# THE IMPACT OF TRAINING AND DEVELOPMENT PROGRAMMES OF THREE STAR HOTELS IN BANGKOK



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# Abstract

The objective of this study is to understand the Staff Training which is very essential part of Human Resource Management (HRM). It is a path for the management to know about their employees. It is also the way to help employees to make best use to their own abilities, times, skills and method to assist employees to become professional in their working life. The training and development leads the staff to perform effectively. It helps them to release stress and be involved in the work completely . It gives information about the previous study that had been done on employee turnover in hospitality industry. This research shows the results of observing the employee's responsibilities and the solution of customer's problems. The Research Results show that the employees do not fully realized the importance of training. Hotel could be in worst situation if employees don't take trainings seriously.

Research Methodology: For quantitative study, the sample size consists of 400 questionnaires from Sukhumvit, and Silom districts in Bangkok. Content of questionnaire was verified by the item-objective congruency (IOC) index. The data was analyzed by frequency, percentage, mean and standard deviation. The hypotheses were tested by One-Way ANOVA statistics.

Research finding were as follows: (1)Employees of the hotels believe that training and development programs within the organization are the principle source of job satisfaction. (2) Employee also believes that the training and development programs leads to job satisfaction which leads to employee turnover.

Keywords: Training, Development Program, Three Star Hotels,

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# CHAPTER 1 INTRODUCTION

Today the highly competitive market, in which business operates, requires a skilful workforce in order to remain a successful player in the competitive game of the industry. One of the main obstacles which occur in the workplace is the lack of training and development. Training is an essential process which should be cautiously designed and implemented within all firms. The overall aim of this dissertation is to examine an importance of training in hospitality industry.

Training is a part of the human resource development, along with the other human resources-activities such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method.

Besides, for evaluating training effectiveness, measurement should be done according to the models. "Training" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term "training" to refer to both training and development efforts.

#### **1.1.Statement of the Problems**

The hotel industry is a labor-intensive service industry dependent on the availability of high-quality employees to deliver, operate and manage tourism for its survival and competitive advantage (Amoah & Baum, 1997). The tourism industry is one of the most essential areas in coming years. It has the opportunity for a rapid growth. The needs of the hotels are also increasing and it has the potential to provide employment to many people around the world.

It is also observed and researched the there is a need of qualified and educated staff. It is often observed that the staff members who join this industry do not have an exposure and experience. Due to this the responsibility lies with the employer to provide training opportunities. The trends in this industry are changing and new developments trends are introduced in this industry. So there is a need that employees. They should be more skill full and aware of new trends and demands of the industry. They should have sufficient knowledge to satisfy the needs of the travelers.

They should be proactive in responding to up- coming challenges. The staff at all levels in tourism industry required relevant training. Training the staff is one of the major investments as it will increase their knowledge, competency and they can enhance their skills. It will also provide opportunity to learn and improve attitudes and behavior. It will provide them confidence to perform well and will increase the portfolio of the hostel industry. It will attract more business and investments. A resource-based view of the firm suggests that investments in Human Resource (HR) development, maintain and update the appropriate skills of employees, and hence create an inimitable core competency vital for the organization's competitive sustainability (Barney, 1991).

The world is changing day by day, therefore Human Resources Management needs to be considered carefully. Often it is noticed that the employers do not understand the needs of the employees and therefore they fail to meet all their employee's needs. It should be dealt with the effects of changing world of work (Yang, 2010). Every hotel department has to be aware of the implications of technology changes, workforce diversity, globalization, labor shortages, changing skill requirements, and employee involvement. The whole business operation could change because of it. Therefore, it is important for the HR department to be prepared and to take control (Pomoni, 2009). Employee training and development is a very essential part of Human Resources Management in the hotel industry.

As Gary Dessler described "HRM is the policies and practices involved in carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising". Practices and policies of these like conducting job selecting suitable and required candidates, analysis, plans and implementation of training and developing, orienting new employees, managing salaries, providing employees benefits and awards etc (Dessler, 2006).

All the manager required to be competent to perform their duties effectively. They need continuous training and development to equip them to for their jobs. It was a measure using New Zealand Institute of Management Capability Index (NZIMCI) scale Blayney & Blotnicky, (2010). Nine major drivers including: (1) Knowledge and Technology (2) Organization Capability (3) Financial Management (4) People Leadership (5) Performance Leadership (6) Results and Comparatives (7) Visionary and Strategic Leadership. According to Cannon & Gustafson (2002), many organizations are not equipped to provide supplemental training in the middle of the night. Another complication of the always-open environment is how to creatively schedule training time around work time to coincide with slower hours and days. The untrained staff is unable to fulfill customers requirement so it is necessary that employees should be trained properly.

In this research, the employees will have an opportunity to share their opinions regarding trainings in different position. The employees will be interviewed and their thoughts would be obtained on areas such as Kitchen, front line staff, supervisor and managers etc. This research will study and provide results, comments and suggestions about the employees.

It will also provide suggestions on possibilities of the training on Human resource development which is a major area. The above research will improve and suggest ways regarding training and development programs. This thesis will explore the training needs of the employees in hotel industry and will give an insight on effectiveness of training and development in hotel industry.

## **1.2 Objectives**

The aim of this thesis is to analyze how Three star hotels in Bangkok conduct trainings and development programs and what roles Human Resource Management is playing with the following objectives.

1) To identify profiles of staffs in the Three star Hotels in Bangkok.

2) To evaluate the training needs of Three star Hotels in Bangkok.

3) To evaluate the training and development programs of the Three Star Hotels in Bangkok.

4) To understand the training needs and effective training methods in order to meet the goal of Hotel/Hospitality Industry.

#### 1.3 Significance of the Study

1.To better understand the value of Training and development programmes in Bangkok Three star hotels .

2. To understand the importance of training and development programmes for the hotel employees and their effectiveness for the hotel business in order to improve the performance of Hotel staff.

3. To improve the present quality of the training and development programs in Three Star hotels in Bangkok.

4. To improve the business of the hotel by providing educated and skillful employees to the industry.

# 1.4 Scope and limitation of the Study

#### 1.4.1 Area & limitation of the study :

The study will examine training and development needs of only three star hotels in Bangkok & Retraining needs for current employees. The employees lack training and required training in specific areas. They need to be trained on Human Resource Management Concept & Theory.

#### **1.4.2 Population and Sample:**

Veal (1997:207) states that it is the absolute size of the sample that is important, not its size which relates to the population. Therefore, this research study selected 10 to 12 three star hotels in Bangkok in order to be representative of the population. According to Kumaresh (2014), "The ultimate test of a sample design is how well it represents the characteristics of the population it purports to represent". For this research the target population is the staff of Three star hotels in Bangkok, and the sample size is 400 hotel employees in Bangkok.

### **1.4.3 Data Collection Period:**

The data gathered in this research was collected from March 2015 to May 2015 in the afternoon from 13.00 to 22.00 hrs.

#### **1.5 Conceptual Framework**

The objective of this research was to investigate the needs and requirements of the training and development at all areas in three star Bangkok hotels. It will also highlight the techniques on handling human resources management issues. This area required training and development programs which will equip their employees. It will also highlight the benefits that employees are receiving from the human resources. For any organization employees plays a vital role as they are the most important determinants and leading factors that determines the success of an organization in a competitive environment. If the employees are managed effective their commitment grows and it leads to the benefits of the industry. The process will increase the effectiveness, performance, and productivity, and it helps in decreasing the turnover and absenteeism of employees at both the individual and organizational levels.

The job satisfaction of employees leads them to perform well and provide a long term commitment.. Job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.



**Figure 1.1** Conceptual Framework **Source**: Thai PhD research:2015 Online

### **1.6 Research Hypotheses**

H1 There is positive relationship exist between job satisfaction and Employee Training and development.

H2 There is positive Relationship exists between Training and development and Employee Turnover.

H3 There is positive relationship exists between Job Satisfaction and Employees Turnover.

#### **1.7 Definition of Terms**

Human Resources: Human resource management is the process of attracting, training and maintaining a stable and motivated team of employees.

**Training and development** Training and development are the major areas that play vital role in human resource. Training programmes can differ widely from one organization to another and from hospitality organization to another, depending on the mission of the organization, the staff members involved, & the resources available.

**Three Star Hotels** A Three star hotel has more spacious rooms and adds high-class decorations and furnishings and color TV. It also offers one or more bars or lounges. Usually located near a major expressway, business center and/or shopping area, these hotels offer nice, spacious rooms and decorative lobbies.

**Job Satisfaction** The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction.

**Employee Turn Over** In human resource terms, employee turnover is a measurement of how long your employees stay with your company and how often you have to replace them. Any time an employee leaves your company, for any reason, they are called a turnover or separation.

# CHAPTER 2 LITERATURES REVIEW

# **2.1 Introduction:**

This Chapter discusses the related literature. This includes the theories of motivation, need and satisfaction. This will also assess the training and development as these are the major component for any individual growth. It will also explore the organizational commitment and the major issues linked with three star hotels in the Bangkok city. The aim of the review is to provide an overview and the information of training and development of hotels in Bangkok. (Rodgers. 1986) defines training as having narrow goal specifying the right way to do something.

