand.

Research Framework

The marketing mix factors influencing customer satisfaction in the hotel industry in Northern Thailand, referencing the concepts of Kotler and Keller (2016), Marketing Management; Armstrong and Kotler (2015), Marketing: An Introduction are as follows:

1. Independent Variables: The Marketing Mix 7Ps and 7 sub-variables as follows:
1. Product 2. Price 3. Place 4. Promotion 5. People 6. Physical Evidence 7. Process

2. Dependent Variable: Customer satisfaction, consisting of the following 4 sub-variables:

      1. Employee service responsiveness

      2. Results after service delivery

      3. Hotel products and services

      4.Hotel reputation and image

Thus, the research framework is shown in Figure 1.

Marketing Mix'7Ps	Customer Satisfaction
- Product - Price - Place - Promotion - People - Physical Evidence - Process	1. Employee Service Responsiveness 2. Results after Service Delivery 3. Hotel Products and Services 4. Hotel Reputation and Image
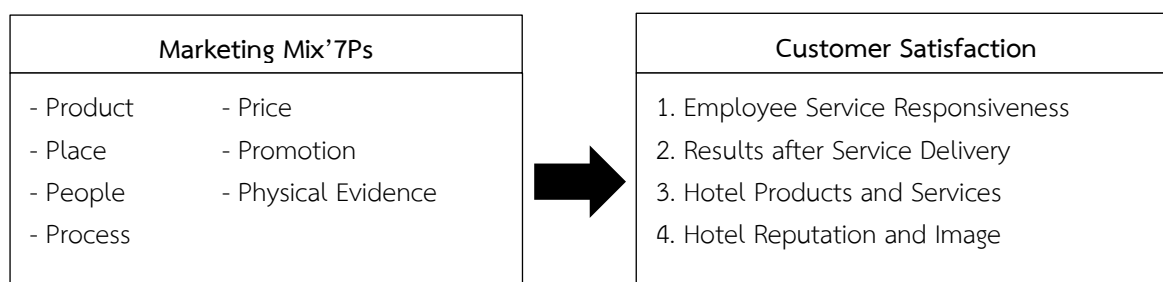
Figure 1: Research Framework

Research Methodology

      Population, the population for this research study consists of Thai citizens and tourists who use hotel services in the provinces of Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, Nan, and Mae Hong Son.

      Sample Group and Sample Size Determination, The sample group for this study includes Thai citizens and tourists who have used hotel services in the provinces of Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, Nan, and Mae Hong Son. To determine the sample size, the formula for calculating the sample size when the population is unknown but is assumed to be large (Boonchom Srisawat, 1992) was used. The confidence level was set at 95% (Z = 1.96) with an acceptable margin of error of ±5% (e = 0.05), and the maximum variance value (p = 0.5, q = 0.5) was applied. The minimum sample size calculated was 385 participants. However, to ensure completeness of data collection and to account for potential data loss due to incomplete questionnaires, the researcher set the sample size at 400 participants, slightly exceeding the calculated number for greater confidence in the completeness of the data.

      Sampling Methodology, The sampling method for this study is divided into three steps as follows: 1) Stratified Random Sampling, The sample group was first distributed across each province. The calculation for the sample size in each province is as follows: Chiang Mai: 192 participants, Chiang Rai: 130 participants, Lamphun: 19 participants, Lampang: 9 participants, Phayao: 6 participants, Phrae: 4 participants, Nan: 26 participants, Mae Hong Son: 13

participants, Total: 400 participants. 2) Systematic Sampling, The distribution of questionnaires to hotel service users in each province will be carried out over a one-month period, from February 1, 2024, to February 28, 2025, with a total of 400 participants. 3) Purposive Sampling, This method involves selecting only those individuals who have previously used hotel services in the provinces of Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, Nan, and Mae Hong Son. The sample group consists of 400 participants.

