

CHANGE MANAGEMENT IN E-BUSINESS SYSTEM IN HOTEL MANAGEMENT: A CASE OF ANCHALEEWIWAT GROUP

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Abstract

The objective of this independent study was to determine the factors that affect to the decision making of changing the E-business system in hotel management. The 200 samples were selected from among the employees in the Anchaleewiwat hotel group. Research was done by questionnaires survey. The data was analyzed by using descriptive statistics including frequency, percentage mean and standard deviation among factors that affected change management in hotel management: a case of Anchaleewiwat group.

The results of analysis show that demographic factors including age level, working experience, income level have intentions to change the management in E-business system of hotel management with a significant level of .000, .000, and .048, respectively. Furthermore, the results of analysis show that internal factors including cognitive components and behavioral components of attitude have intentions to change the management in E-business system of hotel management with a significant level of 0.017 and 0.001, respectively.

Keywords: Change Management, Hotel Management, E-business, Technology, Information Management

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Introduction

Internet technology has been applied to business to improve the performance. The term E-business was defined by IBM in 1997 as an operation of the process of business by using the internet technology. In the present day E- Business has become a basic human need. In every industry, they have to use E-Business systems to support the work in many ways, including the connection between all of the business processes. It is also used in the Hospitality industry such as Hotels, Hospitals, etc.

Currently, most standard hotels implement E-business technology in every department, and they also use this technology for management within the Hotel chain that has branches in many countries as well. Many hotels in Thailand implement this technology to support their work in every part of the process, such as the decision making system for executives, the room reservation system, housekeeping, the accounting system or inventory system for the back office, etc. That means that E-business is an important system in all of the functions of hotel management.

E-business systems are very important to every business unit because the system can gain more performance in every process of the operation, faster responsiveness, and error reduction. Also, it does not have limitations on meeting the customer, even though the company and the customer are on different sides of the world or do not speak the same language. They still have interaction and communication through a computer or mobile device.

Therefore, the researcher aimed at determining factors related to the change and development in the E-Business system in hotel management in order to improve their performance. The researcher expected that all of the information from this research could help the Anchaleewiwat group in changing and developing their E-business system, and also guiding the organization to solve problems in order to obtain the most effective performance in working processes and the most benefit for the company.

Research Objectives

Because technology is always improving to new levels and the cost of changing an E-business system is very high, it is important to know the employees' opinions about the system to improve the decision making concerning the change of the E-business system. Therefore, the objectives of this study can be written as follows:

1. To study demographic factors and internal factors that affect the decision making of changing in E-business system in hotel management.
2. To determine the factors that affect the decision making of changing in E-business system in hotel management.

Research Hypotheses

There are two hypotheses for this study.

Hypothesis 1: Different demographic factors have intentions to change management in E-business systems of hotel management.

Hypothesis 2: Different internal factors affect intentions to change management in E-business systems of hotel management.

Scope of the Study

In this study, the researcher had set the scope of the study in three aspects including scope of the content, scope of population and scope of time. The detail were explained below:

Scope of the content: In this research, the researcher focused on variables involving personal demographic information, internal factors and the effect of factors influencing the acceptance and development of the new E-Business system in hotel management divided into two variables. The first is independent variable which consisted of demographic factors (gender, age, education, and marital status) and internal factors (motivation and attitude). Another is dependent variables which included change management in e-business system of hotel management.

Scope of population: The population in this study consist of the employee who work in hotel section in the Anchaleewiwat group.

Scope of time: Data gathered taken place from 24 April -12 May, 2017.

