

A Comparison Analysis of Job Retention of Hotel Staff between International Hotel Chains and Local Hotel Chains: A Case Study of Intercontinental Bangkok Hotel and Centara Grand Hotel at Central World

การวิเคราะห์เชิงเปรียบเทียบการคงอยู่ของพนักงานโรงแรมระหว่างกลุ่มโรงแรมต่างประเทศ
และกลุ่มโรงแรมท้องถิ่น : กรณีศึกษา โรงแรมอินเตอร์คอนติเนนตัลกรุงเทพ
และโรงแรมเซนทาราแกรนด์ แอท เซนทรัลเวิลด์

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Abstract

The objectives of this study were to study the factors influencing the job retention of hotel staff of local hotel chains and international hotel chains, to examine the factors influencing for job retention of hotel staff in comparison between the international hotel chains and local hotel chains.

This is quantitative research that the data was collected by questionnaire and conducted from 520 hotel staff which is delivered to InterContinental Hotel Bangkok for 280 questionnaires and to Centara Grand hotel at Central World for 240 questionnaires. The data was analyzed by frequency, percentage, mean, and standard deviation. The hypotheses were tested by T-Test, F-Test and Multiple Regression statistic.

The result showed the majority of both respondents were females, in the age range of 25 or below to 35 year olds, single status, Thai nationality, graduated with a Bachelor's degree, earning monthly around 15,001 – 25,000 baht and the majority of both hotels staff worked as officer position. In terms of hypotheses testing, both of demographic factor and human resource management factors have influenced hotel staff decision making on job retention of international hotel chains and local hotel chains.

Keywords: Comparison analysis, Job retention, Hotel staff, International hotel chains, Local hotel chains

บทคัดย่อ

วัตถุประสงค์สำหรับงานวิจัยนี้ เพื่อศึกษาปัจจัยที่มีอิทธิพลต่อการคงอยู่ของพนักงานโรงแรมของกลุ่มโรงแรมต่างประเทศและกลุ่มโรงแรมท้องถิ่นและเพื่อที่จะศึกษาความแตกต่างปัจจัยที่มีผลต่อการคงอยู่ของพนักงานโรงแรมกลุ่มโรงแรมต่างประเทศและกลุ่มโรงแรมท้องถิ่น

ใช้การวิจัยเชิงปริมาณโดยเก็บรวบรวมข้อมูลจากกลุ่มตัวอย่างพนักงานโรงแรมจำนวน 520 คน โดยอาศัยแบบสอบถามจำแนกเป็นโรงแรมอินเตอร์คอนติเนนตัลกรุงเทพ 280 คนและโรงแรมเซนทารา แกรนด์ แอท เซนทรัลเวิลด์ 240 คน ข้อมูลเชิงพรรณนาจะถูกวิเคราะห์โดยใช้ค่าเฉลี่ย ร้อยละ ส่วนเบี่ยงเบนมาตรฐาน และการทดสอบสมมติฐานโดยใช้สถิติเชิงอนุมานได้แก่ T-Test F-Test และสถิติถดถอยเชิงพหุ

ผลการศึกษาพบว่า พนักงานโรงแรมทั้งสองโรงแรมส่วนใหญ่เป็นเพศหญิง อายุระหว่าง 25 ปีหรือต่ำกว่าและไม่เกิน 35 ปี สถานภาพโสด จบการศึกษาในระดับปริญญาตรี รายได้ต่อเดือนจะอยู่ที่ 15,001-25,000 บาท และอาชีพมีตำแหน่งเป็นพนักงานในสำนักงาน

ผลของการทดสอบสมมติฐานทั้งสองปัจจัยทางด้านประชากรและปัจจัยการจัดการทรัพยากรมนุษย์มีอิทธิพลต่อการตัดสินใจที่คงอยู่ต่อของพนักงานโรงแรมในกลุ่มโรงแรมต่างประเทศและกลุ่มโรงแรมท้องถิ่น

คำสำคัญ : การวิเคราะห์เชิงเปรียบเทียบ การคงอยู่ พนักงานโรงแรม กลุ่มโรงแรมต่างประเทศ กลุ่มโรงแรมท้องถิ่น

Statement of Problems and Introduction

Reducing the turnover rate of worker is extremely necessary for human resource management in hotel because when hotel staff decide to quit their job then it will impact to the hotel. The hotel loss the budget on recruiting for the right person, training new comer, and enhancing the skills of hotel staff in order to remain the best service standard level. The shortage of hotel staff increase then the system is lack of continually developing and the efficiency of staff is decreasing as well (Pakorn, 2012).