Training as a learning process that involves, concepts, rules or attitude, acquisition of skills to enhance the employee's performance of in an activity or a range of activities. Van Wart et.el. (1983) suggest that, training is an application driven process and aim at identifying and developing skills that are useful immediately in the particular situation. Training is our key component and it is considered a major tool to bring change in individuals.

The training opportunities avail by the individual defined their experience and expertise. Training is vital part of human resource development along with other activities like recruitment, selection and compensation. Role of HRM is very crucial as he/she is responsible to provide their employees up to date skills and knowledge which will improve their current and future job performance. Training is a tool to transform a person to suit the needs of the business where one is working (Chandrasekhar, 2006).

Training is really essential for the efficient function of the organization. It is necessary that the process of training should be on going. A process of making sure that the training is implemented adds the value to it. Training without implementation is useless. For any HRM is it important that he provides the training implementation plan.

#### **2.2 Defining Training and Development:**

Training programmes can differ widely from one organization to another and from hospitality organization to another, depending on the mission of the organization, the staff members involved, & the resources available (Cannon & Gustafson. 2002). Vision, mission. goals, value, & strategic plan are key factors to find organization's needs. Training can change a person in terms of generation of ideas, attitude, creativity and innovation (Cannon & Gustafson. 2002 Often the trainings that are provided could not transform or motivate the individuals as they are not designed according to employee's needs. They are irrelevant and cannot be implemented as assumed.

They resulted in waste of time and resources. In order to provide effective training, the training methods should be made more relevant to the employees and should teach them the strategies and skills rather than focusing on theory. The employees required practical experience. According to Woods (1992) Organization's must provide training to new employees to transform their high potential into high performance, in hospitality industry. service and quality determine the success or failure of a property. It is generally observed that training is not only the need of new employees but could be very useful for staff who have already been working in the industry and required to transform the way they work or provide their service to the customer.

#### **2.3 Training Cycle:**

According to Woods (1992) The training cycle starts from the first day of the employee. Many employees when they join a job do not have much experience and exposure of the place. The employees are appointed but they may have several different skills and needs. Having the exposure of the hotel will provide them challenge to work with their full potential. This creates a need of having a chance for them to explore and learn about the place.

All the new appointed employees should be given an orientation to familiarize them to other experience staff and administration unit. To generate better results and having the job as smooth as possible, managers should plan to make the employee's transition. Who she or she meet, where to meet, time to meet, and what would be discussed will be the agenda of the orientation, which includes, the hotel history, the benefits, working conditions, the job, the front office tram, the rules and regulation, the building (Woods, 1992.). Training Cycle consists of the following Main components:

1. Assessment of the need

2. Identify Training objectives

3. Evaluation of training program

4. Follow Through

#### 2.3.1: Assessment of the need:

The need of the training starts when things are taking longer than expected, which is identified by the managers. Examples are room cleanliness, time taken during check in and check out and room services, based on these problems one would come up with need of training. These problems also come up with objectives of the trainings like aiming to improve productivity, reduction of cost etc.

According to Cannon (2002) "A properly conducted needs assessment will lead to appropriate design of training that will correct the identified gap". Training is often conducted by the manager or director.

They begin it from entry level and went through to higher promotions. Every unit of Marriott (division or department) prepared its expansion plans over the next coming years, and in the process, decided on the number of entry level and managerial employees required for the expansion Marriott International (2004,January 1).

Figure 1.2 (Hannafin Peck Deign Model) shows three-phase process beginning with a needs assessment. Then move to the design phase, and finally develop and implement the instruction.



Figure 2.2 Hannifin Peck Design Model

Source: Adopted from Cannon, D., & Gustafson, C. 2002

### 2.3.2 Identify Training objectives:

Training objectives would be to select the trainees by pre-test if required. Trainees can be new Employees or current employees who can benefit from the training. In this industry the trends and procedure keep changing so it is necessary to have a refresher course to enhance the staff skills and boast their confidence. Managers should begin the testing of employee's ability, skills ,and ability before the training begins (Woods, 1992). ). It is necessary to conduct a successful trainings and the key to achieve it is having a thoughtful plan with some discussion with employees. All the facts can be includes and all the important elements and added in logical sequence. It is also essential to share the key details of the job and not to omit it from the training.

#### **2.3.3: Evaluation of Training Program:**

According to Cannon (2002) "Program evaluation is most important step in training. But unfortunately, this is the step which receives least attention". Evaluation is not one time process but it should be continuous. Evaluation provides support to the training and creates room for further improvement. Trainer is the most right person to conduct training evaluation, he is the one who know better than any other person.

Trainer is the one who knows the people involved. Woods (1992) suggested that "Once the training is conducted by the trainer, managers should evaluate the trainings that what change has taken place after the trainings and its effectiveness in terms of job satisfaction, guest satisfaction" depends on the training objective. Training and development is the major instrument in today's human resource management practice and policies. It is considered to be essential to have regular training programmes at every level in the hotel industry.

A regular system of evaluation at every level helps the industry to improve their system on a regular basis. The policies and practices are often need revision and can be effectively done with the staff as they are the once who are aware of the gaps. According to (Woods, 1992), In one study of learners responses to training, researchers found out that there were four problems with their training process: 1) participants wanted more training, 2) they were concerned that some biases might influence peer evaluations, 3) there was too little time and attention paid to evaluation of the training programs, and 4) criteria used for evaluation did not always take employee reaction into consideration effectively. According to (Cobb, n.d). In the hotel industry, the services and the quality of staff directly affects your bottom line. At every department the employees are the brand ambassadors; they are the one who through their performance and hard work make their organization successful. They are the voice of the place as they are the one who have direct contact with the customer.

They are the voice of the place. They are the drivers to achieve high goals and objectives of the organization. In every organization to have success it is important to attract, develop and retain competent, trustworthy, confident, enthusiastic and accountable employees. There are few inborn skills that the employees come with and also with some attitudes but still there is always further room for improvement. Some employees need more time than others. It is compulsory to keep them engaged in several activities through building their capability at every level. Their continuous motivation enhances their performance and they would become reliable. Their reliability increases the profile of any hotel.

#### **2.3.4: Follow Through:**

All the trainings are helpful if they are followed through properly. The prompt follow up procedure ensures the improvement in the working style. Trainee should be encouraged to perform their duties sincerely and gain experience, speed and accuracy. According to Reynolds, (n.d), to the results from a training program by targeting specific areas that need improvement. For example, if you observe that many customers are complaining about the quality of food and service, that shows that all the training efforts should pay attention and focus on the above two areas.

Every effective training programs should not end with formal procedure. Employees should receive feedback from their supervisors on their performance in their jobs. Then the employees required advice on certain areas which can be provided to support them. The employee's feedback proves whether the sessions were valuable and necessary on the job. Often the training opportunities provided without knowing the needs of it. Kasavana and Brooks (2005) states that, "There are number of things you can do to make it easier for your employees to carry skills over to the workplace after training which includes: 1) Provide opportunities to use and demonstrate new skills during and after training. 2) Have employees discuss the training with their co-workers. 3) Provide ongoing, open communication on progress and concerns".

#### 2.3.5 Employee Turnover

According to Woods (1992) "Turnover can be defined as the entire cycle of losing employees and the process of replacing them". Other reasons for high turnover point directly to employee training, specifically lack of clear cut responsibility and absence of direction for the employee and the company (Cannon, 2002). Harris, Tang, and Tseng (2002) used the Australian Business Longitudinal Survey data collected during 1995–1998 to try to quantify the impact of employee turnover on an organization's productivity. They also tried to derive the optimal turnover rate that maximizes a company's productivity and still allows for employee growth. Worldwide researches have suggested that employee turnover is among the highest in the hospitality industry.

Studies have shown that the average turnover level among non-management hotel employees in the US is about 50%, and about 25% for management staff. Estimates of average annual employee turnover range from around 60 to 300 percent, according to research conducted by the American Hotel and Motel Association. Retention experts say that hotel industry required to spend thousands every year just to replace the trained employee. The employees keep changing in the industry and that is due to the incentives they are offered to other places. Losing an employee required hiring new person and investing on a new employee not knowing their time frame to continue their job.

#### 2.4: Benefits of Staff Training:

Trainings are the back bone of any organization. It has many seen and unseen benefits of effective training. The aim of the hotel industry is serve people with all their potential and provide comfort to them. If employees are well trained and have acquired skill to provide better services, they are better in serving their guest in their organization. This improves the quantity and quality of output and helps in achieving objectives. Through training the employee become confident and their performance becomes effective. Through the effective training the employees generates a motivation to work hard and perform well. It also helps if the trained staff knows usage of materials and equipment and it avoids wastage of resources.

The whole training decreases the accidents and damages if the employees are aware of machines and equipment. Training also supports employee to generate some life skills and they learn to behave well. So in general training is not only helping employers but employers also. It is a win-win situation for both parties. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements (Train01, 2009). Moreover, training is a key process to change employee's behavior, improve the future employee's performance and reach to corporate goals of fulfilling customers service need and satisfaction (Longrecker & Fink, 2005).