Conceptual Framework

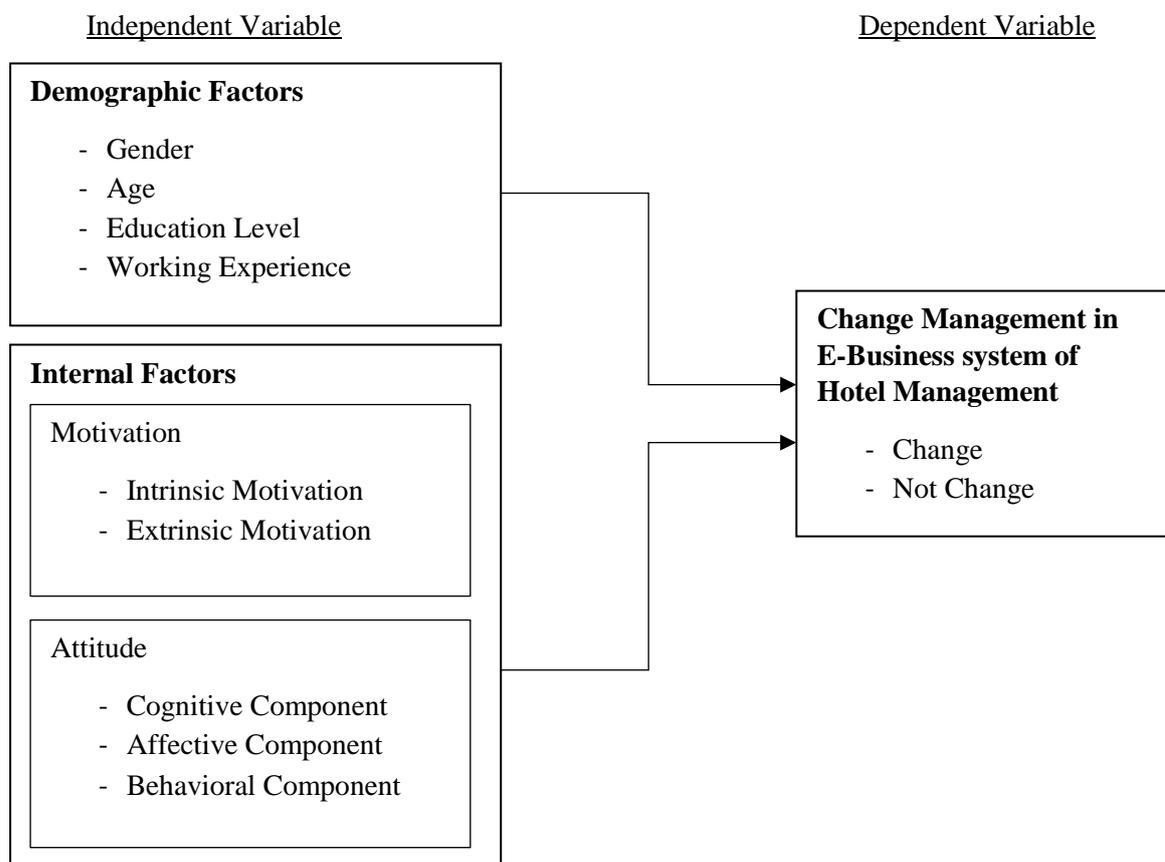


Figure 1 Conceptual Framework

Literature Reviews

1. Concept and theories of motivation

Badu (2005 cited in Yimpuang, 2011) defined motivation as "a human psychological characteristic that adds to a person's degree of commitment. It is the management process of influencing employees' behavior." Herzberg (2005 cited in Aei, 2012) classified the factors that influence working performance in 2 groups: Motivation factors and Maintenance factors. The first is that motivation factors are factors that motivate the workers to work with happiness and creativity. This kind of factor is involved with feelings. It can be referred to as intrinsic motivation. The other one is that maintenance factors are factors that are involved with the situation. They can create dissatisfaction among the employees and also affect the work environment. Many researchers studied about the motivation and they found that motivation is very important for organizations that they can create work performance and organizational commitment (Trisakhon & Onputtha, 2015).

2. Concept and theories of attitude

Myers (2001) stated that attitude is "a favorable or unfavorable evaluative reaction toward something or someone, exhibited in ones beliefs, feelings, or intended behavior." Schermerhorn (2000 cited in Yodkaew, 2011) explained that attitude is a way of thinking and feeling to respond in a positive or negative way towards people and things in the normal environment. Attitude is known by the words or experienced from the behavior of these persons. Schermerhorn (2000 cited in Yodkaew, 2011) explained that attitude has 3 components including Cognitive components, Affective component and Behavioral component. The first is that cognitive components are attitude that lead to the belief, opinion, and knowledge of each person. The second is that affective component are the specific feelings or emotions that arise in a person from a simulative situation. The other one is that behavioral component are the intentions to behave in specific ways based of specific feelings or specific attitudes from each person.