Thai Hotel Association, explains that these days the hotel industry in ASEAN is extremely lack of hotel staff especially in Thailand. Hotel staffs were attracted by The Agricultural industry and others industry. Hotels have to encounter with the high turnover of employees and it is the cause of lack of hotel's employees. The turnover rate of employees in 2014 reached 161.7 million people more than the year of 2012 to 12.9 percent. For those employees with high

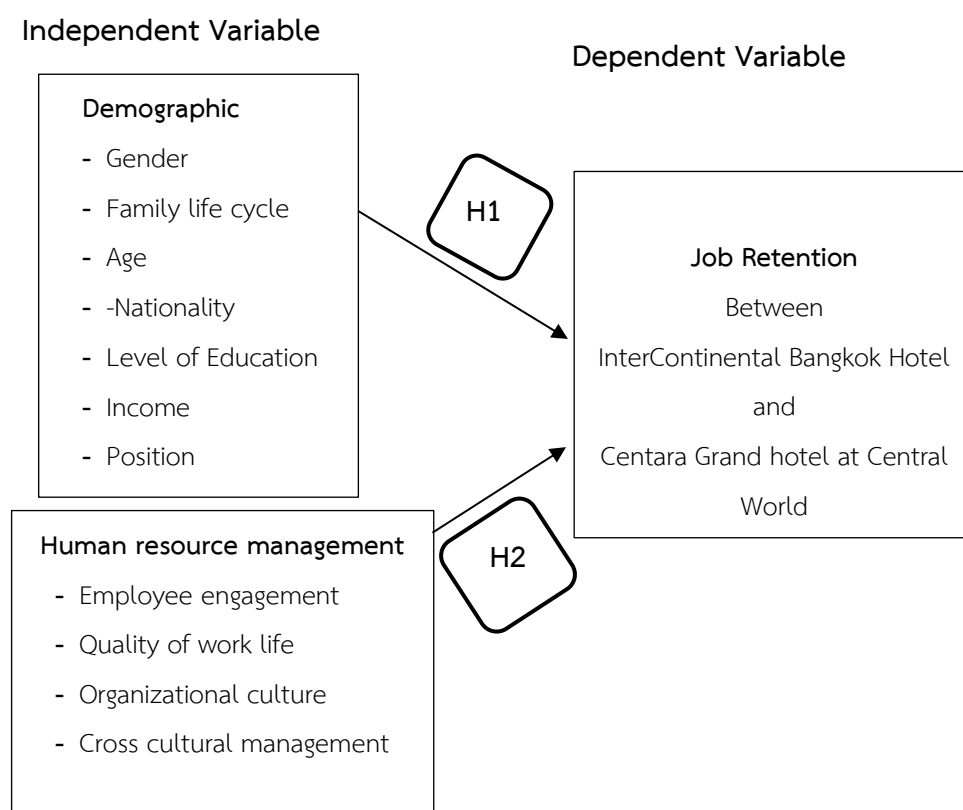
potential, there is more opportunity to resign from the hotel because of the market competition on wages (Joonrachat, 2013).

Therefore the researcher chose to study Job Retention of local hotel chains and international hotel chains to compare the difference of human resource management has the impact on Job Retention for both hotel staff in different hotel chains. In order to find solutions to maintain the qualified staff to continue working in the same hotel so that the hotels are able to develop the human resource management effectively and reduce cost of recruiting or training staff as well.

Research Objectives

1. To study the demographic factors influencing for the job retention of hotel staff of local hotel chains and international hotel chains.
2. To study the human resource management factors influencing for the job retention of hotel staff of international hotel chain and international hotel chain.