A training program is defined as learning schedules that provides employees with information, working behavior, skill and professional knowledge. On the job training is conducted at the work site during working hours which is more cost effective than off the job training. In general we could say that training boast their self-confidence, motivation, productivity, readiness for promotion, performance, sales, commissions or bonuses, personal satisfaction. All the mentioned skills helps individual to become an active and effective citizen. The investment in the employee's training assures a better provision of services.

#### **2.4.1:** Training benefits for management:

Every employer in the hotel industry required different programmes according to their needs. During the reality-shock period, organizations generally focus on management and development. The main purpose of it is to assure and promote responsibility and growth and give confidence to the managers that they are required in the organization.

Since mid-life or middle-career syndrome is often characterized by boredom with the job, the emphasis here should be on new challenges and objectives, achievements and motivation are important issue. (Woods, 1992.). The employee's required increased time for other task, responsibility, as it support them to be better equipped for future. A stronger employee team should have trust and respect. The friendly environment helps to decrease work compensation claims, absenteeism and conflicts. The positive side to this coin: Offer the right benefit, and your business may just jump-start its growth. By giving the benefits to employees they value, they miss fewer workdays, and they'll be more satisfied, also less likely to quit, and have greater commitment to meeting the goals of the company.

### **2.4.2: Training Benefits for Guests:**

Training not only support employees but it is helpful for increasing the quality of products, quality of service, and feeling of value. Building relationships with the guests also helps manage and guide the experiences. Through friendly relations the staff is able to understand the needs and requirements of their guests. The employees should use information data systems that can be effective in keeping a track of preferences so that the staff is able to generate and have sustainable relationship with the guest.

## **2.4.3: Training Benefits for the property:**

Training is over all seen as an essential component. Training for the property helps in increasing the productivity, employee retention, quest potential, attractiveness of future employees, use of equipment, sales, employee performance. Decrease costs, safety hazards, scraps or rejects.

#### 2.5: The benefits of Training and Development

Training does not only provide benefit to one group of people but the beneficiaries of the effective trainings are management, guests, and the organization. The training should fulfill the needs of every employee and should provide a room for growth. Effective trainings and development programs within the organization are very beneficial as they help in understanding each other and the systems that organization follows for effective progress. It is essential to provide experience to employees and teach them how to deal with certain situations while they are on job. Human resource leaders have long struggled to be included in executive meetings. Finding a way to quantify the benefits of training programs could be a ticket to these

important leadership sessions. As Cannon and Gustafson (2002) also found that it is important that you document all benefits of training using input from original sources whenever possible, original sources can include Guest comments, time cards, Check-in time efficiency data, Rooms cleaned per hour data, Plate waste analysis, on the job accident reports, Employee turnover rates, Employee absenteeism rates, & other productivity records. Tangible benefits are the savings of labor hours in the form of time. By teaching how to increase productivity on the job to the employee can also reduce labor costs. They could learn to fit in different places and be able to learn new skills and techniques. To calculate the earned revenue, this is the formula:

> Time saved \* Amount of Days being Examined \* The Number of people in the Class = Total Time

Total Time Saved \* The full Cost of Employee Wages and Benefits = Total Labor Benefits

> **Figure 2.3** Labor cost formula **Source**: Cannon, D., & Gustafson, C., 2002: Online

Some argue that there is no costs of not training, But true cost of not training is intangible which is seen by unhappy guest who can discourage their friends and destroy the reputation of the organization. It was also found that when training programs are reduced, employee turnover and service quality are negatively affected.

According to Cannon, D., & Gustafson, C. (2002) Intangible costs of not training are, loss of quality of staff, loss of managerial time in filling in for the position, Potential for poor service, Guest complaints, loss of reputation, potential major problem such as a food borne illness outbreak, High level of inefficiency. Preplanning and pre-instruction analysis is essential for the effective training and development process. Studies have shown that training programs increase employee satisfaction, employee morale and employee retention, and decreases hiring rates .

Training has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business-related activities (Harris, 2007, p: 487).

In the current economic situation, companies may be tempted to cut their training budgets, but they should not however abandon training. Companies should instead use this situation as an opportunity. Training is an investment by the organization for the benefits of employees, organization and for better future of every stakeholder and beneficiaries. Training is a journey for growth and development and it should continue.

#### 2.6: Types of Training and development:

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training is a continuous process by which employee actually gets the knowledge and get to know how he or she can perform well in the organization. There are two basic type of training,

- 1. On Job training
- 2. Off Job training

On Job training is actually done when an employee gets the training while performing his or her assigned task. Off Job training is a type of training when employees of the organization are been called for training session to learn a task.

There are many different training and development methods. On-the-job training, informal training, classroom training, internal training courses, external training courses, on-the-job coaching, life coaching, mentoring, training assignments and tasks, skills training, product training, technical training, behavioral development training, role-playing and role-play games and exercises, attitudinal training and development, accredited training and learning, distance learning - all part of the training menu, available to use and apply according to individual training needs and organizational training needs. Training is also available far beyond and outside the classroom.

More importantly, training - or learning, to look at it from the trainee's view is anything offering learning and developmental experience. Training and learning development includes aspects such as: ethics and morality; attitude and behavior; leadership and determination, as well as skills and knowledge. Development isn't restricted to training - it's anything that helps a person to grow, in ability, skills, confidence, tolerance, commitment, initiative, inter-personal skills, understanding, self-control, motivation and more. If you consider the attributes of really effective people, be they leaders, managers, operators, technicians; any role at all, the important qualities which make good performers special are likely to be attitudinal. Skills and knowledge, and the processes available to people, are no great advantage. What makes people effective and valuable to any organization is their attitude.

Attitude includes qualities that require different training and learning methods. Attitude stems from a person's mind-set, belief system, emotional maturity, self-confidence, and experience. These are the greatest training and development challenges faced, and there are better ways of achieving this sort of change and development than putting people in a classroom, or indeed by delivering most sorts of conventional business or skills training, which people see as a chore.

#### 2.6: Hotel Management

#### **Types of Hotels**

All hotels are classified in one of the core categories: luxury, superior and value. Hotels can be further identified as one of four niche categories - style, resort, apartment or airport, dependent upon the defined category criteria.

Luxury selection: Properties in leisure and business locations that provide the ultimate hotel experience for guests who demand the highest standards.

Superior Selection: Hotels and resorts that offer excellent quality rooms and facilities for both business and leisure.

Value selection: Hotels that create a comfortable atmosphere providing excellent value for money.

Style Selection: Boutique and historic hotels each with distinctive decor and design characteristics.

#### 2.7 Level of Services:

#### 2.7.1 World Class Service:

These services are provided by hotels to top business people, Executives, Celebrities, High - Ranking politicians, and wealthy clientele as their primary market. Their target is the comfort of their customer and in order to achieve it they provide almost everything in the room including personalized service to the guests.

## 2.7.2 Mid Range Services:

These are the types of hotel where uniform service is provided. This includes entertainment, WIFI, food and beverage in room service. The target groups of these kinds of hostel are business people, families, and individual travelers.

## 2.7.3 Economy:

They provide basic needs of the guest like clean, comfortable, safe inexpensive rooms. The clientele often are families with children's, business travelling people, vacationers' retiree, and backpackers. Sometime these hotels do not provide facilities for food and beverage.



# CHAPTER 3 RESEARCH METHODOLOGY

#### **3.1 Research Methodology Introduction**

The purpose of this chapter is to explain the research methodology. The methods that are used in this study are sampling procedure and response rates. Data is analyzed. The study also provides the answers on what and how limitations and barriers arose throughout the research. This research will also use survey method and questionnaire will be used to get responses.

Research methods refer to the different ways in which data can be collected and analyzed". Primary data comprising of interviews, and questionnaire, and secondary data, being information from Journals/articles , books, and internet websites.

### **3.1.1 Quantitative method:**

Research is a process of searching for the knowledge to solve new or present problems to give or prove new ideas and recommend the solutions. There are different ways of collection data and quantitative data is about working with numbers or anything which is measureable. According to (sagepub, n.d), Research methods in education (and the other social sciences) are often divided into two main types: quantitative and qualitative methods. This research will focus on one of these two main strands: 'Quantitative Methods', and what distinguishes quantitative from qualitative methods".

# **3.1.2 Qualitative Method**

Qualitative research is about gather in depth understanding of human behavior and the reasons which govern such behavior. Qualitative research is a situated activity that locates the observer in the world. The quantitative data helps in exploring the facts and figures. These figures will consist of series of representations such as field notes, interviews, conversations, photographs, recordings, and memos to the self.

#### **3.1.3 Research Design**

The purpose of research is to conduct the study of the Training and development programs in Three Star hotels specifically in Sukhumvit and Silom districts in Bangkok province. This quantitative research method is used for the collection of data. The questionnaires were sent to the selected employees of the hotel by using the descriptive method in defining the characteristics of a population. This method seeks to determine the answers to who , what , when, where and how questions (Zikmund, 2003).

