

FACTORS INFLUENCING CUSTOMER CHOICE DECISION OF PROPERTY
MANAGEMENT COMPANY IN BANGKOK THAILAND



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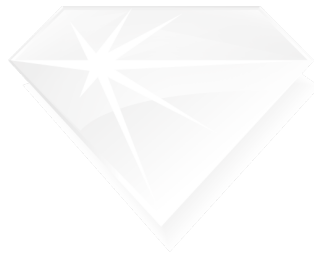
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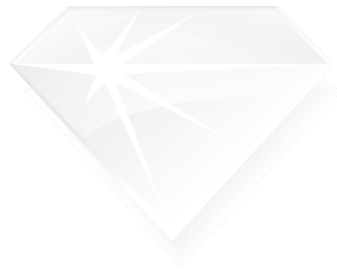
ABSTRACT

Property Management, when done efficiently, is a solution to cutting costs and expenses associated with buildings and increasing the value of assets. Property Management is the management of assets and real property, either for residential or commercial purposes. It is a crucial task enabling a real estate development project to be met with success. These companies are supposed to oversee and manage shared assets, the common area, the building systems and the environment at a project for the purpose of keeping the project in good condition, attractive and orderly – doing so ultimately adds value in the long run. Property management companies have become an important factor for living at a residential project and for ensuring a project's sustainability. Therefore choosing the right property management team helps to make your project or your home more liveable, valuable and sustainable.

The purpose of this research is to study factors influencing Customer Choice Decision of Property Management Company in Bangkok Thailand. These factors include six independent variables: Brand Trust (BT), Track Record (TR), Property Characteristics (PC), Corporate Staff (CS), Management System (MS), and Management Fee (MF) and one dependent variable: Choice Behavior (CB). 400 sample were collected using electronic questionnaire through social media. We used Structural Equation Models (SEM) for data analysis. The result shows that Since the RMSEA, which is an absolute fit index that assesses how far our hypothesized model is from a perfect model, for this model is .043 ($<.05$) which strongly indicates a “close fit” and the Goodness of Fit Index (GFI) value is .914 ($>.90$), the model seems to fit well according to the descriptive measures of fit. More importantly Management Fee (MF) and Property Characteristics (PC) seem to have significant effects on influencing Customer Choice Decision of Property Management Company in Bangkok Thailand due to their p-values are both less than .05. That means other than

management fee that seems obvious, Thai consumer also look at whether Property Management Company has relevant experiences in managing similar kind of property before be it large property, hi-end property, or mix-use property complex.

Keywords: Property Management Company, SEM, Customer Choice Decision, Thailand.



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Mareena Adam

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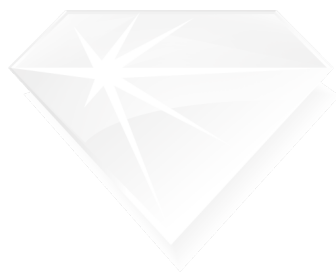
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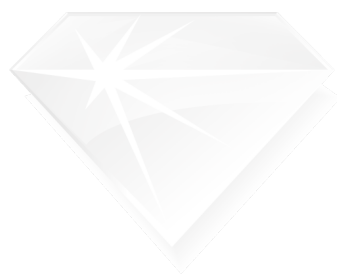
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Growing client demands together with intense competitive pressures have led the property management industry to become much more professionalized and sophisticated. Several factors such as urbanization, globalization, and technological advancements have increased the complexity of buildings and financial instruments (Alexander & Muhlebach, 2016). Such factors together with competitive pressures have created the demand for well-trained property managers who can execute complex investment strategies in often-difficult market circumstances (Read & Goss, 2016).

Property management is considered to be a solution for cutting costs and expenses associated with buildings while also increasing the value of assets. It is the management of assets and real estate, either for residential or commercial purposes. Property management is a crucial task enabling a real estate development project to be successful. Property management companies are responsible for overseeing and managing shared assets, common areas, building systems, and the environment at a project in order to keep it in good condition, appealing, and orderly, which ultimately adds value in the long run. Some property management firms have the ability to reduce the environmental impact of the property. Property management firms have an important role in ensuring a project's sustainability (Hopkins, Read, & Goss, 2017) Therefore, choosing a professional property management team will help make the project or house more livable, valuable, and long-lasting.

1.2 Background of Thailand

Thailand is situated in the Southeast Asia and located on the Indo-China peninsula. Thailand is also known as the Land of Smile. The total area of Thailand is 513,120 square kilometers. Thailand shares its border with East by Cambodia and Laos, North by Cambodia and Myanmar, South by Malaysia and the gulf of Thailand, and West by Andaman Sea. Myanmar is the country mostly shared the South border

of Thailand. Thailand's total population is 69 millions (National Statistical Office of Thailand, 2017).

Thailand can be said that the country is naturally gifted because it has a lot of beautiful places in every province. The peoples in Thailand are famous for their kindly nature and friendly with the foreign tourists around the world. It is the fantastic opportunity to become the top tourist destination and foreign investments.