Conceptual Framework



Source: Adapted from Pakorn Limyothin, 2012

Literature Review

Human Resources Management play an important role in job retention of hotel staff in all kinds of hotel. Every hotel should have Human Resource Management in order to perform successfully because Human Resource Management offers hospitality hotel staff by attracting, training and motivating talented people.

Employee Engagement

If the hotel staffs have loyalty toward the hotel, then it will have the advantages toward the hotel as well, such as (Gmj, 2006)

- The organization will be achieve the objective of financial statement and profitability,
- Product and service are going to have the best quality,
- Increased Customer satisfaction,
- Hotel staff will provide new ideas to improve the product and service innovation.

What if the hotel staff do not have a good employee attitude towards the hotel? It will create a bad atmosphere towards the hotel as well, such as

- Hotel staff will work day by day when they are not happy,
- Increasing the high employment turnover in the hotel,
- Hotel has to pay a lot of money in order to train the new staff,
- Low productivity,
- Customer dissatisfaction,
- Negative on Brand image of the hotel.

Quality of Work Life

HR professionals (Huse and Cummings) have a definition of "Quality of Work Life" in eight different dimensions.

1. To provide Salaries on time and give the staff an adequate standard of living. A salary that is honest and clear. Salary adjustments and living expenses that is in line with that particular countries economic conditions.

2. Create a working environment that is safe (Safe and Healthy Environment) to supply and install equipment and tools that facilitate the operation. And no conditions that cause any harm. You also need a good plan lifeguard.

3. Developing the capacity and capability of staff (Human Resource Development) evaluated the efficacy of employees. And training in various forms in the outer room, study room includes a consolation reward good performance.

4. To encourage employees to progress in the company and to give them every opportunity for further personal development as well as to reward company loyalty.

5. To create better relationships within the organization (Social Integration) for sharing. The joint activities and working as a team both in the same line of work. Or cross-functional has helped build a strong relationship from happening altogether.

6. To have a good system of justice. (Constitutionalism) systems operating procedure. And a clear roadmap so that everyone can follow it correctly. It also has to complain. Or comments as appropriate.

7. The independent status of work (Total Free Space) that everyone can have private time to relax. And have a family to have a good life together. It also allows them to serve the society and community.

8. Pride in the organization. To be proud of where you work.

This profound bilateral ties all employees are helping creative professionals better things valuable to the organization (Koonponkeaw, n.d)

According to Ranganayakulu (2004), the term quality of work life means, “the favorableness or unfavourableness of a job environment for an organizations employee, and the term quality of working life” also means, “programmes representing a systems approach to job design and job enrichment which will make job more interesting and challenging. Programmes are closely associated with the socio-technical systems approach”.

Organizational Culture

Diversity can be defined as a collective mixture Characterized by differences and similarity that are applied in pursuit of organizational objective” (Hubbard, 2012). For Hospitality industry, it is very important to manage culture diversity, not only because of the legal issue, but it brings benefits for the Industry (Bergen, 2005). Managing culture diversity is essential. It is an ongoing process, which required the multicultural organization environment and practice to improve the diverse workforce within the company. Addressing the issue of culture diversity correctly can bring a lot of benefits towards the firm (Harrel, et.al, 2008). “Culture is the collective programming of the mind distinguishing the members of one group or category of

people From others” (GeertHofstede, 2010). The best way of describing culture is through the way of people behave and what they believe. It is very important for the business to value the differences in each person culture. (Schneider, 2003). Cultural diversity has drawn an important aspect to hospitality industry. It is important for the industry to manage the culture diversity correctly, as it can improve their business performance. On the other hand managing culture diversity poorly can create a conflict that can lead to the legal issue such as racial discrimination (Harrel, 2008).

Cross Cultural Management

According to Nancy Adler (2008, cited in Kavar, 2012), gives a good definition of cross cultural management: “Cross-cultural management explains the behavior of people in organizations around the world and shows people how to work in organizations with employees and client from many different cultures and religions.”

