

Thai Expatriates' Perspectives of Service Quality in Alternative State Quarantine (ASQ) Hotels

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Abstract

The purpose of this research was to 1) study managerial concepts of alternative state quarantine (ASQ) hotels regarding good service quality from the viewpoint of Thais living abroad before returning to Thailand and 2) develop a grounded theory of ASQ hotels' service quality from the viewpoint of Thais living abroad. This is a qualitative study to derive a theoretical conclusion from the experience of Thai nationals living overseas who had previously stayed at ASQ hotels. The researcher chose purposive sampling techniques and collected data by using in-depth interview, documentary study, observation and note-taking in March 2021. The key informants were 16 Thais who had lived abroad for a year and visited Thailand at least once. The study showed that the service quality of ASQ hotels consists of 10 dimensions; 1) Hotel 2) Hotel's product 3) Health 4) Wellness 5) Hotel's guestroom 6) Hospitality 7) Hygiene 8) Hi-technology 9) High safety and 10) Host. In addition, it appeared that these 10 elements can be classified based on four dimensions; assurance, trustworthiness, responsiveness, and customer insight, which are recommended for the hotel business to reach the expected service quality for Thais. This includes meeting their expectations for both tangible and intangible services. Moreover, ASQ hotel service quality was found to correlate with customer's expectations, perceptions of service quality, satisfaction and decision-making. Finally, it is concluded that the higher overall service quality perceived by Thais, the more likely they are to be satisfied and consequently recommend the hotels' hospitality services.

Keywords: Alternative State Quarantine (ASQ), Thai expatriate, service quality, COVID-19

Introduction

The novel human coronavirus disease (SARS-CoV-2), known as COVID-19, was first found in China in late 2019. The virus has impacted health, society, and the national economy (Fareed et al., 2020). The number of Thai people infected with the virus has increased so quickly that the government imposed measures to lock down the country. The tourism industry grew well in 2019 but sharply declined in 2020. The inbound tourists to Thailand declined by 83.2%. The suspension and closing of business operations not only occurred to the tourism industry but also the hotel industry (Fjällman, 2020). The accommodation income declined by 76.8%, its average accommodation income per head declined by 73.1% or 331 baht per night. It can be said that COVID-19 is a key problem of abnormal situation (Nookur, 2022) and obstacle to the travel and tourism industry around the world (Yang, Zhang, & Chen, 2020).

While foreign travelers tended to lessen their overseas travel because of their awareness to avoid infection of COVID-19, there were groups of travelers who had opposite ideas. They were Thai nationals who had been staying and working overseas. They felt insecure with the surrounding situations there and wished to come back to their homeland. Department of Consular Affairs (2020) revealed that Thai nationals overseas or Thai expatriates thought of their homeland and wanted to go back to rest and stay close to their families and relatives. They were concerned about the COVID-19 pandemic in the countries where they had been living. The high-stress environment of the ongoing COVID-19 pandemic caused their intentions to leave the host country (Koveshnikov, Lehtonen & Wechtler, 2022). Their home return was considered by the Thai government. Article 9 was also issued for the facilitation of inbound foreign travelers. Quarantine is a measure to cope with inbound travelers. The Thai nationals and the foreign travelers may choose to stay in State Quarantine (SQ) hotels or alternative state quarantine (ASQ) hotels at their own expense. The patients under investigation (PUI) may choose to stay in 137 hotels and resorts approved as the ASQ hotels for 14 days seen as self-isolation from the infected patients. It is a way to support hotels and resorts to earn some income in the crisis period. At the same time, it is a channel for hotels and resorts to propagate their brands, identify characteristics and build a positive attitude with their customers. Overseas Employment Administration Division (2020) reported there were 1,317,678 Thai nationals living abroad and had sent money back to Thailand around two hundred thousand million baht. They return to Thailand each year with an average length of stay of 30 days, spend at least 90,000 baht, and prefer to choose a service from ASQ rather than SQ (Taki, 2021). It is a good channel for hotels to build awareness of service quality to their prospective customers and the advantages of the hotels when situations return to normal.