3. Concepts and theories of management information system

Stair and Reynolds (2014) explained that a management information system (MIS) is a cluster of software, databases, tools, and people to do the various business tasks which provide information to the user. MIS focuses on operational efficiency. It uses normal databases and provides standard reports to the user generated from transaction processing systems (TPS) or Enterprise resource planning (ERP). Heidarkhani, Khomami, Jahanbazi and Alipoor (2013) defined that a management information system is an organizational information computer system that uses intramural information from the database and also from the operating process system, and summarizes into an information management report to use in management tasks. In terms of the hotel management information system, it defined as the system that uses information technology in

the hotel to effectively process all operations including accommodation, food, beverage, and other services in the hotel. Karnchanawong (2012) classified the application of management information technologies in hotels including management, marketing and service. The first is about management. In this section, MIS is used to perform the tasks of management such as accounting and financial, and decision support for planning, controlling and development. The second is about Marketing. In this section, MIS was implemented to provide information to the customers such as advertisement from website or news or promotions. The third is about service. In this section, MIS was used for the convenience of the customer, such as online reservations, call center, video conference etc.

Research Methodology

This study was a mixed method research studying about the factors that related to change and development in the E-Business system in Hotel Management. Therefore, the researcher has divided into 2 parts including demographic factors and internal factors that consist of motivation and attitude. In this study, the research had been conducted by using survey questionnaires to survey operational employees' opinion.

1. Population and samples of the research

According to the research design, the study selected employees working in the hotels of Anchaleewiwat Group. There were about 200 employees answering the questionnaires.

2. Research instrument

In this study, the researcher initially used the questionnaire. In terms of questionnaire, the researchers created questionnaires consisting of two parts including demographic data and internal factors. For demographic data, the variables included gender, age, education level, working experience and income level. There are two measurement scales used in this part. Nominal scale was employed for gender and education level and ordinal scale was employed for age, working experience, and income level. For internal factors, the researcher asked about employees' opinion towards E-business system in the workplace. The five-point Likert scale was used to rate how important the questions was.

3. Data analysis

For qualitative research, the researcher used content analysis to analyze the data obtained by the focused group and interview. For quantitative research, the researcher code and analyze collected data by using a computer with SPSS (Statistical Package for the Social Sciences) for the statistical analysis. Herewith, descriptive statistics consisting of frequencies, distribution, and

percentage was hired to describe demographic information part meanwhile inferential statistics included logistic regression was used to test the association between the independent variables and dependent variables.

Results

1. Descriptive analysis

1.1 Study of respondent's demographic background

From the study about respondent's demographic background, the finding found that most of the respondents are male (50.5%) and female (49.5%). Their age level starts from below 20 years up to more than 51 years. Their education level starts from high school until doctoral degree. Their working experience starts from 0 years to 25 years and their income level goes from 10,000 up to more than 25,000 baht. Most of the respondents are in the age range of 20-30 years at 57.5%, in bachelor degree range at 47%, and working experience in the 5 – 10 years range at 57.5%.

1.2 Study of employees' opinion towards internal factors

Table 1 Descriptive statistic of the factors which are related to change and development

Internal Factor	Significant Level		
	\bar{x}	SD	Level
1. Intrinsic motivation	3.92	0.37	Very Important
2. Extrinsic motivation	3.03	0.36	Important
3. Cognitive component	3.46	0.58	Very Important
4. Affective component	3.42	0.46	Very Important
5. Behavioral component	3.44	0.67	Very Important
Total	3.45	0.49	Very Important

From the Table 1, the results of the study of internal factors including motivation and attitude relating to change and development in E-business system in hotel indicated that the overall of internal factor is rated in "Very Important" level with mean score as of 3.45. When considering into each aspects, it was found that all of the factors including intrinsic motivation, cognitive component, affective component and behavioral component have the level of conception in "Very Important" level with mean score as of 3.92, 3.46, 3.42 and 3.44, respectively. In the meantime, the extrinsic motivation aspect was rated in "Important" level with mean score as of 3.03.

2. Inferential analysis

Hypothesis 1: Different demographic factors have intentions to change management in E-business systems of hotel management.