Cross-cultural differences stem from the ways in which people from different regions and countries are brought up, whether it’s their education or religion which their environment has create. Cultural differences can be witnessed in the workplace for example skin tone, work ethics and giving the opposite sex opportunities in employment, which may cause misunderstanding and conflict in the work environment. For a successful management, any person should be able to work with people from different backgrounds no matter what kind of cultural orientation (Kavar, 2012).

Job Retention

There is no indefinite methods for maintaining hotel staff with an organization as long as the employer wants. According to Zineldin, Job Retention is not easy thing to make it happen toward those staff in the organization. “It is an obligation to continue to do business or exchange with a particular company on an ongoing basis” said he (Zineldin, 2000). When many companies are merging and taking over from each other so that the staff out there can have negative feeling toward the workplace that they work because the staff are absolutely worried about their job security. In contrast, top management in the organization need to keep their experienced staff from resigning or applying for other hotels. Indeed, hotels that deal staff development programs are finding success with retaining staff (Logan, 2000).

InterContinental Bangkok Hotel

History In 1946, InterContinental Hotels & Resorts was introduced from Pan Am's vision of mass international air travel, with the first hotel opening in Belém, Brazil to accommodate crews and passengers in destinations where upscale hotels were not yet present.

The brand was thought up of by Franklin Delano Roosevelt, former United States President, and Juan Terry Trippe, former President of Pan American Airways. At a White House breakfast in 1945, the two men discussed their concern for Latin America's need for development dollars. The men thought that one way to attract businessmen and tourists would be to offer luxury hotels. Trippe agreed that Pan Am, with the support of U.S. government institutions as the Export-Import Bank, could form a subsidiary to foster the implementation of the idea. On April 3, 1946, Intercontinental Hotel Corporation was legitimized. Today, InterContinental Hotels & Resorts operates globally, with 37 properties in North America, compared to 31 in Europe, 29 in the Middle East, 19 in Latin America and 51 in Asia Pacific.

The InterContinental Bangkok is on Ploenchit Road, a short stroll from the Erawan Shrine and the Central World Plaza. Connected by a walkway to Chidlom Skytrain Station. For those looking for relaxation the Lumpini Park is nearby. Rooms are spacious with brilliant city views. The spa is great and the relaxing small rooftop pool has trees for shade. Formerly known as Le Royal Meridien Hotel (IHGannualreport, 2014)

Hotel Staff Retention in InterContinental Bangkok Hotel

As the researcher interviewed with human resource officer, there are 800 hotel staff in the InterContinental Bangkok Hotel

Centara Grand Hotel at Central World

History

In 1980 the Central Group, Thailand's largest retail conglomerate, founded Central Plaza Hotel Public Company Limited to handle the launch of its own hotel/mall/convention centre development in the expanding Ladprao area in northern Bangkok. The hotel opened in April 1983 and became the foundation of a network of deluxe and first-class properties in Thailand, and on 26 June 2007, in recognition of the need to establish a strong identity of its own, the hotel company initially named Central Hotels & Resorts rebranded to Centara Hotels & Resorts. Its spa brand, Centara Spa, rebranded to SPA Cenvaree. (centarahotelsresorts, 2015.)

Hotel Staff Retention in Centara Grand Hotel at Central World

As the researcher interviewed with human resource officer, there are 800 hotel staff in Centara Grand at Central World.

Related Research

Simons and Enz (1995) titled *Motivating Hotel Employees: Beyond the Carrot and the Stick*, it is quantitative which is using the questionnaire to collect the data, found that incentives can encourage employees to do a good job. Managers who know what their employees want can design the best work environment to produce better productivity within the workforce.

Samuel and Chipunza (2009) titled *Employee retention and turnover: Using motivational variables as a panacea*, it is quantitative which is using the questionnaire to collect the data, the result showed that employees in both public and private sector organizations were, to a very large extent, influenced to stay in their respective organizations by a combination of essential and non-essential. The main motivational factor was freedom of thinking, progressive training and personal development and job security.