Research Instrument, The research instrument used in this study is a questionnaire that includes both closed-ended questions regarding the 7Ps marketing mix factors and service factors influencing customer satisfaction in the hotel business in the upper northern region of Thailand. The questionnaire is divided into three sections as follows: Section 1: Demographic Information, This section gathers general demographic information about the respondents who use hotel services in the upper northern region of Thailand. It includes questions on gender, age, marital status, occupation, education level, and income, with responses provided in a checklist format. Section 2: 7Ps Marketing Mix Factors, This section examines the 7Ps marketing mix factors that influence customer satisfaction in the hotel business in the upper northern region of Thailand. The 7Ps factors include: Product, Price, Place, Promotion, People, Physical Evidence, and Process. The questions are designed using a Likert scale (Method of Summated Ratings), which is a 5-point rating scale ranging from "strongly agree" to "strongly disagree." The scale assigns scores as follows: Strongly agree: 5, Agree: 4, Neutral: 3, Disagree: 2 and Strongly disagree: 1. The average score interpretation for customer satisfaction is as follows: 4.21–5.00: Excellent, 3.41–4.20: Good, 2.61–3.40: Fair, 1.81–2.60: Poor and 1.00–1.80: Very Poor. Section 3: Service Factors, This section focuses on service factors that influence customer satisfaction in the hotel business in the upper northern region of Thailand. These factors include Personality, Customer Relationship, and Training. The questions are also based on a Likert scale (Method of Summated Ratings) with the same 5-point rating scale as used in Section 2.

Content Validity, To test the content validity of the questionnaire, it was reviewed by 3 experts, who evaluated the items using the Index of Item-Objective Congruence (IOC). The experts assessed the appropriateness of the questions in relation to the research objectives, language use, and provided feedback. The IOC was calculated, and each item needed to have an IOC score of at least 0.5. After making adjustments based on the feedback, the final questionnaire included 50 items. The average IOC score was between 0.67 and 1, indicating acceptable content validity. One question with an IOC score of 0.33 was removed.

Reliability Testing, The revised questionnaire was pretested with a sample of 30 participants who were not part of the main sample. Reliability was assessed using Cronbach's Alpha, which yielded a score of 0.876, indicating that the questionnaire has high reliability.

Data Analysis, The collected data was coded, categorized, and analyzed using statistical software. Descriptive statistics were used, including frequency, percentage, mean, and standard deviation. Inferential statistics, including t-tests, one-way ANOVA, and multiple regression analysis, were used to test the hypotheses in this study.

Research Results

Demographic Characteristics of the Sample, The research findings show that among the 400 respondents, 135 were male and 265 were female. The majority were aged between 31 and 40 years, accounting for 24.8% of the sample, followed by those aged 51 years and older at 24%, and those aged 21-30 years at 23.4%. Regarding marital status, most respondents were single (52%), followed by married individuals (41.8%), and widowed or divorced individuals (6.2%). The majority of respondents had a bachelor's degree (40%), followed by those with a high school diploma or vocational certificate (34.5%), and those with a master's degree or higher (13%). In terms of occupation, 40.3% were self-employed or working as freelancers, followed by 19.3% who worked for private companies. The next largest group was homemakers (15.8%), followed by civil servants or state enterprise employees (11.2%). Regarding income, the majority earned between 15,000-25,000 baht per month (39.2%), followed by those with an income of less than 15,000 baht per month (25%). The next largest group earned more than 45,000 baht per month (15.8%), followed by those earning between 25,001-35,000 baht (13.8%), and those earning between 35,001-45,000 baht (6.2%).

The study aimed to assess customer opinions regarding the 7Ps marketing mix factors in the hotel industry in the upper northern region of Thailand. These factors included product, price, distribution channels, promotion, personnel, physical evidence, and process. Overall, customer opinions on the 7Ps marketing mix were generally positive, with an average rating of 3.97. The breakdown of the findings is as follows: 1) Product: Customer opinion on the product factor was rated highly, with an average score of 4.28. 2) Price: Customer opinion on the price factor was also rated highly, with an average score of 3.93. 3) Distribution Channels: Customer opinion regarding distribution channels was rated as moderate, with an average score of 3.40. 4) Promotion: Customer opinion on promotion was rated highly, with an average score of 4.03. 5) Personnel: Customer opinion on personnel was rated very highly, with an average score of 4.32. 6) Physical Evidence: Customer opinion on physical evidence was rated high, with an average score of 3.86. and 7) Process: Customer opinion on the process factor was rated high, with an average score of 3.97. These results are summarized in Table 1.