Thailand is an evolving economy and can be distinguished as a newly industrialized country. The economy of Thailand is largely depended on the exporting sector, two-third of the total GDP is gain from the exporting. Based on the IMF (2017), Thailand's GDP is 15.450 trillion equivalents to US\$455 Billions in 2017, holding as ranked 8 in the largest economy in Asia. Thailand is the second largest economy in Southeast Asia which is behind the leader Indonesia. However, the Thailand's GDP is standing at the fourth place in the Southeast Asia after the leader Singapore, Brunei and Malaysia. Based on the National statistical Office Thailand in July 2018, the unemployment rate of Thailand is only 1 percent.

1.3 Statement of the Problem

Thailand is the most desire destination for tourists and the consider as one of the best places to live for the retired from the western countries. Thailand become the nice place for Expats around the world. Thailand has many multinational companies and the domestic companies from SME to Heavy Industries. Those companies created a lot of job opportunities for both Thai Nationality and Expats. A lot of Expat comes to Thailand to work for those companies and many Thai nationality got the opportunity to work in those companies. A lot of retired persons from US are deciding to stay in Thailand for the reason of its low living cost and the standard of the life is quite better than other country. So that the increasing of population who are rushing to work and travel, there is also increasing the demand in property industry in the recent years which is alerting the competition in the market. The customers are keep changing the place as soon as they found the better place with better management. So that the property market become popular among the world. Since the property market is popular, the good property management service is important for the property providers. The customer will be choose depending on the best services. The

influencing factors on the customer choice behavior is regarding the most valuable things for the property management companies.

Research question:

Following to the background of the study and the statement of problems, with the purpose of conducting the research study, the researcher is generating the research question as follow:

Main question: The main question of the research is “What is the structural relationship among all the variables and how brand trust factor, track record factor, property characteristics factor, corporate staff factor, management system factor, management fee factor will effect on the choice behavior of the customers in Thailand”.

Therefore, the researcher is interested in the factors that Influencing on Customer Choice Decision of Property Management Company in Bangkok Thailand.

1.4 Purposes of Study

The purpose of this present study is to study the effect of brand trust factor, track record factor, property characteristics factor, corporate staff factor, management system factor, management fee factor on choice behavior of the customers.

1.5 Scope of the Study

The research study surveys the factors influencing customer choice decision of the property management company. The tool for the survey in this research is the questionnaire. The scope of the research study as follow:

1. The research is focus on brand trust, track record, property characteristics, corporate staff, management system, management fee, and choice behavior factors that influencing customer choice decision of the property management company.
2. The research is focus on peoples who are in Bangkok, Thailand and including both males and females.
3. This research study is performed over survey research with the application of questionnaires with a sample size of 400 respondents. Questionnaires were distributed within the areas of Bangkok, Thailand only.

4. The research study was conducted from the period of March 2022 - May 2022.

1.6 Limitations of Research Study

The output of this research study can be appropriate only for the property management companies in the area of Bangkok, Thailand. The output of this research study cannot be utilized reliably to other factors, various locations, age groups on data collection and other research methodologies. For the users of this research study must be concerned of these inherent limitations.

1.7 Contribution of the Study

The findings of this current research can be contributed to the individuals, and the related organizations in terms of business managerial implication and academic performance. For individuals, they can know that influencing factors which effect on their choice decisions towards property management. The findings can also be applied not only to an academic policy but also to the planning for purpose of better academic performance. For the business managerial implications, the companies can be prepared to peruse the customer and able to provide the suitable management decisions to get a better result for the company by using the findings.

1.8 Future Academicians and Researchers

This study has designed a foundation that may help future researchers who may want to make the research in the area of property management and the customer's choice decision on property management. This research study presents a lot of gaps that have not cover up, and future researchers can strive to fill

CHAPTER 2

LITERATURE REVIEW

Customer choice decisions can be influenced by several factors such as location, promotion, price, brand image (Rachmawati, Shukri, Azam, & Khatibi, 2019), brand trust (Alwi, Nguyen, Melewar, Hui, & Liu, 2016), track record (Ahani, et al., 2019), characteristics of products/services (Beneke, Flynn, Greig, & Mukaiwa, 2013), and corporate staff (Rop & Kwasira, 2015). Rachmawati, Shukri, Azam, and Khatibi (2019) studied the factors impacting consumers' buying decision of residential properties in Malaysia using a questionnaire interviewing 312 residents. Results demonstrated that quality, price, location, promotion, and corporate image had a favorable and significant impact on consumers' buying decision. Among these factors, the promotion had the least influence on consumers' buying decision. This study is conducted to determine whether the brand trust, track record, characteristics of products/services, corporate staff, management system, and price have a significant impact on customer choice decision of property management company in Bangkok, Thailand.