Iorgulescu and Ravar (2014) titled *Expatriate Hotel Manager's Perspective on Cross-Cultural Skills*, it is a Qualitative method which interviews to collect the information, the study suggests ideas for opportunities for international hotel chains to create prepare their a better environment for their expatriates, in order to integrate them more effectively in their new culture.

Msengeti and Obwogi (2015) titled *Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County*, it is quantitative which is using the questionnaire to collect the data, found that salary had a weak influence on employee retention while work environment and enjoyment had the strongest influence. While it was proof from the results that work environment played a major role in employee retention, to remain effective it was recommended that employers in the industry also needed to re-evaluate the current weaknesses associated with salary.

Research Methodology

The research method that used for the research of “A Comparison Analysis of Job Retention of Hotel Staff between International hotel chains and Local hotel chains; A case study of InterContinental Bangkok hotel and Centara Grand hotel at Central World hotel.”

which is a Quantitative Research by using Survey Research Method collecting the data by using the questionnaire.

This study was conducted by using a survey in order to collect the data. The population of this study is integrated of hotel staff of InterContinental Bangkok Hotel and Centara Grand at Central World. There are 800 hotel staff of InterContinental Bangkok Hotel and there are 800 hotel staff of Centara Grand hotel at Central World. The sampling size for this study is based on the method of Taro Yamane 1973 as discussed below:

The sampling size for this study is based on the method of Taro Yamane 1973 (cited in Piya Lasumonth, 2013) as discussed below:

$$n = N / 1 + N (e)^2$$

Remark; n = sample size

N = Population

e = significant level (0.05)

This is for InterContinental Bangkok Hotel. In applying Yamane's formula in calculating sample size,

$$N = 800 / 1 + 800 (0.05)^2 = 267$$

This is for Centara Grand Hotel at Central World. In applying Yamane's formula in calculating sample size,

$$n = 800 / 1 + 800 (0.05)^2 = 267$$

Therefore, this study collected data from 267 of each hotel. The researcher is going to use the questionnaire 280 sample in order to avoid the mistake.

Data analysis will be shown after the researcher has gathered all of data by using questionnaire as a quantitative method. The researcher will use Statistical Program to analyze and interpret the data. All data will analyze and interpret by statistical and can divide into two types which are descriptive statistic and inferential statistic.

The descriptive statistic is the technique to summarize the data to simply describe and measure, such as frequency, percentage, mean, and standard deviation.

The inferential analysis is the technique to test the hypothesis. Can use when want to know the relationship or different between variable. There are many types of statistical to use to test the hypothesis, such as Independent-Samples t-Test, One-Way ANOVA and Multiple Regression.

Research Finding

According to test the hypothesis 1 by using T test and F test can divided as follow

H1 : The demographic has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.1 Gender has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.2 Age has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.3 Social Status has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.4 Nationality has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.5 Level of Education has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.6 Income (per month) has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

H1.7 Position has an effect on the job retention in InterContinental BangkokHotel and Centara Grand hotel at Central World

Table 1 The testing results of hypotheses 1

Demographic factors	InterContinental Bangkok Hotel			Centara Grand Hotel at Central World		
	F	Sig.	Hypothesis	F	Sig.	Hypothesis
Gender	-2.397	0.18	Reject	3.260	.225	Reject
Age	.153	.928	Reject	2.340	.074	Reject
Social Status	.591	.555	Reject	4.330	0.014	Accept
Nationality	3.029	0.000	Accept	2.340	0.074	Reject
Education	.926	.449	Reject	2.106	.081	Reject
Income per month	3.489	.016	Reject	1.082	0.357	Reject
Position	1.412	0.200	Reject	1.531	0.157	Reject

*Significant at or below 0.05 level

As a table 1 for InterContinental Bangkok Hotel, gender, age, social status, education, income per month, and position are not the factor that impact toward hotel staff on decision making to work in hotel longer because the significant is more than 0.05 then reject H1.1, H1.2, H1.3, H1.5, H1.6, and H1.7. On the other hand, nationality is the main factor that truly impact toward hotel staff on decision making to work in hotel in longer period because the significant equal 0.000 which is less than 0.05 then accept the H1.4.