Table 2 Chi-square test analysis of demographic factors

Factors	Pearson Chi-square	Asymp. sig. (2-sided)	Results
Gender	2.637	.104	Reject H ₁
Age level	24.400	.000	Fail to Reject H ₁
Education level	550	.908	Reject H ₁
Working experience	20.721	.000	Fail to Reject H ₁
Income level	9.580	.048	Fail to Reject H ₁

Form the table 2, the analyzed results show that some of demographic factors have intentions to change management in E-business systems of hotel management. The outcome demonstrates the significance of each factor that affects the dependent variable, which is the age level, working experience, and income level, which have a significance of .000, .000, and .048 respectively, which is less than the p value of 0.05.

Hypothesis 2: Different internal factors affect intentions to change management in E-business systems of hotel management.

Table 3 Variables of internal factors and change management in E-business systems of hotel management in the equation

Factors	B	S.E.	Wald	df	Sig.	Exp(B)
Motivation						
Intrinsic motivation	-.630	.518	1.482	1	.224	.533
Extrinsic motivation	.386	.518	.555	1	.456	1.471
Attitude						
Cognitive components	-.954	.401	5.648	1	.017*	.385
Affective components	.698	.506	1.907	1	.167	2.010
Behavioral components	-1.151	.350	10.836	1	.001*	.316
Constant	5.214	2.219	5.523	1	.019	183.880

From the Table 3, the analyzed results show that the internal factors have intentions to change management in E-business systems of hotel management. The outcome demonstrates the significance of each factor that affects the dependent variable, which are the cognitive components and behavioral components of attitude theory; these showed a significance of 0.017 and 0.001 respectively, which is less than the p value of 0.05.

Discussion and Conclusion

There are two hypotheses for this study. The researcher will start from the first and go on to the second hypothesis

Different demographic factors have intentions to change management in E-business systems of hotel management.

The conclusion states that different age levels, different work experience and different income levels affect the intentions to change management in E-business systems of hotel management. This study identified that the people who are always at the front-line and adapt to change are the group of people that like risks, young people, and wealthy people. Students and the workers also like to try new technology (Rogers, 2003 cited in Pollawan et al., 2014). Also in this research, the different genders and different education levels intentions to change E-business systems in hotel management accords with a study of acceptance of computer technology among police officers. That study showed that different gender and education levels do not have different intentions to accept the new technology (Panthong, 1997 cited in Luanwan, 2012). Everyone, regardless of gender and education level, has to learn to use the system to get his or her job done.

Different internal factors affect intentions to change management in E-business systems of hotel management.

In this research, the internal factors are divided into motivation and attitude. Motivation is divided into two main groups: intrinsic motivation and extrinsic motivation. Attitude is divided into three main groups: cognitive components, affective components, and behavioral components. The conclusion states that the cognitive components and behavioral components of attitude theory have intention to change management in E-business systems of hotel management. This identified that the acceptance of the new system is the most important factor that affects the intention of the changing the technology system (Ellitan, 2002 cited in Arkaphati, 2014). In this research, different motivations do not affect intention to change management in E-business systems in hotel management. Motivation directly affects work performance. It provides satisfaction when they are working, and when they are satisfied with their performance they will be happy to work (Luanwan, 2012).

Recommendations

This research proved that the cognitive and behavioral components in the theory of attitude are the major factors affecting change management in E-business systems in hotel management; the affective components are factors as well. The result is beneficial to help organizations concentrate on employee internal factors towards the change management in E-business system. The organization would be able to plan to invest in the E-business system. The outcome shows that if the organization makes the effort to learn about employee attitudes towards the system, the management team will know how to change the system. From the point of view of the executive

staff, the cost of investing in a hotel E-business system is very high, so the management team have to know exactly how the employees affect the system and also how the system affects the employee. So the team can find the best solution about changing and investing in the system in order to benefit the organization. When the team finds the best solution, it will also increase the employee's effort to make the company successful.

This model suggests the level at which factors can be most affective to the change. The result shows that attitude has the highest level among the two internal factors but all of them are important. If the organization knows their employees' abilities, the change will be easy and successful. Furthermore, the cost of changing the system will decrease from the existing system, because the executive team knows exactly about their employee, so they can find the most suitable system for them and the management can get the best performance from their employees.

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