From the above information, it was found that there were still a few questions on the Thai expatriates, especially in the hotel business. So the researcher desires to study the perspectives of Thai expatriates on the service quality of alternative state quarantine hotels for (1) developing managerial concepts of ASQ, (2) establishing a grounded theory indicating the ASQ service quality, and (3) proposing effective business operations managerial guidelines of the ASQ. This would be a guideline for management quality improvement and a tool to build marketing strategies suitable to the prospective Thai expatriates customers and a new normal-service model to hotel business operators.

Literature Review

Alternative State Quarantine (ASQ)

Thailand has been facing and suffering from several COVID-19 waves during the pandemic. The Thai Ministry of Public Health then implemented a quarantine program for every international traveler to undergo a mandatory 14-day quarantine (TAT news, 2021) either at private alternative state quarantine (ASQ) facilities or state-run, for example, government-accredited hotels or hospitals, and ASQ bookings are paid for by the traveler. An ASQ hotel is required to monitor quarantined individuals as a partner with a hospital for signs and symptoms of COVID-19 by testing twice on Days 0–5 and Days 11–13 after entering Thailand and offer packages including accommodation, 3 meals per day, airport transfers, and so on.

Thai Expatriate

Expatriate, in the simplest form, means a person has been living abroad (Collins Dictionaries, 2011), outside their home country (Oxford Dictionary of English, 2015), for varying lengths of time (Cleveland, Mangone, & Adams, 1960; Copeland & Griggs, 1985; Fechter, 2007; Lay, 1925), with a mission of something. They are living somewhere outside of their home country, determined by their passport and citizenship, and undertaking a change in the dominant resident place (Andresen et al., 2014). They can also be anybody who might eventually live there permanently for paid or unpaid employment, from professional, occupation, politics, family and personal life, and personal finances (Andresen, Biemann, & Pattie, 2015; Dickmann et al., 2008; Hippler, 2009; Selmer & Luring, 2011). Thai expatriates then refer to those Thai nationality living abroad, out of Thailand, their origin place or home, for some purposes, such as overseas employees, housewives/husbands, students, and more for temporarily or permanently, and return to home country within a brief period (Harvey, 2009; Toren, 1976). Thai expatriates returning from abroad to their home country will get closer to their own language, reconnect with cultural roots, and feel the sense of warmth, including experience local cuisine, visit tourist sites they've heard about, and engage with local people which

are reminding them the old memories and nostalgia of Thai. Staying at hotels during their visit can boost domestic tourism and also contribute the hotel to increased revenue from bookings, dining, and other hotel services, as well as patronize the local economy, whether through spending in nearby shops and restaurants or participation in the tourism sector.

Service Quality

Service quality is significant because reputation, trust, and good image occur from good service (Alhelalat & Habiballah, 2017) and it results in behaviors (Forte et al., 2018) and planning (Malik et al., 2020). It can be used as an indicator of customer's satisfaction (Yilmaz, 2020), directly related to service quality (Ciftci et al., 2020; Welthagen & Lötter, 2020), such as tangibility, reliability, responsiveness, assurance, and empathy (Zeithaml et al., 1996), lead to sustainable business development (Yuliantoro et al., 2019) in the form of word-of-mouth, and it becomes the loyalty in the long run. In contrast, if the service is not qualified enough to meet the customer's expectations (Dotchin & Oakland, 1994; Donnelly, Shiu, Dalrymple, & Wisniewski, 1996), they may have dissatisfaction and express some negative feedback to the hotel. High-quality products and services business typically have higher market share. Business with perceived high quality "goods" and "services" typically had a higher return on investment, market share, and asset turnover than low-quality business (Ghobadian, Speller, & Jones, 1994). It helps businesses to differentiate themselves from others and affects both existing and potential customer repurchase intentions. To compete successfully in a new normal competitive environment, affective, cognitive, and as well as emotional components of customers' satisfaction need to be particularly attended to (Wang, Vela, & Tyler, 2008). Hotel guest's perspectives of the service quality commonly vary across different types of hotels (Lai and Hitchcock, 2016).