For Centara Grand Hotel at Central World gender, age, nationality, education, income per month, and position are not the factor that impact toward hotel staff on decision making to work in hotel longer because the significant is more than 0.05 then reject H1.1, H1.2, H1.4, H1.5, H1.6, and H1.7. On the other hand, social status is the main factor that truly impact toward hotel staff on decision making to work in hotel in longer period because the significant equal 0.014 which is less than 0.05 then accept the H1.3.

According to test the hypothesis 2 by using multiple regression for testing the relationship between human resource management and the job retention in the InterContinental Bangkok Hotel can divided as follow

- H2. Human Resources Management have an effect on Job retention in Inter Continental Bangkok Hotel and Centara Grand hotel at Central World.
- H2.1 Employee Engagement has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.
- H2.2 Quality of Work Life has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.
- H2.3 Organization culture has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.
- H2.4 Cross Cultural has an effect on the job retention in InterContinental Bangkok Hotel and Centara Grand hotel at Central World.

Table 2 The testing results of hypotheses 2 of the InterContinental Bangkok Hotel

Model	Job retention		T	Sig.
	Unstandardized	Standardized		
	Coefficients	Coefficients		
	B	Std. Error	Beta	
(Constant)	1.369	.218		6.270 .000**
1.Employee Engagement	.096	.067	.116	1.430 .154
2. Quality of Work Life	.080	.070	.098	1.141 .255
3.Organizational Culture	.119	.110	.086	1.084 .279
4.CrossCultural Management	.256	.059	.341	4.301 .000**
R	R ²	Adjust R ²	SE(est.)	F Sig.
.578	.334	.324	.499	34.449 .000

*Significant at or below 0.01 level

From the table 2, The result of multiple regression testing by Stepwise Regression of dependent variable, job retention of InterContinental Bangkok Hotel, has shown that the independent variable, Human Resource Management, such as Employee Engagement, Quality of Work Life and Organizational Culture have no effect on Job retention in the significant statistical level at .05 (the significant = .154, .255, and .279 respectively), so that has to cut it out from the equation. On the other hand, the Human Resource Management Job Retention of hotel staff in InterContinental Bangkok Hotel, significant statistical level .05 is Cross Cultural which is a positive regression coefficient on the variable is filled to the brim with a forecast increase of the Job Retention is increased. The coefficient correlation of multiple variables on the basis of the Human Resource Management equal. 334, which can forecast Job Retention was 33.4 percent, indicating that there is still a variable basis in other areas of 66.6 affecting Job Retention. The hotel staff of Intercontinental Bangkok Hotel and a standard error of prediction was .499 and multiple regression equations can be written as follows Job retention of hotel staff in the InterContinental Bangkok Hotel = .341 Cross Cultural

Thus, from the hypothesis H1 can be summarized as Human Resource Management have an effect on the job retention of hotel staff in the Inter Continental Bangkok Hotel which is consistent with the Hypothesis above.

Table 3 The testing results of hypotheses 2 of Centara Grand hotel at Central World

Model	Job Retention			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.747	.176		9.909	.000
1. Employee Engagement	.085	.036	.160	2.390	.018
2. Quality of Work Life	.120	.050	.177	2.388	.018
3. Organizational Culture	.161	.038	.239	4.266	.000
4. CrossCultural Management	.123	.039	.210	3.183	.002*
R	R ²	Adjust R ²	SE(est.)	F	Sig.
.561	.315	.303	.374	27.012	.000

*Significant at or below 0.05 level

From the table 3, the result of multiple regression testing by Stepwise Regression of dependent variable, job retention of Centara Grand hotel at Central World, has shown that the independent variable, Human Resource Management, such as Employee Engagement, Quality of Work Life, Organizational Culture and Cross cultural have an effect on Job retention in the significant statistical level at .05 (the significant = .018, .018, .000, and .002 respectively, the Human Resource Management on Job Retention of hotel staff in Centara Grand hotel at Central World, which is a positive regression coefficient on the variable is filled to the brim with a forecast increase of the Job Retention is increased. The coefficient correlation of multiple variables on the basis of the Human Resource Management equal .315, which can forecast Job Retention was 31.5, indicating that there is still a variable basis in other areas of 68.5 affecting on the job Retention of hotel staff in Centara Grand hotel at Central World and a standard error of prediction was .374 and multiple regression equations can be written as follows.