## 3.2 Quantitative Research:

The thesis used the quantitative method to collect the information from the employees of the hotel's departments. The focus of the research was to get an understanding on their attitude towards the staff training.

#### **3.2 Population**, Sample Size and Sampling

To determine sample size was an important concern for the researcher to collect relevant data from the relevant respondent. The ideal scenario of every researcher is to test all the individuals to obtain reliable, valid and accurate results. If testing all the individuals is impossible, that is the only time we rely on sampling technique, Explorable (Jul 21, 2009). In this research, the small samples of the respondents were used due to the particular research area.

#### **3.2.1 Population:**

The target population for this research is the Employee of Three star hotels in Bangkok which is based on line level staff, front office staff, food and beverages staff, Supervisors and to waiter/waitresses of the hotels which is unknown.

#### 3.2.2 Sample Size:

The sample of the research was taken from twelve to fifteen three Star hotels in Sukhumvit, and Silom districts in Bangkok. There is a big market near them. The area has a high growth of chain hotels from all around the world. The sample size for this research was calculated on the formula. To calculate the sample size of this study, Random Sampling is used based on Taro Yamane's (Ieambannapong, 2014), which provides a formula to calculate sample sizes with a 95% confidence level with a precision rate  $\pm$  5% (e =0.5). When the researcher knows the size of the population, the sample size was determined based on the formula as follows:



According to the calculation, the sample size of this research is 400 populations in Sukhumvit, and silom districts in Bangkok province.

### 3.2. Sampling

The study of this research is by using the questionnaires to analyze and describe the effect of training and development in three star hotels in Sukhumvit, and Silom districts in Bangkok.

#### **3.3. Research Instrument**

Steps of developing the research instrument:

1) For getting the general idea of a designed questionnaire, find other research studies, which would be suitable for assessing " The Impact of Training and Development Programs of Three Star Hotels in Bangkok Thailand.

2) With a project advisor ensured that the respondents understand the questionnaire design. The design helped the concerned respondents to achieve objectives.

3) The statistical Software was applied to analyze the collected data that can effectively determine outcomes. This study has been separated in parts as follow.

**Part 1: Demographic** Part 1 was consisted of 4 questions to know the general information about the hotel employees. The questions were helpful to know the origin and lifestyle of the respondents.

The first question is about the Gender, which could be considered as male or female. Second question is about age of the respondent which is separated in 4 choices, 18-25 years old, 26-35 years old, 36-45 and finally above 45 years old. Third question is about Marital Status of the Employee, and the Fourth question is about their educational background.

### **Part 2: Questions of Job Satisfaction**

The sections deals with the questions about the employees job satisfaction and the impact of it on training and development program in hotels.

#### Part 3: Employee training and development

This section deals with the questions related to employee's training and development programs and job satisfaction in their hotel.

### **Part 4: Employee Turnover**

The aim of above questions was to get knowledge of the hotel as a whole. It also aimed to understand the human resource operations & procedures towards the problems of employee turnover.

In human resource terms, employee turnover is a measurement of how long your employees stay with your company and how often you have to replace them. Any time an employee leaves your company, for any reason, they are called a turnover or separation. There will be times where employees leave the company, and so a goal of zero percent turnover is a recipe for disappointment. To come up with a level that is reasonable, companies often look to industry averages. A goal might be to keep turnover to a level no higher than the average for the industry.

They might also come up with some additional metrics based on level of responsibility - so, for example, the turnover for audit staff in an accounting firm might be evaluated separately from that of audit partners. The specific impact of replacing an employee varies based on many factors, including the difficulty of filling the position, the amount of training required for a new employees and specific costs, such as recruiter fees or advertisements.

The questionnaire designed by considering the number of questions and sub variables as in Table 3.1

Variables	Sub- Variables	Type of Questions	Question No's
Personal Data	Gender, Age,	Multiple Choice	1-4
	Marital Status, and		
	Highest Education		
	Achieved.		
Job Satisfaction Factors		Likert	5-22
Employee Training and	Effective	Likert	23-25
development	Commitment,		26-30
	Promotional		31-39
	Opportunity,		40-44
	Advancement and		
	Growth,		
	Supervisor		
Employee Turnover		Likert	45-54
Total			54 Questions

 Table 3.1 Questionnaire Arrangement

The Five-Point Likert Scale with multiple items was used to measure the independent and dependent variables.

Respondent were require to choose to what extent he/she agrees or disagree with each of the statement. 1 Being strongly disagreed and "5" being strongly agreed.

Strongly Agree Agree		Neutral	Disagree	Strongly
				Disagree
1	2	3	4	5

Evaluation scores will be measured by the variable in the questionnaire based on the rating Scale followed by the Likert Scaling Technique. As in all scaling methods, the first step is to define what it is you are trying to measure. Because this is a one-dimensional scaling method, it is assumed that the concept you want to measure is one-dimensional in nature. Likert item is simply a statement, in which the respondent is asked to evaluate according to any kind of subjective or objective criteria generally, the measured levels of "satisfied or dissatisfied" and "agree or disagree". Often, five ordered response levels are used (University of Northern Iowa, 2013). By the terms of variation about the mean (X), the evaluation scheme is shown by the below formula:

 Table 3.3
 Selected Category Scale 5 level

Affection Level		Score
Strongly Agree	1	Scale Point
Agree	2	Scale Point
Neutral	3	Scale Point
Disagree	4	Scale Point
Strongly Disagree	5	Scale Point

In this research, the researcher will use classification method to analyze the data by using formula:

Class intervals =  $\frac{5-1}{5} = 0.8$ 

In addition, after calculating the descriptive score of the sample group the data will be collected to average and to decode the average meaning of the Training and development programs among Three Star Hotels in Bangkok by using the following scale:

Score Interval	Description
1.00 - 1.80	Highest important level
1.81 - 2.60	High important level
2.61 - 3.40	Moderate important level
3.41 - 4.20	Low important level
4.21 - 5.00	Lowest important level

 Table 3.4 Average mean Score of each Item

# **3.4 Instrument Testing**

The questionnaire of this research was checked in three aspects, content clarity, and grammatical structure. The questionnaire was tested before giving it to the respondent to prevent any mistakes. The measurement is dependent on the reliability.

### **3.4.1 Content Validity Test**

The original questionnaire was submitted to committee of judges. Three expert were chosen to analyze the construct validity, considered by the Item objective Congruence Index (IOC) calculate IC by the questions and the main point of cited in Prapawee Leambannapong. For calculating the IC, the following formula was used:

$$\frac{IC = \Sigma R}{N}$$

IC = Internal Consistency

 $\Sigma$  R = Numbers of Items evaluated by Judge

N = Total of Judges

A commonly accepted rule for describing Internal Consistency (IC).

 Table 3.5 Internal Consistency

Value	IC
0.90 - 1.00	Excellent
0.70 - 0.89	GOOD
0.50 - 0.69	Fair
0.00 - 0.49	Poor

Source: Ieambannapong, 2014

Regarding questionnaire, the instrument was considered appropriate for men and women, and addresses the principle topics referring to factors of Training and Development programs in Three star hotels in Bangkok, and factors affecting organizational commitment, as all three judges agreed that these items are sufficient. The judges responses were organized into summary Tables 3.5,3.6 and 3.7 for their accept rate. Measurement Reliability described as follow:

#### **3.4.2 Reliability Test**

In this testing phase, the feedback that researcher receive from respondent helped in improving the questionnaire. The questionnaire was checked in three different aspects which are completeness, clarity, and grammatical structure of the content. Reliability analysis was conducted to test groups of consistency questions. This procedure calculated and provided information about the relationship between individual items in the scales and as well as number used measured of scales reliability.

## **Pilot Test**

A pilot test was carried out to collect data to know the validity of the questionnaire. Some parts of the questionnaire was reviewed and revised to increase the validity and reliability. The questionnaire was distributed to 30 random Staff employed in 3 stars Hotel in Bangkok.

These 30 employees were selected for the pilot testing of the research. Cronbach's alpha was used to calculate to measure the internal consistency reliability of the research instrument.
**Table 3.6** Reliability Statistics: Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.861	49

From 30 responders' averages of pre-test achievement scores was taken. Cronbach's alpha method was used and the result of all questions are .858 because the number was near to 1.00. Survey results were highly reliable of variables. Thus the questionnaire can be used for all respondents.

### **3.5 Data Collection**

The questionnaire was distributed to different employees of three star hotels in Bangkok. These groups include Head Chef, Bar Manager, housekeeping manager, and other front desk supervisor's or team members. The questions were written in English. The respondents were given 10-20 minutes to record their responses and the questionnaire was given back to the researcher.

### 3.5.1 Primary Data

The researcher collected the information by using questionnaires.

#### 3.5.2 Secondary Data

The researcher gathered the data by using websites, textbooks, e-books, Journals, e-journals, and academic articles and all the relevant material was reviewed to support the literature review. Other MBA and PhD thesis and IS were also used.