2.1 Brand trust

Brand trust is referred to consumers' perceptions of a brand. The information and experiences contributing to a product's performance create the consumer's perspective. The trust that consumers give to a brand indicates a product's ability to deliver its promise to consumers. Therefore, brand trust is established on the expectation that the other parties will act in accordance with consumers' requirements and desires (Amron, 2018). Several researchers have investigated the relationship between brand trust and consumer purchase decision. Alwi, Nguyen, Melewar, Hui, and Liu (2016) investigated Malaysian consumers' air conditioning buying decision using brand trust as an independent variable. The result demonstrated that brand trust had a significant and positive impact on the consumer purchase decision. Furthermore, Chinomona (2016) investigated the impact of brand trust on the product purchase decision in South Africa. The results were in accordance with the study of Alwi, Nguyen, Melewar, Hui, and Liu (2016).

2.2 Track Record

Nowadays, customers tend to choose a variety of products/services due to a track record, such as online reviews on websites. Consumers' online reviews become an important part of the business all over the world since they are useful in understanding customers' perceptions of business product/service qualities. To improve their marketing strategy and decision-making, business managers use online reviews to learn about their customers' satisfaction and preferences (Ahani, et al., 2019).

2.3 Property characteristics

Consumers' demands and wishes can be satisfied by property characteristics. The brands that do not pay attention to the quality of the products or services given will cause consumers to be dissatisfied (Amron, 2017), lowering the sales of products or services (Amron & Mahmud, 2017). Beneke, Flynn, Greig, & Mukaiwa (2013) determined the impact of product characteristics on consumer's purchase decision of household goods. Findings demonstrated that product quality had a favorable impact on consumers' purchase decisions. The results agreed with the study of (Kianpour, Jusoh, and Asghari (2014) which observed that product characteristics had a positive and significant impact on the purchase decision of the postgraduate students of Universiti Teknologi Malaysia. Hanaysha (2018) investigated the elements that influence Malaysian consumers' retail purchasing decisions. Results indicated that apart from corporate social responsibility, the store environment has a considerable positive impact on customers' buying decisions.

2.4 Corporate staff

Companies have moved their attention from boosting efficiency and differentiating their products/services to focusing on their inimitable resources, especially, their human capital, as staff are the most valuable resource and asset in any business (Kehinde, 2012). Organizations that manage their human resources more proficiently are more likely to achieve their goals and objectives, as well as have long-term organizational performance. Any organization's growth and success are dependent on placing the appropriate staff with the right talents in the right places at

the right time. Brilliant employees are considered to be the primary resource that leads to long-term competitive advantages and outstanding performance (Rop & Kwasira, 2015).

Aina and Atan (2020) revealed that learning and development of staff in managing had significant and favorable effects on the sustainable organizational performance of real estate firms, stressing the influence of career management and emphasizing the importance of strengthening qualifications, coaching, identifying career goals, and defining the deficiencies that impede the achievement of career objectives.

2.5 Management system

Big property management companies now provide front-end and back-end management systems. For example, condominium management companies provide applications that notify residents when their parcels arrive and when their monthly water and electricity bills are due. Some companies provide an accommodation renting system (e.g., Airbnb, Booking.com, and Traveloka). The renting system must be secure and efficient. Otherwise, it can be a channel for instability from one stage of the renting process to the next. As a result, hotels have been proactive in promoting a strong and effective reservation system and in looking for solutions to reduce risks correlated with the system (Licata, 2009).

2.6 Management fee

Cost or price is a significant factor influencing customers whether to buy a product/service; the lower the price is, the more likely they are to buy (Brata, Husani, & Ali, 2017). Nasar and Manoj (2015) reported that pricing is the most important factor that impacts the consumers' purchase decision of an apartment. In addition, price promotion is a key technique regularly utilized by a variety of marketing managers to enhance their sales and performance (Zoellner & Schaefers, 2015).