Table 1: Customer Opinions on the 7 Ps Marketing Mix Factors in the Hotel Industry in the Upper Northern Region of Thailand

Marketing Mix Factor (7Ps)	$\bar{\mathbf{x}}$	S.D.	Evaluation Criteria
Product	4.28	0.437	High (2)
Price	3.93	0.598	High (5)
Distribution Channels	3.40	0.876	Moderate (7)
Promotion	4.03	0.565	High (3)
Personnel	4.32	0.460	High (1)
Physical Evidence	3.86	0.623	High (6)
Process	3.97	0.551	High (4)
Total	3.97	0.410	High

To Study the Opinions on Service Factors, the study also aimed to assess customer opinions on service factors in the hotel industry in the upper northern region of Thailand, focusing on personality, customer relationships, and training. Overall, the opinion on service factors was rated as high, with an average score of 4.13. The breakdown is as follows: 1) Personality: The opinion on personality was rated high, with an average score of 4.25. 2) Customer Relationship: The opinion on customer relationship was rated high, with an average score of 3.95. 3) Training and Service Knowledge: The opinion on training and service knowledge was rated high, with an average score of 4.19. As shown in Table 2.

Table 2: Opinions on Service Factors from Customers in the Hotel Industry in the Upper Northern Region of Thailand

Service Factor	$\bar{\mathbf{x}}$	S.D.	Evaluation Criteria
Personality	4.25	0.458	High (2)
Customer Relationship	3.95	0.610	High (5)
Training and Service Knowledge	4.19	0.475	Moderate (7)
Overall	4.13	0.441	High

Analysis of Correlation Coefficients Between 7 Ps Marketing Mix Factors and Customer Satisfaction in the Hotel Industry in the Upper Northern Region of Thailand. To analyze the correlation coefficients between the variables, the researcher established the following abbreviations to ensure clarity and facilitate the presentation of the data analysis results: X1 refers to the product factor, X2 refers to the price factor, X3 refers to the distribution channels

factorX4 refers to the promotion factor,X5 refers to the personnel factorX6 refers to the physical evidence factor,X7 refers to the process factor,X8 refers to customer satisfaction in the hotel industry in the upper northern region of Thailand.

The study examined the correlation between the 7Ps marketing mix factors and customer satisfaction in the hotel industry of Northern Thailand. No multicollinearity problems were found among the variables. Correlation coefficients ranged from 0.182 to 0. 653.These values indicate positive but moderate correlations, all below 0.85. Thus, the independent variables remain relatively independent. They were suitable for testing the effect of the 7Ps on customer satisfaction. A homoscedasticity test was also conducted. The scatter plot showed residuals distributed above and below zero. The distribution was narrow, reflecting constant variance of residuals. Therefore, the assumption of homoscedasticity was confirmed, as shown in Table 3.

Table 3: Results of the Multiple Linear Regression Analysis Testing the Relationship Between the 7Ps Marketing Mix Factors and Customer Satisfaction in the Hotel Industry in the Upper Northern Region of Thailand

Model (7Ps Marketing Mix Factors)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIP
(Constant)	.816	.190		.284	.000*		
Product	.204	.049	.200	.153	.000*	.569	1.757
Price	.089	.036	.119	.448	.015*	.556	1.799
Distribution Channels	.003	.023	.003	128	.898	.661	1.512
Promotion	.114	.031	.144	.683	.000*	.857	1.167
Personnel	.205	.047	.212	.411	.000*	.571	1.753
Physical Evidence	.090	.038	.125	.390	.017*	.478	1.090
Process	.127	.042	.156	3.040	.003*	.498	1.009

R = 0.696 R Square = 0.485 Adjusted R Square (R2) = 0.475 (47.50%)

F = 52.663 Sig. = 0.000 Durbin-Watson = 1.827

*Statistically significant at the 0.05 level.

The findings from Table 3 reveal that based on the Durbin-Watson value of 1.827, which falls within the range of 1.5 to 2.5, there is no issue of multicollinearity among the

independent variables. This indicates that the independent variables used in the test do not exhibit internal correlation. Furthermore, the 7Ps marketing mix factors have a positive significant effect on customer satisfaction in the hotel industry in the upper northern region of Thailand at the 0.05 significance level. The F-value is 52.663 with a significance of 0.000, which is less than 0.05, indicating that the model is statistically significant. This model explains 48.5% of the variance in customer satisfaction. The prediction equation can be written as follows:

Unstandardized $Y = b_0 + b_1X_1 + b_2X_2 + ... b_nX_n$

Where customer satisfaction (from the 7Ps marketing mix factors) is predicted as:

$Y = 0.816 + 0.204 (X_1) + 0.089 (X_2) + 0.003 (X_3) + 0.114 (X_4) + 0.205 (X_5) + 0.090 (X_6) + 0.127 (X_7)$

Where:

X_1 = Product factor X_2 = Price factor X_3 = Distribution channels factor

X_4 = Promotion factor X_5 = Personnel factor X_6 = Physical evidence factor

X_7 = Process factor

The correlation test results from Table 3 show that the 7Ps marketing mix factor for product has a Sig. value of 0.000, which is less than the 0.05 significance level, indicating that the product factor has a positive effect on customer satisfaction in the hotel industry in the upper northern region of Thailand. The price factor has a Sig. value of 0.015, also less than 0.05, indicating a positive effect on customer satisfaction. However, the distribution channels factor has a Sig. value of 0.898, which is greater than 0.05, suggesting no positive effect on customer satisfaction. The promotion factor has a Sig. value of 0.000, which is less than 0.05, indicating a positive effect on customer satisfaction. The personnel factor also has a Sig. value of 0.000, which is less than 0.05, indicating a positive effect on customer satisfaction. The physical evidence factor has a Sig. value of 0.017, less than 0.05, indicating a positive effect on customer satisfaction. Lastly, the process factor has a Sig. value of 0.003, which is less than 0.05, indicating a positive effect on customer satisfaction. Therefore, this supports Hypothesis to some extent.

Conclusion and Discussion

This research aimed to assess customer opinions on the 7Ps marketing mix factors and their influence on customer satisfaction in the hotel industry in the upper northern region of Thailand. The results indicate that the 7 Ps marketing mix factors have a significant effect on customer satisfaction, with the product, personnel, and promotion factors having the strongest positive influence. The study's findings also highlight the role of customer opinions in shaping

satisfaction, with product quality, staff competence, and promotional strategies being the most highly valued by respondents. The demographic characteristics of the sample show a higher proportion of female participants (265 out of 400) and the majority were aged between 31 and 40 years. This demographic trend may influence the type of services and amenities preferred by customers in this age group, which could further impact their satisfaction levels (Kotler et al., 2017). Furthermore, the sample revealed that most respondents were self-employed or worked as freelancers (40.3%), which suggests a segment of customers who may seek flexibility and personalized services in their hotel experiences. These characteristics provide insight into the target market and the need for hotels to tailor their services to meet the preferences of different customer groups. Customer opinions on the 7Ps marketing mix factors were generally positive. The product and personnel factors received the highest ratings, indicating that customers place significant value on the quality of the hotel's offerings and the competence of the staff. This is consistent with previous research that suggests product quality and service excellence are critical drivers of customer satisfaction in the hospitality industry (Ladhari, 2009; Zeithaml, Bitner, & Gremler, 2018). The price factor also received a favorable rating, which highlights the importance of pricing strategies that balance value and affordability in the competitive hotel market (Morrison, 2013). On the other hand, the distribution channels factor was rated the lowest, suggesting that improvements in this area may be necessary. Previous studies have shown that distribution channels play a crucial role in customer satisfaction, particularly in terms of accessibility and convenience (Bigné, Sánchez, & Andreu, 2009). This finding may reflect the need for hotels to adopt more diverse and efficient distribution strategies.

The correlation analysis confirmed that the 7Ps marketing mix factors had positive and significant correlations with customer satisfaction, except for the distribution channels factor. The findings suggest that improvements in the product, personnel, promotion, and process factors are likely to enhance customer satisfaction, while distribution channels may require further attention. These results are consistent with the research by Ali and Amin (2014), who found that product, personnel, and promotion factors significantly impacted customer satisfaction in the hotel industry. The lack of a significant correlation between distribution channels and customer satisfaction is noteworthy and suggests that other factors, such as service quality or price, may outweigh the influence of distribution channels in this particular context. The Durbin-Watson value of 1.827, within the acceptable range of 1.5 to 2.5, indicates that multicollinearity is not an issue, ensuring the reliability of the regression model. The model explained 48.5% of the variance in customer satisfaction, which is a strong indication of the 7Ps marketing mix's effectiveness in predicting customer satisfaction levels. This finding aligns with the work of Atilgan et al. (2003), Kajornatthapol P., (2024) and Pongwiritthon, K.,

Prayoon, A., & Kamolthip, K. (2023) who emphasized the importance of the marketing mix in predicting customer satisfaction in the hospitality industry. The regression model also suggests that by enhancing product offerings, improving staff training, and focusing on effective promotional strategies, hotels can significantly increase customer satisfaction.