Methodology

This research is qualitative research and the methodology is grounded theory which emphasizes the creation of collected data from a group of key informants with preconceived assumptions or existing theories. The study was approved an ethical certificate number 022/63NA by Human Research Ethics Office Dhurakij Pundit University. Theoretical sampling techniques were chosen by a predetermined selection process and data were collected by using in-depth interviews, documentary studies, observations, and notes taken in March 2021. The key informants were 16 Thais who have been living abroad for at least a year. The data were obtained by transcribing verbatim transcripts of the interviews and verifying the validity of the data. Subsequently, data analysis in qualitative research discovers from words, the data were explored by coded, categorized, and themed to establish temporal hypotheses. The temporal hypotheses were applied to interpret

to find an explanation for the phenomena. The temporal hypotheses and empirical data were validated employing theoretical sampling to test the suitability and validity of the theory until the theoretical saturation was reached (Guest et al., 2006) Finally, the theoretical conclusions were simulated in the form of a conceptual model as appropriate to explain the phenomena that arise, called the grounded theory (Glaser & Strauss, 1967).

Research Scopes

To understand the concept of ASQ hotels management, the literature review and research works were used as a guideline for in-depth interviews concerning service quality with abroad-live Thais who had previously experienced with ASQ hotels. This will be beneficial to the management of ASQ hotels. Key informants were 16 Thai expatriates who have resided abroad for more than one consecutive year; 6 from Asia, 5 from Europe, 4 from the United States of America, one from Australia, and one from Southeast Asia. Homogeneous samples were obtained by purposeful theoretical sampling techniques. A few key informants are friends and acquaintances of the researcher who currently reside abroad and the rest of them were introduced using the snowball sampling method; a recruitment technique in which research participants are asked to assist researchers in identifying other potential subjects. An online in-depth interview was provided via Facebook Messenger due to the distance and the key informants' convenience. Additionally, semi-structured interviews (Schmidt, 2004) were used in one-on-one interview methods. The data from in-depth interviews were collected from the key informants in March 2021. Key informants and theoretical sample selection: Theoretical sampling of the key informants met the research objectives. A specific homogeneous sample was selected and interviewed in a semi-structured individually (one-on-one interview) of individuals who have continuously resided abroad for at least one year.

Research Instruments

The researcher interviewed documents and research related to the ASQ hotels. Open-ended interview questions which were consistent with the research objectives were used. A personal computer was used to record conversations between the researcher and 16 key informants as well as was used to analyze the recorded data. A field Notebook and iPad were used to record information during interviews with key informants and to formulate temporal hypotheses in the data analysis. A triangulation method was used in this study for the data triangulation reliability (Creswell, & Creswell, 2017). The recorded information was transcribed word by word, encoded, classified, sourced from the informant relation, linking the information into main items, and then created into temporary hypotheses. They were cross-checked with empirical data by theoretical sampling to find data suitability and correctness until it reached theoretical saturation (Guest et al., 2006).

Results

1. ASQHSQ

Managerial concepts of the Thai expatriates' perspectives of service quality in ASQ hotels before returning home. From the data analysis, the results of the study indicated that the ASQHSQ could be classified into 10 elements as follows:

1.1 The establishment

The key informants realized that quarantine is a method to show that they are careful and responsible to society. They accepted all the quarantine conditions when returning to Thailand even though they felt that it was a burden. However, they expected to stay in ASQ hotels rather than in SQ hotels to avoid staying with unfamiliar individuals. An informant said that rooms provided in SQ hotels were insufficient. They did not want to risk sharing a room with whom they were not acquainted. The ASQ hotels are advantageous to the customers because they can search for information and details of the hotel before making a reservation. Information including brand, reputation, image, and service was once considered important; however, these days online reviews and advice from friends are more crucial in decision-making. One of the key informants said that at first, he was not sure about the information on the web, but he gained confidence after obtaining a recommendation from his friend. A famous hotel and a hotel with a good image may induce confidence and build the trust of customers, but in reality, ASQ service is a new issue and a niche market in the new normal society. If the hotel service in the customer's quarantine is satisfying at first, it will become acceptable, and used as a word-of-mouth impression for the customers in the end. This is the second example of listed material.