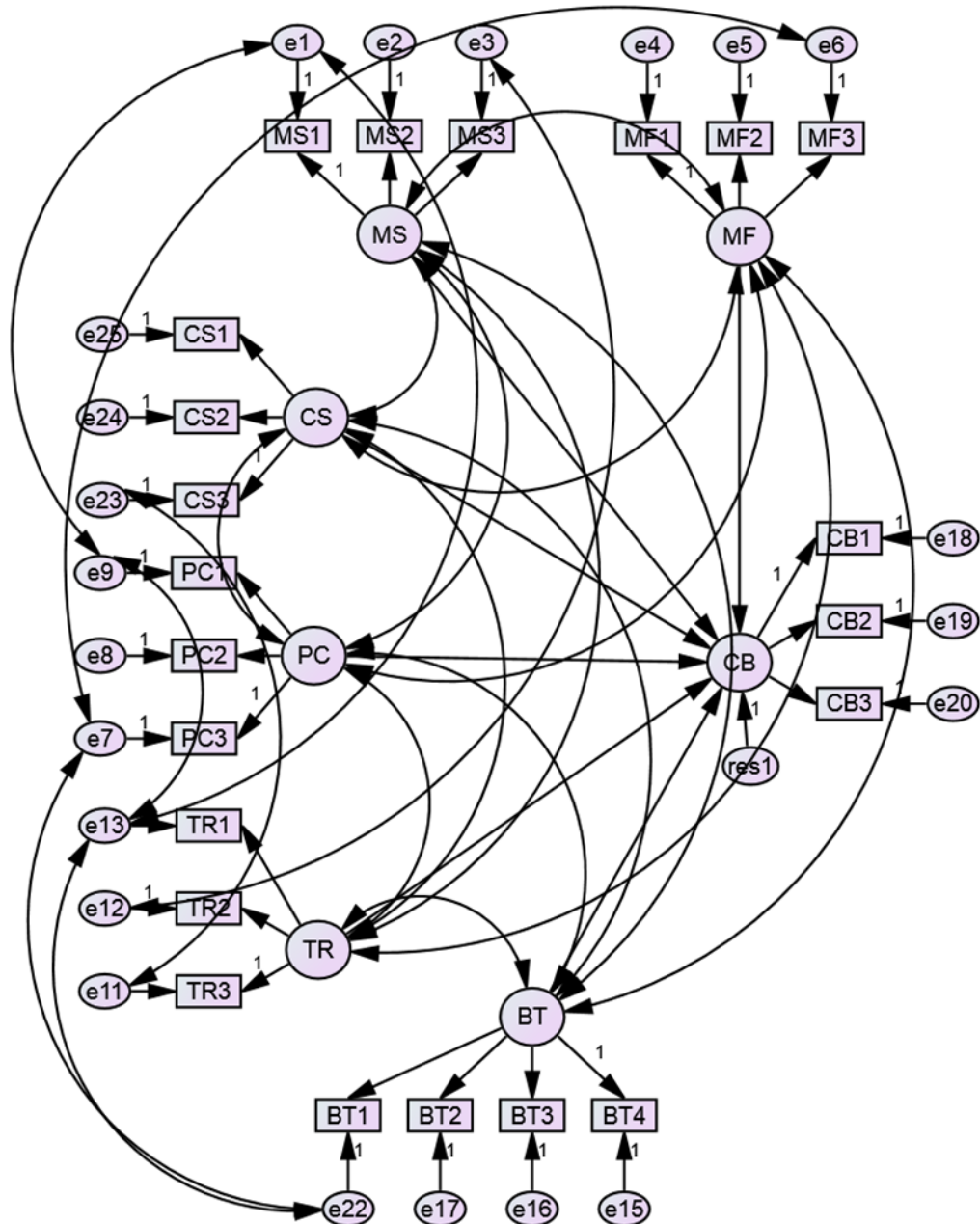
2.7 Choice behavior

In today's ever-changing and dynamic business environment, businesses need to comprehend and predict how different sorts of customers behave while purchasing

various goods and services to meet their needs. Several businesses have concentrated on promoting positive visions of their brand in the eyes of customers in attempting to manipulate their purchasing decisions and gain competitiveness (Shamsher, 2016). Therefore, identifying customer choice behavior is critical for successful service management and marketing. Steadily exceeding both the customer's cognitive and emotional requirements create customer satisfaction, making a sustainable competitive advantage (Shaw & Ivens, 2002). Hospitality firms must develop products and services that set their brands apart from their competition in terms of experience features. To fully comprehend customer choice behavior in the hospitality context, detailed comprehension of the interaction between a consumer's cognitive choice characteristics and emotive preferences based on the experiential view is required (Kim & Park, 2017).

2.8 The Hypothesized Model

Figure 2.1: The Hypothesized Model



Independent variables include Brand Trust (BT), Track Record (TR), Property Characteristics (PC), Corporate Staff (CS), Management System (MS), and Management Fee (MF).

Dependent variable is Choice Behavior (CB).

CHAPTER 3

RESEARCH METHODOLOGY

In this chapter, the researcher defined the strategy of research and methods were used in this present research. Methodology is recommended and reasoned as well as strategies were used in this present research. It includes research strategy, identification of the population and sample size, explanation of the instrument of research for data collection and the process of data collection.

3.1 Research Strategy

This present research has used the quantitative research method to achieve the purposes of the study. The researcher collected and analyzed data by using the questionnaires as a survey tool to achieve the aim of the research to study the Factors Influencing Customer Choice Decision of Property Management Company in Bangkok, Thailand. The questionnaire was applied as the research instrument to which is constructed by applying the related theories and approved by the expertise.

The quantitative research has the three general classifications. They are casual comparative, descriptive and experimental. This research is using the casual comparative approach. In the casual comparative approach, the research studies how the dependent variable is affected by the independent variables as part of the cause-and-effect relationships. Specifically, the interaction between independent variables on the dependent variable is the focus of the research (Williams, 2007).