Implications for Practice, The findings of this study have several practical implications for hotel management in the upper northern region of Thailand. To enhance customer satisfaction, hotel managers should prioritize improving the quality of their products, invest in staff training, and implement effective promotional strategies. These factors were found to have the most significant positive impact on customer satisfaction. Additionally, while distribution channels were found to have a minimal impact on satisfaction, improving their efficiency and accessibility could be beneficial in attracting more customers. Hotels may also consider adopting digital distribution channels to cater to the growing demand for online booking services.

Limitations and Recommendations for Future Research, Although this study provides valuable insights, it is limited by the focus on a single region of Thailand. Future research could expand the study to other regions or countries to provide a broader understanding of the 7Ps marketing mix's impact on customer satisfaction. Additionally, future studies could explore the role of other factors, such as customer expectations, loyalty programs, or technological innovations, in influencing customer satisfaction in the hotel industry. Furthermore, qualitative research methods, such as in-depth interviews or focus groups, could offer more nuanced insights into the factors driving customer satisfaction.

Recommendations

1. Practical Recommendations

Based on the findings of this study, the following practical recommendations can help enhance customer satisfaction in the hotel industry in the upper northern region of Thailand:

1.1 Improve Product Quality: As the product factor received one of the highest ratings and showed a significant positive correlation with customer satisfaction, hotels should continue to focus on maintaining and improving the quality of their products. This may involve updating facilities, introducing new amenities, or ensuring the availability of high-quality services that meet customer expectations.

1.2 Invest in Personnel Training: The personnel factor also received high ratings, indicating that customers value competent and professional staff. Hotels should invest in regular training programs to enhance staff performance, particularly in customer service,

communication, and problem-solving skills. This will help foster a positive guest experience and enhance customer loyalty.

1.3 Strengthen Promotional Strategies: Since the promotion factor showed a significant positive correlation with customer satisfaction, hotels should focus on creating attractive promotional campaigns, both online and offline. This can include discounts, special packages, or loyalty programs designed to engage customers and encourage repeat business.

1.4 Enhance Service Processes: Given the positive feedback on the process factor, hotels should streamline their service delivery, from check-in/check-out procedures to the handling of customer complaints. Improving operational efficiency will not only enhance customer satisfaction but also contribute to better resource management.

1.5 Address Distribution Channels: The distribution channels factor received the lowest score and showed no significant correlation with customer satisfaction. Hotels should explore alternative distribution strategies, such as online travel agencies (OTAs), direct online booking platforms, and partnerships with local tour operators. This can help improve accessibility, convenience, and reach for potential customers.

2. Recommendations for Future Research

Future research can further expand on the findings of this study by exploring the following areas:

2.1 Broader Geographic Scope: This study was limited to the upper northern region of Thailand. Future research could extend the study to other regions of Thailand or international hotel markets to understand whether the identified trends are universally applicable or region-specific.

2.2 Investigate Other Factors Influencing Customer Satisfaction: While the 7 Ps marketing mix factors were the primary focus of this study, future research could explore additional factors that influence customer satisfaction, such as customer expectations, hotel brand reputation, environmental sustainability practices, and the impact of technological innovations like mobile apps or self-check-in systems.

2.3 Longitudinal Studies: Conducting longitudinal studies to assess customer satisfaction over time could provide valuable insights into how customer preferences and satisfaction evolve in response to changes in the marketing mix or external factors, such as economic downturns or global health crises.

2.4 Qualitative Research: Future studies could use qualitative research methods, such as in-depth interviews or focus groups, to gain a deeper understanding of customer perceptions and experiences. This would complement the quantitative findings and offer a more comprehensive view of the factors that drive customer satisfaction.

2.5 Exploration of Cross-Cultural Differences: Future research could also explore cross-cultural differences in customer satisfaction within the hotel industry, as customers from different cultural backgrounds may place varying importance on the 7Ps marketing mix factors.

By building on these recommendations, future research can help develop a more nuanced understanding of the factors that influence customer satisfaction in the hospitality industry and provide actionable insights for hotel managers.

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