1.2 Package

A hotel package is a measure of choice to quarantine customers. The studies indicated that the package room rate of ASQ hotels in Thailand was from 27,000 (\$900) to 300,000 (\$10,000) baht. The 14-night package covers other services, such as airport transfer, view from the room, natural scenery, COVID testing process, food quality, and emergency medical service. The ASQ hotels may offer one or more packages depending on price rates and services.

The factors in a hotel's product package management consist of:

Information and Public Relations

A majority of key informants discovered that the basic service in each package was quite similar, but the difference was in some services. The hotels should present interesting and distinguished information with accuracy, pictures, and video clips. Building empathy and resolving suspicion at once can convince the prospective customer's decision more quickly.

Distribution Channels

Most key informants searched for ASQ hotels' information through online media. The hotels should publicize their products through the mentioned channel and develop artificial intelligence (AI) in chatbots. The quick and comfortable access to the hotel's information will impress the customers.

Price

A majority of key informants estimated their basic capacity and hotel's product with reasonable price and service in a package from 30,000 to 60,000 baht. Since their return to Thailand, the customers must have extra expenses, such as flight tickets and local transportation. The ASQ hotels are just for temporary accommodation, so they have to economize. If the ASQ hotels can offer a necessary fundamental service at the expected price, it will help increase the number of customers from the Thai nationals overseas and save the state budget for State Quarantine.

Partner-Hospital

All key informants opined that although the hotel's medical service standard and certified document were presented together with the package, they still expected confidence in the brand and image of the partner hospital. If the hotels can have MOU with famous and trustable hospitals, that can create customer's confidence, satisfaction, and decision in the hotel's services.

1.3 Wellness

All key informants said that they were worried about their health conditions while staying in the ASQ hotels since they had limited space, could not do activities freely, and had less physical movement. Providing in-room wider space for sufficient exercise or a specific area of the hotel, such as garden, swimming pool, and fitness room, and providing sufficient nutritious food will help relieve their physical and mental health concerns, and also help them decide to choose the right hotel.

1.4 Rehabilitation

All key informants realized and agreed upon requirements for COVID quarantine of risky people coming from foreign countries. The daily news of the COVID-19 pandemic has increased their stress and anxiety. Freedom to choose activities and foods can be limited, thereby increasing the feeling of depression and isolation. Options for activities for mental rehabilitation can ease these tensions. According to some of them, the food options are acceptable; however, more varieties of spicy foods would be preferable. In addition, sitting on the terrace watching the Chao Phraya River and breathing in the earthy smell from the rain could be astonishing. Authentic Thai foods, the scenery from the terrace, the odor of herbs, soft bed, and so on. can help the Thai expatriates relieve the anxiety and stress. If the hotels can propose activities of both physical and mental

therapy to their customers, that is the hotels' aspiration; to draw customers' satisfaction and lead themselves to overcome their competitors.

1.5 Guest Room

The key informants realized that the hotel's standard room size (25-30 square meters) is suitable for the quarantine. However, they expect a spacious room, some extra furniture, a terrace view, a water heater, and sufficient lighting. The conditions and quality of in-room equipment should be regularly checked and maintained. Good in-room equipment can help reduce complaints, dissatisfaction, and the awkwardness of technicians to repair equipment in the room.

1.6 Hospitality

From in-depth interviews, the necessary service requirements in quarantine can be classified as follows:

Food Delivery Service

Since the customers cannot go out to eat, as usual, they have to choose the food from the menus provided and wait for the food to be delivered and placed in front of their rooms three times a day. The food may not match with their taste and favor. If the hotel can design more options with qualified raw materials, cleanliness, and taste, and add more channels in food delivery and food from home, that will make the Thai nationals overseas feel warm and impressive. This distinguished aspect can draw customers and make them choose the hotel for their stay.

Clean-Up Service

The key informants mainly preferred weekly clean-up service only 1 -2 times to avoid close contact with other people. If the hotel organizes service management systematically with less time, as well as provides cleaning equipment inside the room, this shall bring Thai expatriates to gain satisfaction and increase their confidence in the cleanliness they receive.