The samples of the research were carefully chosen from the population which is the methodology utilized for performing the research about the Factors Influencing Customer Choice Decision of Property Management Company in Bangkok, Thailand. Moreover, the samples were randomly chosen for considering the method of convenient and purposive sampling. The statistical techniques applied for data analysis and interpretation consist of inferential statistics, descriptive statistics, and Structural Equation Modelling (SEM) for Factor Analysis.

3.2 Measurement of Instrument

3.2.1. Content Validity

The Researcher was examined each question of the questionnaire for the validity, Item Objective Congruence (IOC) result which is evaluating the content and objective, or objective and questions will be applied. The validity is determined by seeing the mean value of the four expert's opinions toward each statement of the questionnaire. The statement of the questions in the questionnaire were built based on their comments.

To evaluate the consistency between the objective and content or questions and objective, the researcher applied the Item Objective Congruence (IOC) method below.

$$IOC = \frac{\sum R}{N}$$

IOC = Consistency between the objective and content.

$\sum R$ = Total assessment points given from all qualified experts.

N = Number of qualified experts.

There are 3 levels of assessment for each question of the questionnaire in the process of IOC as shown as below.

- +1 means that the question is consistent with the objective of the questionnaire
- 0 means that the unsure if question is consistent with the objective of the questionnaire
- -1 means that the question is inconsistent with the objective of the questionnaire

Project values with a score lower than 0.5 will be considered invalid, but project values higher than or equal to 0.5 can be studied. Therefore, with the help and feedback of four experts, my research can obtain content validity by calculating the following results.

Table 3.1: IOC

| | | 1 | 2 | 3 | 4 | Total | $\frac{\sum R}{X}$ | Remark |
|-----|--|---|----|---|---|-------|--------------------|------------|
| MS1 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| MS2 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| MS3 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| MF1 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| MF2 | | 1 | 0 | 0 | 1 | 2 | 0.5 | Acceptable |
| MF3 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| CS1 | | 1 | 1 | 0 | 1 | 3 | 0.75 | Acceptable |
| CS2 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| CS3 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| PC1 | | 1 | -1 | 1 | 1 | 2 | 0.5 | Acceptable |
| PC2 | | 1 | 1 | 0 | 1 | 3 | 0.75 | Acceptable |
| PC3 | | 1 | -1 | 1 | 1 | 2 | 0.5 | Acceptable |
| TR1 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| TR2 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| TR3 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| BT1 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| BT2 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| BT3 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| BT4 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| CB1 | | 1 | 0 | 1 | 1 | 3 | 0.75 | Acceptable |
| CB2 | | 1 | 1 | 1 | 1 | 4 | 1 | Acceptable |
| CB3 | | 1 | -1 | 1 | 1 | 2 | 0.5 | Acceptable |

$$IOC = \frac{18}{22}$$

$$= 0.82$$

According to the IOC results, the Item Objective Congruence (IOC) index value 22 questions in the questionnaire is 0.82 with all the questions are above of the value of 0.5.

3.2.2. Reliability

The value of Cronbach's alpha coefficient is using by the researcher to measure the reliability of the Questionnaire. The researcher was performed 30 peoples as a sample for the pilot test and afterward enter the data into IBM SPSS 24 statistical software. The value of Cronbach's alpha coefficient of the questionnaire must be greater than 0.70 for all parts, therefore the questionnaire is considered as reliable (Taber, 2018).

Table 3.2: Criteria of Cronbach's alpha coefficient

| Cronbach's alpha coefficient | Reliability Level | Desirability Level |
|-------------------------------------|--------------------------|---------------------------|
| 0.80 – 1.00 | Very High | Excellent |
| 0.70 – 0.79 | High | Good |
| 0.50 – 0.69 | Medium | Fair |
| 0.30 – 0.49 | Low | Poor |
| Less than 0.30 | Very Low | Unacceptable |

Table 3.3: The result of Cronbach's Alpha Test from 30 samples: All Factors

| Statement of each part | Alpha Coefficient | Accepted/ Not |
|-------------------------------|--------------------------|----------------------|
| Trust | 0.762 | Accepted |
| Track Record | 0.851 | Accepted |
| Property Characteristics | 0.912 | Accepted |
| Corporate Staff | 0.824 | Accepted |
| Management System | 0.815 | Accepted |
| Management Fee | 0.918 | Accepted |
| Choice Behavior | 0.864 | Accepted |

Table 3.2 indicated that the result of the Cronbach's Alpha based 30 samples pilot test of all factors. The result of Cronbach's Alpha test for each factor are Trust factor with 0.762, Track Record factor with 0.851, Property Characteristics factor with 0.912, Corporate Staff factor with 0.824, Management System factor with 0.815, Management Fee factor with 0.918, Choice Behavior factor with 0.864 respectively. Since all the results are greater than the 0.70, so that each factor is highly reliable.

3.3 Population and Sample Size

3.3.1. Population

Population can be defined as the people who lived in the area of Bangkok, Thailand. The target population including the native and foreigners who live, work and study in Bangkok not lower than 1 year.