Job retention of hotel staff in Centara Grand hotel at Central World = .160 Employee Engagement + .177 Quality of Work Life + .239 Organizational Culture + .210 Cross Cultural Management.

Thus, from the hypothesis H1 can be summarized as Human Resource Management have an effect on the job retention of hotel staff in the Centara Grand hotel at Central World which is consistent with the Hypothesis above.

Conclusion

However, demographic factor such as Nationality has an effect on job retention of InterContinental Bangkok Hotel whereas Social status has an effect on job retention of Centara Grand at Central World.

Moreover, Human Resources Management such as Cross cultural is the only one factor that has an effect on job retention of InterContinental Bangkok Hotel whereas all factors of human resources management such as employee engagement, quality of work life, organization culture and cross cultural do have an effect on job retention of Centara Grand at Central World.

In terms of hypotheses testing, both of demographic factor and human resource management factors have influenced hotel staff decision making on job retention of international hotel chains and local hotel chains.

Discussions

This study had two main hypotheses, which are H1 and H2. These were the most relevant hypotheses that directly related to the topic of the study. The finding of this study has shown that there are relationship between demographic factor and human resource management on job retention in the international hotel chain and local hotel chain

Hotel staff who work for an organization in longer period of time, hotel management team should be able to understand their need, fulfil their skillfulness and also creating the fresh atmosphere in the department within the organization such as communications. Managers who know what their employees want are able to design the best work environment to produce better productivity within the workforce Simons and Enz (1995).

To assign them to do a challenging and creative task will lead to their perception how in the organization. According to the related research, Kiruthiga and Magesh (2014), found that giving staff more incentives and bonuses for good work will lead to job satisfaction.

Samuel and Chipunza (2009), titled Employee retention and turnover, the result showed that employees in both public and private sector organizations were, to a very large extent, influenced to stay in their respective organizations by a combination of essential and non-essential. The main motivational factor was freedom of thinking, progressive training and personal development and job security. So both hotels which are InterContinental Bangkok Hotel and Centrara Grand hotel at Central World should get hotel staff having a clearly understanding about the insurance benefit that hotel are provided.

Working with international colleagues might make Thai hotel staff concern about their ability of expressing the new ideas while having a meeting for the particular issue and international colleague should listen on any opinions from Thai hotel staff too. According to the relate research Iorgulescu and Ravar (2014), titled Expatriate Hotel Manager's Perspective on Cross-Cultural Skills, the study suggests ideas for opportunities for international hotel chains to create prepare their a better environment for their expatriates, in order to integrate them more effectively in their new culture.

Having a clear understanding statement of salary is a need too but it is not for the whole reason why hotel staff retain their job. According to Msengeti and Obwogi (2015), titled Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County, found that salary had a weak influence on employee retention while work environment and enjoyment had the strongest influence. While it was proof from the results that work environment played a major role in employee retention, to remain effective it was recommended that employers in the industry also needed to re-evaluate the current weaknesses associated with salary.

Recommendations

Recommendation for Further Study

1. The authors should be specific with the type of employees in hotels.
2. More research with many hotels both international and boutique.

Recommendation for hotels

1. The General Manager should be able to put the right people on the right job because the result has also shown that demographic factors have an effect on job retention. So that general manager has to focus on recruiting new staff in order to select the right one to be in the organization.
2. The hotel should make a 3-5 year contract with their qualified hotel staff who has shown ability at work and who has the best attitude and experience, for the best outcome. So that hotel will have enough qualified staff to work for traveling season.
3. The hotel should have weekly meeting between Thai and International hotel staff to discuss about the problem in their daily task in order to find the solution together and also to increase their job satisfaction.

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