#### **3.6 Data Analysis**

The statistical software will be used to examine primary data from the survey as it is subject to quantitative analysis. According to Rumaih (2013), a complicating factor might be have is that most of the revenue and general managers prefer to speak Thai due to lack of fluency in English.

Therefore, it is necessary to translate the transcripts and other data from Thai to English, When analyzing data, the coding approach should help to identify the common categories and themes. This procedure will be essential for identifying the

most common ideas that the respondents will express. Descriptive Statistics: To analyze the demographic data in every investigation the variable was measured by Frequency and Percentage. Maximum and Minimum values, Standard Deviation, Mode, Arithmetic Mean, were applied.

### **Inferential Statistics:**

T-Test, One-Way ANOVA (F-Test), and Pearson Correlation methods to be applied and used in research testing. Which are:

1. TEST: was used to find the difference of perceived job satisfaction and employee Training and development level among genders (Male and Female).

2.One- Way ANOVA: was used to find the difference of perceived job satisfaction and employee Training and development level among demographic profiles of age, marital status, and education level.

3. Pearson- Product Moment Correlations Analysis was performed to test the search questions by describing the relationship between job satisfaction and employee training and development. Although a cut-off point of (p < 0.05) was set, in order for the practical significance of the findings to be interpreted. Practical effect size of (r > 0.30) (medium effect, Cohen 1992) was also considered for the correlation analyses.

The statistical data analysis's is shown in Table 3.6.

Section	Variable	Type of Question	Statistical Method
1	Demographic	Multiple Choice	Descriptive
			Statistics
			Frequency, %
			Descriptive
2	Job Satisfaction	Likert	Statistics $X,\overline{SD}$
	Enclose Training		
3	Employee Training	Likert	Descriptive
	and Development		Statistics $X, \overline{SD}$
	Employee		Descriptive
4	Turnover	Likert	Statistics X,SD
			Stutistics A,SD

 Table 3.7 Statistical Method

### 3.7 Ethics

Research ethics is plays a very vital role in research. It deals purely with people they study. The interaction between researchers and the people plays a very crucial role in getting the data. The activities of researcher can profoundly influence a great number of stakeholders, especially respondent and the organizations that they represent and it is therefore critical to ensure that the rights of every participant are well-protected through a sound ethics process. A researcher has responsibilities to research participants, but also to colleagues, and the people to whom will present your findings.



## CHAPTER 4 RESEARCH FINDINGS

This chapter presents the data analysis of "The Impact of Training and development Programs of Three Star Hotels in Bangkok". The findings of this research will also discuss the literature and comparison to other related works. Several tables were used to present the results and data was arranged into the parts.

This chapter begins with the demographic characteristics of respondents and hypothesis test results are also presented. Terms Definition of

- N = Number of population
- % = Percentage

X = Means

S.D = Standard Deviation

 $\mathbf{F} = \mathrm{Test} - \mathbf{F}$ 

.Sig = Significant Level

Personal data of the respondents obtained from questionnaires was analyzed and presented in the following tables, which includes gender, age and marital status. All these data was analyzed by frequency and percentage.

Gender	Frequency	Percentage
Male	217	61.1
Female	183	38.9
Total	400	100

Table 4.1 Demographic characteristics of correspondents followed by Gender

From table 4.1 found that, the numbers of respondents are 400.From the total respondents 217 respondents (53.0%) were male and 184 respondents (39.9%) were female.

Age	Frequency	Percentage
18-25 years old	210	51.9 %
26-35 years old	178	38.9 %
Above 45	9	5.6 %
36-45 years old	3	3.7 %
Total	400	100%

Table 4.2 Demographic Characteristics of correspondents followed by Age

From the total respondents, 210 respondents (51.9%) were in the range of 18-25 years of age represents the young majority who work in the three star hotels in Bangkok. The 178 respondents (38.9%) were in the range of 26-35 years old. The table 4.2 shows that majority of the employees in Three star hotel in Bangkok is in the age of 18-25.

Table 4.3 Demographic characteristics of correspondents followed by Marital Status

Marital Status	Frequency	Percentage
Single	149	40.0 %
Married	212	51.9 %
Divorced	39	7.5 %
Widower	0	0 %
Total	400	100%
T		

In the marital status of the respondents, 149 respondents (40.7%)

were single,212 respondents (51.9%) were married. 38 respondents (7.4%) were

divorced.

Table 4.4 Demographic characteristics of correspondents followed by Education

Lever			
Education Level	Frequency	Percentage	
Primary School	0	0 %	
High School	70	9.3 %	
Diploma/Certificate	110	33.3 %	
Bachelor's Degree	201	55.6 %	
Master's Degree	10	1.9 %	
Total	400	100%	

Level

The education is divided into six levels, which considers as primary School, High School, Diploma/ Certificate, Bachelor Degree, master's degree, and PhD.

The highest majority belongs to bachelor's degree as 201 respondents (55.6%). The second majority is from diploma as 110 respondents (33.3%). The third majority belongs to high school as 70 respondents (7.3%). The forth majority belongs to master's degree as 10 respondents (1.9%). This part was analyzed by mean and standard deviation for descriptive analysis.

Job Satisfaction	$\overline{X}$	SD	Rank
Your work is assigned according to your qualification and skills.	2.86	1.03	High
Your Job gives you opportunity to learn.	2.77	.974	High
The trainings in the hotel are up to date.	2.66	.769	Moderate
You are Satisfied with the Employee Motivation system in your hotel	3.61	.893	High
Management supports your efforts to improve your weakness.	2.78	.840	High
Management supports your efforts to improve your weakness.	2.78	.840	High
The promotion policy of your hotel is fair.	2.50	.79 <b>7</b>	Moderate
Are you satisfied with hotel Training and development programs .	2.75	.866	High
You think your salary is worth the effort that you are paid on your work.	2.75	.846	High
Are you satisfied with your training and development manager.	3.00	.894	High
Your hotel offers career paths in your job.	2.45	.719	Moderate
You receive positive recognition from your immediate supervisor.	2.27	.864	High
I am very happy with my decision of working in this hotel.	2.63	.764	High
You believe that Human Resource Department listens to your suggestions	2.81	.852	High
Labor and Management are committed to working together	2.75	.866	High
My department needs to offer more training opportunities	2.79	.876	High
I am generally satisfied with the management team of my Hotel.	2.69	.897	Moderate
Overall, my workload is reasonable	2.49	.826	High

Table 4.5 Standard deviation of Employees job satisfaction

Descriptive statistics were used to find out the employees job satisfaction. By calculating means and standard deviation of on the job satisfaction the level of importance becomes high. As shown in table 4.2, the result of job satisfaction shows by the mean and standard deviation 3.61 and .893 respectively the employee satisfaction about motivation system of hotels is highest. Initially the respondents considered that motivation is necessary and essential to have positive feedback from the hotel to enable them to do their job well. Secondly the respondents were satisfied

with their training and development managers with the mean of 3.00 and standard deviation of .894. And third, the respondents believe that the human resource department should listen to their suggestions with the mean of 2.81 and the standard deviation of .852 that is less important than others (Moderate).

All of these three elements were highly important except the third element was in the moderate level of importance. As a result, the mean and the standard deviation of job satisfaction becomes 3.61 and .893. It was seen as highly important.

	-1	-	
<b>Employee Training and Development</b>	$\overline{X}$	SD	Rank
I know what training and development opportunities my hotel offers me.	2.75	.866	High
I received the training and support to do my job well.	2.89	.830	High
Supervisors and managers take time to discuss career planning with their	2.77	.855	High
people.			
The on-the-job training I received has prepared me for this job	2.69	.769	Moderate
Managers empower employees to make effective decisions.	1.67	.740	High
I am continuously learning and trying to improve myself.	2.22	.821	High
Employees are continually developed through training, education, and	1.11	.699	Moderate
motivation for the job satisfaction. The trainings are knowledgeable and effective on the job	1.49	.773	High
The current pay system has a positive effect on employee productivity.	2.88	.776	High
My Department focuses on solving problems instead of finding fault	1.94	.884	Moderate
Training is offered to improve customer relations	1.99	.829	High
My Supervisor coaches me to help me develop professionally	1.74	.997	Moderate
Overall, I am satisfied with my hotel training and development programs	3.65	.774	High
for employees of the hotel.			
The quality of orientation and training received from your hotel are well	1.44	.775	High
Trainings are very important for the career advancement	1.57	.889	High
Employees are continually developed through training, education, and	1.11	.699	Moderate
motivation for the job satisfaction.			
My hotel supports honest two-way communication between Managers and	2.77	.789	High
By working this hotel, I have the opportunity to learn skills that will	1.88	.755	High
Employees have equal access to job related training opportunities	2.99	.853	High

 Table 4.6 Standard deviation of Employee Training and Development

As shown in the table 4.3, the results of respondents shows that they are well satisfied with the hotel training and development programs for employees of the hotel with the mean of 3.65 and standard deviation of .774. Secondly the respondents are satisfied with the equal access to job related training opportunities with the mean of 2.99 and the standard deviation of .853.