3.3.2 Sample size

Structural equation modeling is a flexible extension as well as the powerful extension of the general linear model. Similar to other statistical method, it contains the number of assumptions. Those assumptions have to meet or at least approximated to make sure trustworthy results. Determining the proper sample size is the significant issue in Structural Equation Modeling (SEM). Unfortunately, there is no rule of thumb for appropriate sample size of SEM.

Bentler and Chou (1987) mention that the researchers should go as low as 5 cases over each parameter estimate in analysis of the SEM, nevertheless the provided data are totally well-behaved (i.e., outlying cases or no missing data, commonly distributed, etc.). Bentler and Chou (1987) also point out that the researchers should go 5 cases per parameter estimate rather than per measured variables. The measured variables normally possess a minimum of one path coefficient which is related to another variable during the analysis, and the residual term or variance estimate, so that it is essential to identify that the recommendations of Bentler and Chou and Stevens fit together at 15 cases per measured variable, minimum. Most of the researchers are recommended to using the sample size of 200 or 5/10 cases per parameters at least (Kline, 2005).

Moreover, the outcomes of the simulation of Monte Carlo which is studying the use of confirmatory factor analysis models (Loehlin, 1992). After assessing his

literature, he realizes that for this kind of model with 2 to 4 factors, the researchers should have a plan on collecting at 100 cases minimum, 200 cases is better (if possible). Consequences of using the smaller samples contain of more convergence failures (the software cannot make a acceptable solution), lowered precision of parameter estimates, inappropriate solutions (together with the negative error variance estimates for measured variables), and especially, standard errors – SEM program standard errors are computed under the assumption of large sample sizes.

However, in the case of data are not normally distributed or are otherwise imperfect in some way (almost always the case), larger size of samples is required. It is hard to get the complete recommendations for what sample sizes are required when the data are skewed, incomplete, kurtotic, or else less than perfect. The common recommendation is to obtain more data when possible. Although in this research study is using 400 samples. The 400-sample size is often considered as the most “cost effective” sample size and it gives the statistical accuracy of $\pm 5\%$.

3.4 Data Collection

It is created utilizing online survey platforms, which are also used for the development of questionnaires, based on the information gathered. A few points should be considered when receiving questionnaires after they have been created, such as using an evaluation based on a specific group of individuals who had their perspectives assessed using software such as SPSS for the analysis and the validity of the data, which determines the dependability and reliability that is regarded and conducted to a certain degree. It is necessary to gather the questionnaire via a variety of channels since the respondents may choose to integrate their replies with the software in order to finish the final analysis.

For the previous research, it may be gathered by utilizing trustworthy sources such as Google Scholar, JSLOR, and other reputable cites that have displayed published journals, which were picked and examined as the supporting points and studies, as well as other reliable cites.

3.5 Data Analysis

The collected Data was analyzed by using the IBM SPSS Amos 24.0.0.0 and IBM SPSS Statistics 24.0.0.0 software. The output data will be presented in this research with the format of tables all along with the respective descriptions. The appropriate descriptive statistics of the sample are stated in Chapter 4. The Factor Analysis statistical method is employed to analyze the collected data with the purpose of analyze the factors that that Influencing on Customer Choice Decision of Property Management Company in Bangkok Thailand. The SEM measure a series of causal affiliation and displays the valuations of parameter as well as the path links between the variables in the conceptual model. SEM also estimates the multiple regression equations instantaneously on identifying the structural model. This also allows the modeling with latent variables through modeling the measurement errors that may be related with observed variables (Wickramasekera & Oczkowski, 2006). Although there are some limitations, SEM is used as a significant tool for testing the proposed model and final model Chapter 4.

CHAPTER 4

DATA ANALYSIS

In this chapter, the researcher will show the research findings which is resulting from the data analysis were presented as follows:

Part 1: RMR, GFI

Part 2: RMSEA

Part 3 Hypothesis

4.1 Correlation of Variables

This section reviews the various goodness-of-fit criteria for testing the model in the following manner. Model evaluation uses root mean square residuals (RMR) as one of the review criteria, and a model is considered good or satisfactory if the RMR value is low. RMR is the root mean square of the residuals. RMR is the sum of the squares of the sample variances and covariances minus the corresponding estimated variances and covariances, and the square root of the mean. RMR is acceptable if it is less than 0.08. The smaller the RMR, the better the fit the smaller the RMR, the higher the goodness of fit. The goodness-of-fit index (GFI) is a measure of goodness-of-fit that ranges from 0 to 1 but can theoretically be a negative number with no significance. By convention, the GFI should be equal to or greater than 0.90 for the model to be considered acceptable. The adjusted goodness-of-fit index (AGFI) is the adjusted GFI value and should be greater than 0.9 or more for the model to be considered acceptable. Parsimonious normed fit index (PGFI) determines whether the research model is too complex, and the same sample information but similar models are better with a larger parsimonious index. Usually PGFI >0.50, the model is considered satisfactory.