Laundry Service

Most informants do not want to have to pay extra for laundry service and prefer to do it themselves as mostly are casual outfits worn only inside the room. If the ASQ hotels prepare equipment for washing and drying, it shall help reduce the laundry request. In addition, the appropriate price list of laundry will attract more customers.

Facilities

All key informants mutually cognized of how important hotel facilities were provided inside the room as they were used daily. It can be classified as follows:

Electrical devices

They all need to receive basic appliances and regular use such as hot kettle, microwave, refrigerator, and hairdryer. Those shall be provided by the hotel to avoid requests and avoid close contact between customers and staff.

Cleaning supplies

It comprises essential washing products including detergent and liquid detergent which the hotels shall prepare to let customers be responsible for themselves and also keep social distancing.

1.7 Hygiene

The key informants all admitted hygiene and cleanliness were the most important measure. They are deeply concerned about being both spreaders and infectors of COVID-19. If the medical officials work concisely, as well as, the hotels usually secure sanitation on a doorknob, staircase handrail, or elevator button, along with, set up the cleaning standard and performing the service of hygiene to make “the second home” atmosphere secured and safe, these will make customers courageous in the face of COVID-19 pandemic.

1.8 Modern Technology

All key informants agreed that the important and inevitable features that should be provided were Smart TV and free Wi-Fi high-speed internet, which they expected not to pay as an extra cost. It should be included in the package of stay due to its necessity at present. If the hotels prepare the service of Smart TV or any high technology equipment, this will fulfill customers’ requirements, enhance the brand image of their business, and lead to brand loyalty in the future.

1.9 Safety

The safety measure is expected to be essential not less than other issues as a consequence of the key informants attached with the hotels upon arrival at the airport. One of the informants referred to a sharing YouTube clip about the commute to the hotels and mentioned that “it would have been good if the driver had not texted and taken a selfie himself while driving on the expressway.” This message reflects the recklessness of staff and would lead to the satisfaction, image, reputation, and quality of services of the ASQ hotel. Especially if these messages have been shared and posted on social media, the hotels may get less credibility and fewer customers although other services are still running well.

1.10 Host

It is expected from the key informants that the hotel staff who are the good hosts shall have no COVID-19 during their stay at the hotel. Keeping a social distance, providing only essential services,

performing service psychology, understanding customers' emotional needs will minimize uncomfortable feelings and raise customers' positive impressions.

2. A grounded theory indicates service quality expected by the Thai expatriates on ASQ hotels before returning to Thailand.

The service management's perceptions in ASQHSQ of Thai expatriates before returning to Thailand shall be designated into 10 elements; 1) the establishment, 2) package, 3) wellness, 4) rehabilitation, 5) guest room, 6) hospitality, 7) hygiene, 8) modern technology, 9) safety, and 10) host. It appeared that the 10 elements shall be classified to analysis about the 4 dimensions' gaps as follows:

Assurance - It generates reliability to customers to reach their expectations with reputation, image, physical appearance, and best service quality comprising two services: hotel and product.

Trustworthiness - It means regularity and accuracy in service management led to trust during the service consisting of 3 elements of service quality: health, hygiene, and safety.

Responsiveness - It represents rapidity and efficiency of problem-solving to make customers feel highly impressed, consisting of 4 service quality elements: hospitality, technology, hotel's room, and host.

Customer's insight - It is the way to find out customer's information in terms of sentiment, attitude, and behavior which are significant to their belief, worthiness, and acceptance to respond to customer's need for healing.

In addition, the 4 dimensions of service quality, it was determined that the relations between 1) expectation and knowledge gap received from customers who want to find out for the information of good service quality as they expected 2) expectation to service quality which customers can prove their expectation that they will gain high quality of service and be satisfied or unsatisfied. This also led to a service quality gap under the ASQHSQ Model as shown in figure 1.