Third, the respondents agree that the training provides good support to them. The hotels are providing good services and job opportunities. This analysis described that these three elements were in the high level of importance. As a result, the mean and standard deviation of searching becomes 3.65 and .774 respectively, which is high level of importance.

Employee Turnover	X	SD	Rank
I am Satisfied with My Hotel recruitment Services.	2.89	.887	Moderate
I was aware of job duties and responsibilities when I	1.48	.937	High
first started the job in this hotel?			
My Supervisor Trust me.	2.33	.881	High
I am able to maintain a healthy balance between my	3.33	7.11	Moderate
work life and personal life.			
I am able to achieve my professional goals while	1.44	.711	Moderate
working with this hotel.			
I often receive feedback from my supervisor about my	0.18	.744	Low
performance on the job.			
I respect the amount and kind of leadership that I	2.99	.730	High
receive from the senior managers.			
I am satisfied or with the support from my line	2.19	.774	High
manager.			

### Table 4.7 Standard deviation of Employee Turnover

The last question of the survey shows the Employee turnover towards three star hotels in Bangkok. From table 4.7, most of the respondents are satisfied with their immediate supervisors with means of 2.33 and standard deviation of .881.

### 4.2 Results of hypothesis testing

This section contains the results of hypothesis testing on impact of employees training and development programs in three star hotels in Bangkok.

The researcher tested both hypothesis and the results were the following:

Hypothesis 1 There is significant difference between each demographic characteristics of employee job satisfaction.

Job Satisfaction	М	S.D	F	Р*	Interpretation
Gender	3.403	0.467	8.275	0.000	Not Rejected
Age	1.712	0.431	3.812	0.000	Not Rejected
Marital Status	2.176	0.391	7.038	0.000	Not Rejected
Education	3.536	0.503	1.802	0.000	Rejected

Table 4.8 Demographic characteristics and employee job satisfaction

\* Significant at or below 0.05 level

Hypothesis 1 concluded that: Gender factor was statistically significant with the employee job satisfaction in three star hotels in Bangkok at significance level of 0.05. Age factor was statistically significant with employee job satisfaction at the three star hotels at significant level of 0.05. Marital status was statistically significant with employee job satisfaction at the significance level of 0.05. Education factor was not statistically significant with employee job satisfaction at significance level 0.05.

Hypothesis 2: There is relationship between each Training and development factors and employee job satisfaction

Job Satisfaction	Mean	S.D	F	P*	Interpretation
Job Satisfaction	5.61	.960	1.038	0.000	Accepted
Training and development	1.712	0.431	3.812	0.000	Not Rejected
Employee Turnover	2.176	0.391	7.038	0.000	Rejected

**Table 4.9** The job satisfaction, characteristics, and training and development.

\* Significant at or below 0.05 level

### 4.3 Summary of hypothesis testing

The following is the summary of the results of hypothesis testing:

Hypothesis 1	Factor of Satisfaction	P- value	Result
There was significance difference in	Gender	0.000	Not Rejected
each demographic characteristics of job satisfaction	Age	0.000	Not Rejected
	Education Level	0.000	Rejected

 Table 4.10 Summary of the hypothesis testing (demographic characteristics)

The result of demographic characteristics towards employee of Three star hotel in Bangkok, a good level of result achieved, as non of the hypothesis is rejected except education level as there were less employees who were graduate in the field. Education level rejected because the research was on three star hotels in Bangkok, and the employee of three star hotels are not that much educated , they go through with the experience by working with the same or with the different hotels and take it more valuable for their lifelong learning experience.

Table4.11 Summary of hypothesis testing (Job satisfaction)

Hypothesis 1	Factor of Satisfaction	P- value	Result
There is a relationship between each job	Job satisfaction	0.359	Not
satisfaction factor and employee turnover			Rejected
	Employee Training and	0.983	Rejected
	development		
	Employee Turnover	0.029	Accepted

The result of employee job satisfaction towards employee turnover to the three star hotels in Bangkok shows a good level of satisfaction in employee job satisfaction. Factors including employee training and development effected employee job satisfaction in some three star hotels in Bangkok.

### 4.4 Conclusion

The research includes 400 employees respondent of the three star hotels in Bangkok. The survey was conducted and it includes question on general demographic characteristics and employee job satisfaction towards employee turnover. The distribution of respondents according to sex was about 61.1% male and 38.9% female. Majority of the respondents were 18-25 (51.9 percent) or 26-35 (38.9 percent). Most respondents answered that they were married (representing 51.9%). majority of the respondents completed bachelors degree. specifically, 33.3 percent completed diploma and 7.3 percent completed high school.

All of the employee's respondents shared that they believe the motivation system of hotel plays major role and they rate it highest. Most of them are also satisfied with their training and development managers. Some of the respondents also believe that the human resource department pay attention to their suggestions and do make changes as required.

The results of employee job satisfaction towards training and development characteristics of three star hotels in Bangkok shows a good level of satisfaction in hotel training and development department. The result also shows factors including training and development in the hotels and employee turnover satisfaction in three star hotels in Bangkok. The result also shows the importance of all these factors such as training and development in the hotels and employee turnover and job satisfaction in three star hotels in Bangkok.

The results shows the ongoing training patterns are necessary and can be very useful to keep the spirit and enthusiasm of the employees. It also provides future topic for further research on the patterns of trainings that can influenced the employees.

## CHAPTER 5 SUMMARY, DISSCUSSION & CONCLUSION

### **5.1 Introduction**

The purpose of the study was to assess the impact of training and development programs at three star hotels in Bangkok. The positive results were seen and it was highlighted that employees have job satisfaction in three star hotel in Bangkok. It was very satisfactory that employers are aware of the needs of the employees. The study was also conducted to understand the objective and analyze the factors affecting job satisfaction of employees in three star hotels in Bangkok. It was good to know that employee's satisfaction helps them to provide good and effective services.

The families of these employees are satisfied also as they are satisfied with the income. The study was carried out through the collection and analysis of a questionnaire of 400 employees of the three star hotels in Bangkok. The job satisfaction is one of the major findings of the study. The purpose of this is to help develop a positive environment for the employees. The collected data includes general characteristics of the employee job satisfaction of three star hotel in Bangkok. This chapter contains a summary of the findings, discussion of major findings, and limitation of the study, recommendation, and recommendation for the future research.

### 5.2: Discussion

Part 1: Demographic information of the respondents

The survey was conducted among 400 individuals. Majority of respondents were male and married. These married males are responsible to earn for their families. It also highlights that they are satisfy with their jobs and able to concentrate on their performance. Majority of the respondents also completed bachelor degree for higher. More than half of the respondents are between 18-25 of their age. It must be true that majorities of the employees are with good education, and due to that they are thinking positively about their job satisfaction in the hotels. This also shows that

the employees education impacted their responses. Due to their education they are able to perform with their full potential and are interested in their trainings. These educated respondents see the training as opportunities to learn and grow.

The demographic results reveled that the employee of different genders have different expectations towards training and development programs of three star hotels in of Bangkok. On the other hand, other factors did not present any significant differences in expectations towards training and development program in the hotels. It is therefore agreed with previous studies done by Woods (1992) who found employees of different demographic profiles have different expectations.

The result reveled that different elements of job satisfaction to employee turnover play a positive role in the hotel organization. Therefore it is agreed with previous studies done by (Cannon & Gustafson. 2002) Training programmes can differ widely from one organization to another and from hospitality organization to another, depending on the mission of the organization, the staff members involved, & the resources available.

The results were discussed using related concepts on employee job satisfaction including demographic characteristics and employee satisfaction. Socio demographic characteristics such as age, sex, education, and marital status had positive effects of job satisfaction in three star hotels in Bangkok. Employees are highly satisfied with the training and development managers. They completely trust and believe that the human resource department pays attention to their suggestions. The study found that employee job satisfaction including training providers and the managers of training and development were satisfied.

#### **5.3 Limitations of the Study**

The research only examines three star hotels in Bangkok that heavily caters to three star hotels employees in Bangkok. As this study focus only on three star hotels in Bangkok the researcher is unable to draw a larger conclusion or provide recommendations on employee job satisfaction towards three star hotels in Bangkok.

### **5.4 Conclusion**

The purpose of this paper was to identify the techniques that the hotel industry could use to maintain training and development of their employees and the methods used to evaluate training programs. We had observed that through training, employee morale and satisfaction, company productivity and service quality improved. Human resources departments should emphasize the importance of training programs to its company's success. Although training programs may be reduced or eliminated, essential must remain intact to avoid future problems. Training programs can become more innovative in times of economic instability through the use of technology and self catering programs that employees monitor themselves. Companies can also involve employees with the development of training programs to avoid unnecessary spending of training budgets. Hotels can also look at other industries for ideas when developing new training programs as a way to have a competitive advantage.

Hotels should also develop training programs with its business objectives, core values and strategic goals in mind. Lastly, to ensure the success of training programs in the hotel industry, programs should be evaluated regularly to monitor the Success of the programs. Human Resources Departments should emphasize the importance of training programs to its company's success. Although training programs may be reduced or eliminated, essential must remain intact to avoid future problems.