4.2 RMR, GFI

Table 4.1: RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | .046 | .914 | .801 | .663 |
| Saturated model | .000 | 1.000 | | |
| Independence model | .241 | .221 | .150 | .203 |

4.3 RMSEA

Table 4.2: RMSEA

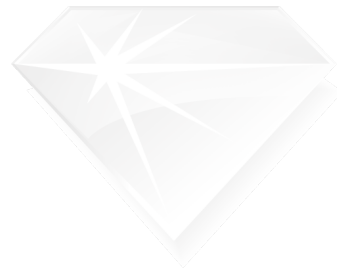
| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | .043 | .037 | .050 | .000 |
| Independence model | .273 | .268 | .278 | .000 |

Since the RMSEA, which is an absolute fit index that assesses how far our hypothesized model is from a perfect model, for this model is .043 ($<.05$) which strongly indicates a “close fit” and the Goodness of Fit Index (GFI) value is .914 ($>.90$), the model seems to fit well according to the descriptive measures of fit.

4.4 Hypothesis Result

More importantly Management Fee (MF) and Property Characteristics (PC) seem to have significant effects on influencing Customer Choice Decision of Property Management Company in Bangkok Thailand due to their p-values are both less than .05. That means other than management fee that seems obvious, Thai consumer also look at whether Property Management Company has relevant experiences in managing similar kind of property before be it large property, hi-end property, or mix-use property complex.

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|----|----------|------|--------|------|-------|
| CB | <--- | MF | 3.284 | .641 | 5.120 | *** | |
| CB | <--- | MS | -.409 | .340 | -1.204 | .229 | |
| CB | <--- | CS | .102 | .096 | 1.056 | .291 | |
| CB | <--- | PC | .210 | .094 | 2.228 | .026 | |
| CB | <--- | TR | -.262 | .237 | -1.105 | .269 | |
| CB | <--- | BT | -.063 | .081 | -.779 | .436 | |



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CHAPTER 5

CONCLUSION AND DISCUSSION

5.1 Discussion

The study's research purpose is to analyze the influence of several aspects, such as brand reputation, management patterns, finance, and human resource, on the decision-making of consumers in Bangkok, Thailand, based on their choice of making choices (Biamukda & Tan, 2016). It was explored whether or not these variables influenced or assisted the purchase choices. This will be a research study that will assist the management, sales, and marketing departments in the Thai real estate industry in better understanding the market participants ((Koeri , 2016), (Tung, 2022)). The results of further research may aid in developing a more helpful strategy to comprehend the current state of the sector in Thailand.

Specifically, it reveals that there are many various sorts of perceptions and behaviors that are based on personal experiences and preferences in the real estate market. Investing in the country's internal stability is a critical component of demonstrating the Asian economy's knowledge and expertise, which is dependent on a number of different factors of the customers who are considering acquiring a property, as well as differences in the role (Jirakittikul, 2018). In Thailand, it demonstrates that customer behavior has evolved, as some would consider more specifically for the Management Fee and Property Characteristics parts, which have been proved to have an impact on the real estate company in Bangkok (Suwanpimon & Theerabanchorn, 2010).

Consumer selection is identified, as are the results from data analysis. Performance factors and features are identified as major variables affecting the customers' criteria for acquiring real estate in various parts of the nation for the purposes of identification and data analysis (MESKEL, 2019). Evidently, consumers' choices to choose an alternative in Thailand are influenced by variables such as the reduced cost of houses mixed with the affordability of pricing, which makes it more enticing in the market, and the reputations linked with the property.

5.2 Managerial Implications

Because it instructs on how to accept a selection depending on the relevance of the outcome, the discovery may be valuable to both researchers and companies, which can also be beneficial to individuals (Shukri et al., 2019). The elements that have an impact on the requirements for purchasing could serve as the basis for establishing the foundation. Since companies may profit from features of the sample that are being examined, the investigation gives genuine recommendations and necessary modifications to the corporations, as well as making the sample more readily accessible to customers for purchase.

The fact that the country's situation is somewhat unpredictable does not prevent buyers from purchasing property in the country based on its level of attractiveness, even though the main issue in Thailand may be political conditions, which can have a direct impact on new investors in the country. Because the majority of clients already have this perception, it may have an impact on their decisions (Al Jamil et al., 2018). However, the severity of the unfavorable circumstances that have an influence on the decision to acquire property in Thailand has been shown by the consequences of the decision.

Not only will the elements stated above influence a buyer's decision to acquire a house in Bangkok, Thailand, but so will other factors. Because market players in Thailand may come from a variety of cultural backgrounds, the management and sales and marketing departments in the country's real estate industry must be familiar with the decision-making process of customers as well as disparities in considerations. This helps them to provide the best suited products and services to their consumers.