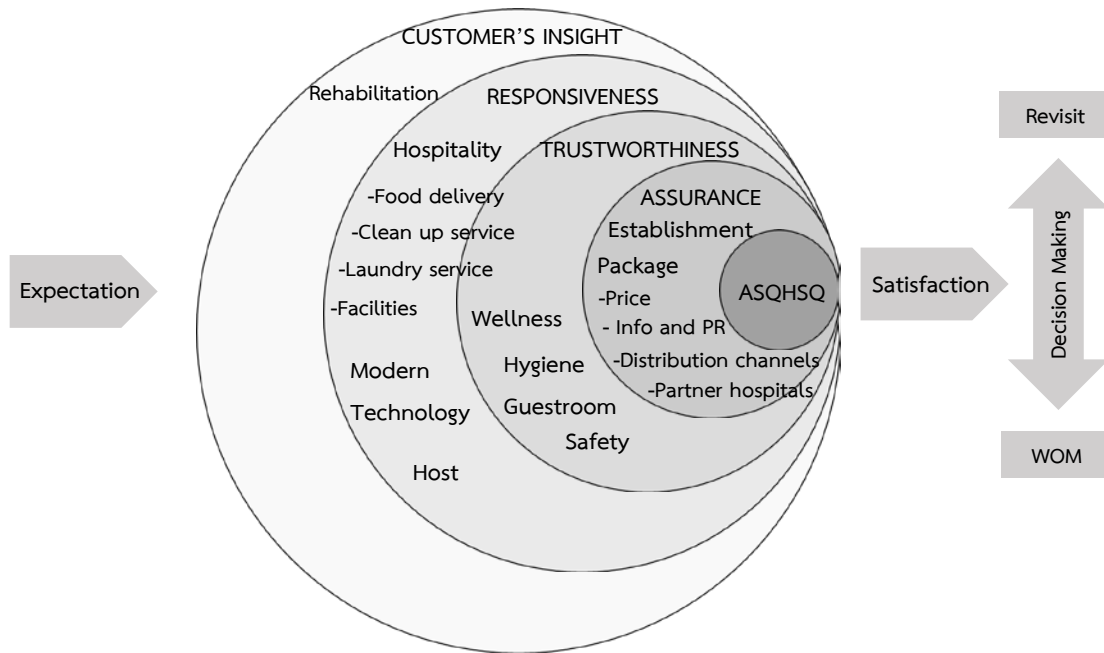


Figure 1: Alternative State Quarantine Hotel Service Quality (ASQHSQ)

3. Business operations managerial guidelines of the Alternative State Quarantine hotels' service quality (ASQHSQ)

From a managerial viewpoint, the ASQHSQ model is beneficial for assessing the service quality of ASQ hotels. The study provides hotel business operators with an understanding of both the expectations and service quality to reach customers' satisfaction. Satisfaction has a relatively indirect impact on revisit and word of mouth (WOM) intentions, through a decision-making process of how important hotels emphasize their quality provided. The hotel operators may undertake more effective planning, financial allocation, and managerial decision-making concerning service quality by a clear understanding of how customers expect each of the elements of the services. Many concerns of importance include four dimensions, such as ensuring assurance and trustworthiness, focusing on responsiveness, and finding customers' insights.

The dimensions of each element then identify the basic level for managerial implications as follows:

Expected service quality - The hotel business assesses service quality needed on all dimensions (assurance, trustworthiness, responsiveness, and customer's insights) and elements (establishment, package, wellness, rehabilitation, guestroom, hospitality, hygiene, modern-technology, safety, and host) and inspects the relationship of expectation on those to satisfaction and decision making. The objective is to identify service quality dimensions relevant to satisfaction and the decision-making process for services.

Body and Soul - The hotel business concerns first detailed service quality for sentiments. The hotel operators pay more attention to physical and emotional therapy. This analysis helps to narrow down the problem areas, especially during the crisis.

Minimum acceptable level of service - The hotel business establishes an acceptable level of service quality for all dimensions to emphasize the customer's satisfaction and decision-making.