Overall, this research received good level of satisfaction in almost all areas of employee job satisfaction. However, there is a room for improvement in reviving the quality of feedback from the immediate supervisor and employee relationship this is dependent on the need of data collection. For example, some employees responded share that they are not fully satisfied with their supervisors as their supervisors do not provide good feedback to them related to their job performances.

### **5.5 Recommendations for the Future research**

This study only focused on training and development program in three star hotels in Bangkok. Further researches would be recommended as follows:

1. Study on other hotels is recommended because each hotel provides different quality and standards. Furthermore, the demographic situation of the employees may be different in other hotels. The benefit from the study would be used to improve employee training and development programs in three star hotels in Bangkok. The purpose is to improve better employee job satisfaction.

2. Study the difference between employee job satisfaction level and employee training and development. This study would be beneficial to assess whether employee job satisfaction has a negative or positive effect on quality of employee training and development.

3. Expand the questionnaire to include more detailed aspects of the employee training and development in three star hotels in Bangkok. These aspects may also affect employee job satisfaction.

4. Conduct the same questionnaire in other three star hotels in another country, and compare and contrast the employee job satisfaction to the three star hotels in Bangkok. This study can help hotels in Bangkok, tourism industry of Thailand to learn from other countries and adopt certain features and elements. . This may also help Thailand to keep its competitive edge in the hotel and tourism industry by providing high level of customer satisfaction. According to The knowledge report (n.d), "Both investors and a number of international hotels operators see Thailand as an exciting opportunity for hotel investment despite recent weak performances. Long-term prospects for Bangkok remain good in light of the forecasted rise in tourist arrival to Thailand. The average quality of Bangkok's Hotel stock is expected to improve as international hotel chains will open new properties in the near future.



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# APPENDIX A SURVERY QUESTIONNAIRE

### SURVEY QUESTIONNAIRE

### Introduction

This survey is a part of an academic research on " The Impact of Training and Development Programs of three Star Hotels in Bangkok" by an MBA Student at Stamford International University, Bangkok Campus, School of Business Administration. Involvement of yours in this research will take 10-15 minutes, Based on the Condition you have already experiencing or experienced in past. The questionnaire will not ask your name, therefore, please fill in the questionnaire as truly as possible. It is ok that you don't want to fill in the questionnaire but thank you all the same.

Section 1: Demographic profile

Please put " $\checkmark$ " in the $\Box$ or fill in the space given below
1. Gender:
Male Female
2. Age:
18-25     26-35     36-45     Above 45
3. Marital Status
Single Married Divorced Widowed
4. What is your Previous Education Level?
Primary School High School Diploma/Certificate

Bachelor's degree Master's Degree Doctoral Degree

### Section 2: Job Satisfaction

Please place a "  $\checkmark$  " mark of your answer to indicate your level of agreement or disagreement in the following statements.

Average Score	Level
1	Strongly Agree
2	Agree
3	Neither Agree Nor Disagree
4	Disagree
5	Strongly Disagree

NO	Job satisfaction	(5)	(4)	(3)	(2)	(1)
1	Your work is assigned according to your qualification and					
2	Your Job gives you opportunity to learn.					
3	The trainings in the hotel are up to date.					
4	You are Satisfied with the Employee Motivation system in					
	your hotel.					
5	Management supports your efforts to improve your weakness.					
6	The promotion policy of your hotel is fair.					
7	Are you satisfied with hotel Training and development					
8	You think your salary is worth the effort that you are paid on	1	<b>-</b>			
	your work.					
9	Are you satisfied with your training and development manager.					
10	Your hotel offers career paths in your job.					
11	You receive positive recognition from your immediate					
	supervisor.					
12	I am very happy with my decision of working in this hotel.					
	You believe that Human Resource Department listens to your					
13	suggestions.					
14	Labor and Management are committed to working together					
15	My department needs to offer more training opportunities					
16	I am generally satisfied with the management team of my					
17	Overall, my workload is reasonable					
18	Overall, I feel my department's performance is improving					

## Section 3: Employee Training and Development

Please place a " ✓ " mark of your answer to indicate your level of agreement or disagreement in the following statements.

No	<b>Employee Training and Development</b>	1	2	3	4	5
19	I know what training and development opportunities my hotel					
	offers me .					
20	I received the training and support to do my job well.					
21	Supervisors and managers take time to discuss career planning					
	with their people					
22	The on-the-job training I received has prepared me for this job					
23	Managers empower employees to make effective decisions					
24	I am continuously learning and trying to improve myself			6		
25	Employees are continually developed through training,					
	education, and motivation for the job satisfaction.					
26	My hotel supports honest two-way communication between					
	Managers and Employees					
27	By working this hotel, I have the opportunity to learn skills that					
	will improve my chances for promotion.					
28	Employees have equal access to job related training opportunities					
29	My Hotel pay policy helps attract and retain high performing					
	employees					
30	MY hotel invests in employees through training and development					
31	The New Employee orientation program is very informative.					
32	My hotel employees competent and skilled trainers					
33	Training opportunities are available to everyone					
34	The trainings are knowledgeable and effective on the job					<u> </u>
35	The current pay system has a positive effect on employee					
36	productivity.					
30	My Department focuses on solving problems instead of finding					
37	fault Training is offered to improve customer relations					
38	My Supervisor coaches me to help me develop professionally					
39	Overall, I am satisfied with my hotel training and development					
	programs for employees of the hotel.					
40	The quality of orientation and training received from your hotel					
	are well satisfied.					
41	Trainings are very important for the career advancement					
L		I	I	I	I	

## Section 4: Employee Turnover.

Please place a " ✓ " mark of your answer to indicate your level of agreement or disagreement in the following statements.

No	<b>Employee Training and Development</b>	1	2	3	4	5
42	I am Satisfied with My Hotel recruitment Services.					
43	I was aware of job duties and responsibilities when i first					
	started the job in this hotel?					
44	My Supervisor Trust me.					
45	I am able to maintain a healthy balance between my work					
	life and personal life.					
46	I am able to achieve my professional goals while working					
	with this hotel.					
47	I often receive feedback from my supervisor about my					
	performance on the job.					
48	I respect the amount and kind of leadership that I receive					
	from the senior managers.					
49	I am satisfied or with the support from my line manager.					
			1			
50	The work environment is sufficient for the employees.					

APPENDIX B LIST OF EXPERTS

### LIST OF EXPERTS

### NAME

### POSITION

1. Dr Apitep Saikow

Dean of Graduate School Stamford International University Bangkok Campus

2. Dr. Thittapong Daengrasmisopon Asst. President

for Marketing and Corporate Communication Stamford International University Bangkok Campus

3. Dr. James Lancaster

Lecturer, Graduate School Stamford International University Bangkok Campus

# APPENDIX C INDEX OF ITEM - OBJECTIVE

## Table : IOC Testing

N		•	Judg	e	<b>ED</b>		ılt
No.	Question	1	2	3	ΣR	$IOC = \frac{\Sigma R}{N}$	Result
1	Your work is assigned according to your qualification and skills.	1	1	1	3	1.0	Excellent
2	Your Job gives you opportunity to learn.	1	1	1	3	1.0	Excellent
3	The trainings in the hotel are up to date.	1	1	1	3	1.0	Excellent
4	You are Satisfied with the Employee Motivation system in your hotel.	1	1	0	2	0.7	Good
5	Management supports your efforts to improve your weakness.	1	1	1	3	1.0	Excellent
6	The promotion policy of your hotel is fair.	1	1	0	2	0.7	Good
7	Are you satisfied with hotel Training and development programs	1	1	0	2	0.7	Good
8	You think your salary is worth the effort that you are paid on your work.	1	1	1	3	1.0	Excellent
9	Are you satisfied with your training and development manager.	1	1	1	3	1.0	Excellent
10	Your hotel offers career paths in your job.	1	1	1	3	1.0	Excellent
11	You receive positive recognition from your immediate supervisor.	1	1	1	3	1.0	Excellent

		r			r	1	
12	Overall, I feel my department's performance is improving.	1	0	1	2	0.7	р
	performance is improving.						Good
13	I am very satisfied with my decision	1	1	0	2	0.7	
10	of working in this hotel.	-	-	Ű	_		Good
							Go
14	You believe that Human Resource	1	1	1	3	1.0	t
	Department listens to your						Excellent
	suggestions.						Exe
15	Labor and Management are	1	0	1	2	0.7	
	committed to working together						Good
							Ŭ
16	Overall, my workload is reasonable	1	1	1	3	1.0	ent
							Excellent
17						0.7	Щ
17	I am generally satisfied with the management team of my Hotel.	1	0	1	2	0.7	р
	management team of my noter.						Good
18	I know what training and	1	1	1	3	1.0	
10	development opportunities my hotel		1		5	1.0	llent
	offers me .						Excellent
19	I received the training and support to	1	1	1	3	1.0	
	do my job well.						Excellent
							Exc
20	Supervisors and managers take time	1	1	1	3	1.0	It
	to discuss career planning with their						Excellent
	people						Exc
21	The on-the-job training I received has	1	1	1	3	1.0	nt
	prepared me for this job						Excellent
							Ex
22	Managers empower employees to	1	1	1	3	1.0	lent
	make effective decisions						Excellent
23	I am continuously learning and trying						
	to improve myself						Excellent
		1	1	1	3	1.0	Exce