5.3 Conclusions

Finally, this thesis revealed the limitations of sample availability and research equipment, which were particularly focused on the situation within the country of Thailand. This information must be taken into consideration in the present study. The results of a second study, which will include a varied sample of respondents only from individuals will provide greater insight into the strategies and views of investment possibilities in Thailand, but also should focus on other parts of the country since the investment opportunities are likely to be different from each other

so that the results of the research can be taken and used as a guideline that can benefit the future investment condition within the field of real estate management or related sectors, especially in Bangkok, Thailand.

5.4 Limitations and Further Research

The study's limitation is that it only includes participants from a certain location of Bangkok and only from the core group of people who have made previous purchases. Also a constraint is a limited time available for data collection, which means that the results cannot be extrapolated to larger demographic groups based on the responses, and the data sources that are used as primary sources may be less accurate because it may be difficult to find those that are relevant to the research. The study used simple sampling methods and did not include a large number of variables, which may have resulted in lower accuracy for the research results of the analysis.

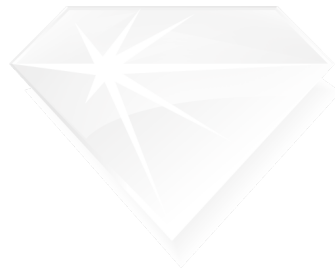
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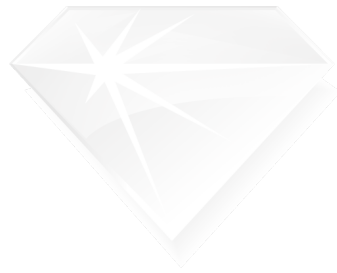
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Appendix 1: Questionnaire

Topic: Factors Influencing Customer Choice Decision of Property Management Company in Bangkok Thailand

Part I:

Q1.1: Do you live in condo or house?

___ Condo (what brand _____)

___ House

Q1.2: What is your current Property Management Company? _____

Q1.3: Which is your most preferred Property Management Company? _____

Q2. Please rank the following potential factors on Q1 from the scale of 0 to 7: 0 (no effect), 1 (minimum effect), 2 (mild), ..., 7 (maximum effect)

1 2 3 4 5 6 7

2.1 Brand Trust

2.2 Track Record

2.3 Property Characteristics

2.4 Corporate Staff

2.5 Management System

2.6 Management Fee

2.7 Choice Behavior

Q3. Please rank the followings on the scale of 1 to 5: 1 (strongly disagree), 2 (somewhat disagree), 3 (neutral), 4 (somewhat agree), 5 (strongly agree)

1 2 3 4 5

3.1. Brand Trust (BT)

3.1.1 I would prefer international brand over local brand e.g. JLL, CBRE, Savills, etc.

3.1.2 I would prefer Property Management Company that has well-established brand

3.1.3 I would prefer leading brand(s)

3.1.4 I would prefer Property Management Company that people recommend

3.2. Track Record (TR)

3.2.1 I would prefer Property Management Company that has strong track record

3.2.2 I would prefer Property Management Company that has been managing a large number of buildings professionally and successfully

3.2.3 I would prefer Property Management Company that is growing constantly in number of property managed

3.3. Property Characteristics (PC)

3.3.1 I would prefer Property Management Company that has experiences managing large property

3.3.2 I would prefer Property Management Company that has experiences managing hi-end property

3.3.3 I would prefer Property Management Company that has experiences managing mix-use property complex (residential, commercial, hotel, shopping mall, etc.)

3.4. Corporate Staff (CS)

3.4.1 I would prefer Property Management Company that has professional staff

3.4.2 I would prefer Property Management Company whose staff has service mind

3.4.3 I would prefer Property Management Company whose staff is polite and kind

3.5. Management System (MS)

3.5.1 I would prefer Property Management Company that has good & professional management system

3.5.2 I would prefer Property Management Company that use new technology (applications, ERP, etc.) to enhance management quality

3.5.3 I would prefer Property Management Company that management has deep & specific knowledge in this field such as engineering, accounting & finance, concierge, property management, preventive maintenance, etc.

3.6 Management Fee (MF)

3.6.1 I would prefer Property Management Company that reasonable management fee

3.6.2 I would prefer Property Management Company whose fee is covered by CAM fee (common area management fee)

3.6.3 I would prefer Property Management Company that is able to increase property value (rising rental & resell values) with quality management even with higher management fee

3.7 Choice Behavior (CB)

3.7.1 I would prefer using preferred brand as long as possible

3.7.2 I would be willing to try new brand that becomes famous or has certain knowhow such as good rental/sale system

3.7.3 I would rather try global players (might not be global brand but have international network of specific customers) than local firms

PART II: Demographic Information

Instruction: Please answer the following question and put üin " that matches you most.

1. Gender

1. Male

2. Female

2. Age

1. 18 to 23 years

2. 24–29 years old

3. 30-39 years old

4. 40-49 years old

5. Equal and over 50 years old

3. Status

1. Single

2. Married

3. Divorced/ Widowed/ Separated

4. Level of education

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