Information Service - The hotel operators give service information in proper channels. Convenient access is necessary to determine the success of information and to monitor performance in the quality of service

Discussion

Qualitative research can be discussed on the concept of the ASQHSQ management for the Thai expatriates to construct a grounded theory. It is aimed to study the ASQHSQ and to postulate the theoretical conclusion of 10 elements including 1) the establishment, 2) package, 3) wellness, 4) rehabilitation, 5) guest room, 6) hospitality, 7) hygiene, 8) modern technology, 9) safety, and 10) host. These 10 elements influence a customers' decision-making to purchase the products and services. Furthermore, this is in line with some aspects of the service quality evaluation of Medabesh et al. (2021) which represented foreign tourists' satisfaction during quarantine in the ASQ hotels in Saudi Arabia. It was based on 5 service quality criteria of Zeithaml et al. (1996) in compliance with SERVQUAL as an assessment tool through 5 dimensions of service quality; 1) tangibility, 2) reliability, 3) responsiveness, 4) assurance, and 5) empathy. Results have shown that the variables in foreign tourists' satisfaction consist of 1) Alternative State Quarantine, 2) healthcare accessibility, 3) healthy staff, 4) hospital accessibility, and 5) entertainment worthiness. Beside the quality of service, Yuliantoro et al. (2019) found that brand image and perceived value were also affected customer's satisfaction, as well as influenced his repurchase intention and word of mouth.

It was observed that customers were primarily interested in the ASQ hotels with healthcare accessibility, hospital accessibility, and healthy staff which are fundamental key factors of service. It indicated that health and well-being concerns attract customers' attention towards the quarantine package. Even though hygienic fundamentals were not in the same context as medical accessibility, customers were still concerned and put more emphasis on these issues to gain confidence in their health. In contrast, rehabilitation and modern technology of the ASQHSQ have not been conformed with any variables or the above-mentioned indicators. Finally, it was also found that Thai expatriates desired to gain empathy and warmth as the quarantine carried a long period.

Conclusion

Thai expatriates understand the epidemic situation and requirements of the Thai government's quarantine in cooperating to prevent the risk of spreading the COVID-19. They prefer to stay in the alternative quarantine hotels (ASQ) rather than the state quarantine hotels even at an additional cost due to the quality service perception. However, the acceptable cost of a 15-night stay is approximately 30,000 baht. This research has shown that elements of health, hygiene, rehabilitation, services, and good communication technology are the main components of purchase decision-making for Thai expatriates.

From the research, it was found that customers value the psychological well-being as well as the cost-effectiveness of using the service at ASQ hotels, therefore operators should strive to provide these criteria to meet and satisfy the customers' needs.

Recommendations

The research revealed that ASQ hotels operation was an initiative sort of hotel industry that occurred during the disease infectious crisis. They have urgently opened their services for a specific group of guests who were staying for social and health benefits rather than business or leisure. Both customers and entrepreneurs were not well prepared to support each other, but as different parties learned to adapt. This affects the ASQ hotels' service quality in aspects of social prevention as it still found flaws even though they have tried to help each other.

From the study, Thai expatriates chose the ASQ hotels from their previous perception of the standard and general services of those hotels before the COVID-19 pandemic. They assumed the choice of ASQ hotel was the best choice of decision making. Regardless, the consent of choosing to stay in the ASQ hotels can benefit the hotel industry in the future. ASQ hotels can turn the COVID-19 crisis into an opportunity by creating new customers' targets in the future with service quality based on the expectations and demands of Thai expatriates. In addition, this study showed that the elements of service quality of the ASQ hotels and were different depending on the population of each country as their requirements varied. For instance: Thai expatriates who emphasized healing and technology reflected that they needed the elements of empathy and sentiment. The proper rehabilitation would establish a lasting good impression. While using modern technology with comfort and safety along the appropriate path, this will be a great benefit as technology is one of the key supporters for sustainable business. Therefore, hotel businesses can apply the business operations managerial guidelines of the Alternative State Quarantine hotels' service quality (ASQHSQ) as a business tool to draw strategy how to deliver good service quality, meet customers'

requirements to enhance the worthiness of service. Additionally, it will lead to perception, satisfaction and decision making, and rebuilding after the post-COVID-19 outbreak.

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