24	Englands on continually developed	0	1	1	2	0.7	
24	Employees are continually developed	0	1	1	2	0.7	
	through training, education, and						Good
	motivation for the job satisfaction.						
25	My hotel supports honest two-way	1	1	1	3	1.0	t
	communication between Managers						Excellent
	and Employees						Exc
26	By working this hotel, I have the	1	1	1	3	1.0	
-	opportunity to learn skills that will				_		Excellent
	improve my chances for promotion.						xcel
							Щ
27	Employees have equal access to job	1	1	1	3	1.0	int
	related training opportunities						Excellent
							Exe
28	My Hotel pay policy helps attract and	1	1	1	3	1.0	t
	retain high performing employees						Excellent
							Exce
29	My hotel invests in employees	1	1	1	3	1.0	
29		1	1	1	5	1.0	ent
	through training and development						Excellent
	program is very informative						Ë
30	The New Employee orientation	1	1	1	3	1.0	nt
	program is very informative.						Excellent
							Exc
31	My hotel employees competent and	1	1	1	3	1.0	
	skilled trainers						cellent
							Exce
- 22		1		1		1.0	ш
32	Training opportunities are available to	1	1	1	3	1.0	ent
	everyone						Excellent
							Ex
33	The trainings are knowledgeable and	1	1	1	3	1.0	ıt
	effective on the job						Excellent
							Exc
34	The current pay system has a positive	1	0	1	2	0.7	L.
	effect on employee productivity.		Ŭ	-	_		Excellent
							Exce
35	My Department focuses on solving	1	1	0	2	0.7	I
	problems instead of finding fault	1	1		-	0.7	lent
	problems instead of finding fault						Excellent
							Ē

26	Tariaina in affanal ta imanana	1	0	1	2	0.7	
36	Training is offered to improve	1	0	1	2	0.7	ent
	customer relations						Excellent
							Ex
37	My Supervisor coaches me to help me	1	1	1	3	1.0	It
	develop professionally						Excellent
							Exce
38	Overall, I am satisfied with my hotel	1	1	1	3	1.0	int
	training and development programs						Excellent
	for employees of the hotel.						Exe
39	The quality of orientation and training	1	1	1	3	1.0	
	received from your hotel are well				_		Excellent
	satisfied.						xcel
	sausned.						Ĥ
40	Trainings are very important for the	1	1	1	3	1.0	ıt
	career advancement						Excellent
							EXC
41	I was aware of job duties and	1	0	1	2	0.7	_
	responsibilities when i first started the						Good
	job in this hotel?						0
42	My Supervisor Trust me.	1	0	1	2	0.7	_
							Good
							0
43	I am able to maintain a healthy	1	1	0	2	0.7	
	balance between my work life and						Good
	personal life.						0
44	I am able to achieve my professional	1	0	1	2	0.7	
	goals while working with this hotel.						Good
	gouis while working while this notes.						G
45	I often receive feedback from my	1	0	1	2	0.7	
	supervisor about my performance on						Good
	the job.						Ğ
16	I respect the amount on third of	1	0	1	2	0.7	
46	I respect the amount and kind of	1	0	1	2	0.7	-
	leadership that I receive from the						Good
	senior managers.						
47	I am satisfied or with the support	0	1	1	2	0.7	
	from my line manager.						Good
							9
48	The work environment is sufficient	1	0	1	2	0.7	рс
	for the employees.						Good



APPENDIX D SAMPLE SIZE PRECISION LEVELS

### **Sample size** for $\pm 3\%$ , 5%, $\pm 7\%$ and $\pm 10\%$ Precision

Levels

where confidence level is 95% and P = 5

### Population

	±3%	±5%	±7%	±10%
500	а	222	145	83
600	a	240	152	86
700	а	255	158	88
800	a	267	163	89
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
5,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

Sample size (n) for precision (e) of:

Source : Yamane, 1967 Shrestha, S. (2014). Research Findings. In An Effect of Social media Towards Foreign Travel Intention in Visiting Bangkok (p. 44).

# APPENDIX E RELIABILITY TESTING

Question Items	Cronbach's Alpha if Item Deleted
Your work is assigned according to your qualification and skills.	.708
Your Job gives you opportunity to learn.	.831
The trainings in the hotel are up to date.	.734
You are Satisfied with the Employee Motivation system in your hotel.	.791
Management supports your efforts to improve your weakness.	.802
The promotion policy of your hotel is fair.	.721
Are you satisfied with hotel Training and development programs .	.718
You think your salary is worth the effort that you are paid on your work.	.813
Are you satisfied with your training and development manager.	.856
Your hotel offers career paths in your job.	.754
You receive positive recognition from your immediate supervisor.	.776
I am very happy with my decision of working in this hotel.	.761
You believe that Human Resource Department listens to your suggestions.	.879
Labor and Management are committed to working together	.885
My department needs to offer more training opportunities	.762
I am generally satisfied with the management team of my Hotel.	.764
Overall, my workload is reasonable	.798
I know what training and development opportunities my hotel offers me .	.822
I received the training and support to do my job well.	.811
Supervisors and managers take time to discuss career planning with their people	.723
The on-the-job training I received has prepared me for this job	.732
Managers empower employees to make effective decisions	.722
I am continuously learning and trying to improve myself	.833

Employees are continually developed through training,	.861
education, and motivation for the job satisfaction.	
My hotel supports honest two-way communication between	.899
Managers and Employees	
By working this hotel, I have the opportunity to learn skills that	.742
will improve my chances for promotion.	
Employees have equal access to job related training opportunities	.765
My Hotel pay policy helps attract and retain high performing	.873
employees	
MY hotel invests in employees through training and development	.830
program is very informative.	
The New Employee orientation program is very informative.	.729
My hotel employees competent and skilled trainers	.823
Training opportunities are available to everyone	.877
The trainings are knowledgeable and effective on the job	.788
The current pay system has a positive effect on employee	.825
productivity.	
My Department focuses on solving problems instead of finding	.822
fault	
Training is offered to improve customer relations	.882
My Supervisor coaches me to help me develop professionally	.812
Overall, I am satisfied with my hotel training and development	.825
programs for employees of the hotel.	
The quality of orientation and training received from your hotel	.773
are well satisfied.	
I am Satisfied with My Hotel recruitment Services.	.848
I was aware of job duties and responsibilities when i first started	.736
the job in this hotel?	
My Supervisor Trust me	.792
I am able to maintain a healthy balance between my work life	.882
and personal life.	
I am able to achieve my professional goals while working with	.799
	1

I often receive feedback from my supervisor about my	.820
performance on the job.	
I respect the amount and kind of leadership that I receive from	.742
the senior managers.	
I am satisfied or with the support from my line manager.	.752
The work environment is sufficient for the employees.	.762



# APPENDIX F LETTER OF CONDUCT RESEARCH

Bangkok Campus: 16 Motorway Rd., Prawet, Bangkok 10250, Thailand Tel: +66 2 7694000; Fax: +66 2 7694099 Hua Hin Campus: 1458 Petchkasem Rd., Cha-Am, Petchburi 76120, Thailanc Tel: +66 3 2442322; Fax: +66 3 2442324



### GS0127/2014 19<sup>th</sup> March 2014

Re: Allowance for the MBA students to conduct research Attn: To whom it may concern Attached: Survey Questionnaire

Stamford international University has been established since 1996 in Cha-am, Petchaburi. Since 2000, we have offered international programmes at our Bangkok Campus, which is now located at Rama IX, Bangkok. The university now provides the students with the Master of Business Administration.

The university would like to ask for your allowance and cooperation to give the MBA students, Leeshan Stanlay, Student ID no. 04176001, the permission to conduct research on the topic of "The Impact of Training & Development Program of 3 Star Hotels in Bangkok." under supervised by Dr. Chompunuch Jittithavorn.

All data gathering during this study will remain confidential, which your name will not be exposed in any circumstance. The Graduate School has approved this project. If you wish, you may request a copy of the summary of findings from the study from the university..

Thank you for your cooperation. Please do not hesitate to contact Stamford International University with any concerns you may have.

Yours sincerely, Dr. Apitep Saekow

Dean of Graduate School Stamford International University

Leeshan Stanlay Tel: 099-101-0184

### BIOGRAPHY

NAME	Mr. Leeshan Stanley	
DATE OF BIRTH	6th Feb 1983	
EDUCATION		
MASTER DEGREE	MBA- Hotel and Tourism Management	
	Stamford International University	
	Bangkok Thailand	
<b>BACHELOR DEGREE</b>	Bachelor of Economics	
	University of Sindh Jamshoro Sindh	
	Pakistan	
NATIONALITY	Pakistani	
HOME ADDRESS	Jamshoro Sindh Pakistan	
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