

The Effects of Training Program on Employee Training Satisfaction:

A Case Study of Inter Hotel in Bangkok, Thailand

โปรแกรมการฝึกอบรมที่มีผลต่อความพึงพอใจในการฝึกอบรมของพนักงาน :

กรณีศึกษาโรงแรมระดับชาติ ในเขตกรุงเทพมหานคร ประเทศไทย

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Abstract

The aim of this study was to examine the factors of the effects of training program on employee training satisfaction. The training program is conceptualized within a multi-dimensional framework consisting of instructor, self-development, training program arrangement, training equipment and facility, and self-motivation. The hypotheses were proposed based on the conceptual framework. Field research was conducted through questionnaire surveys with 386 respondents originating from inter hotels in Bangkok, Thailand. A quantitative approach was employed for data collecting process. Exploratory factor analysis was performed to measure a reliability of the research instrument. A multiple regression analysis technique was conducted to test the hypotheses.

The findings revealed that the training program did have a significant effect on entry-level hotel employee satisfaction. This highlighted the importance of having self-development evaluation, the qualification of the instructor and training equipment and facility for employees' satisfaction respectively, regardless of program arrangement, and self-motivation evaluation. The implications of the study provided for both researchers and human resource

practitioners as better understanding of utilizing training program factors to increase employees' satisfaction. The limitation of the study was measured only entry-level; hence, the further research should measure training satisfaction of all employee levels and study of the relationship between job satisfaction and intention to work in the hotel industry.

Keywords: Training, Training Satisfaction, Human Resource, Hotel Industry, Motivation

บทคัดย่อ

บทความวิจัยนี้มีจุดประสงค์เพื่อศึกษาปัจจัยของโปรแกรมการฝึกอบรมในอุตสาหกรรมโรงแรมที่มีผลต่อความพึงพอใจของพนักงานในการเข้าฝึกอบรม กรอบแนวคิดการวิจัยโปรแกรมการฝึกอบรมประกอบด้วย หัวข้อการพัฒนาตนเอง คุณสมบัตินของผู้สอน การจัดการโปรแกรมการฝึกอบรม อุปกรณ์และสิ่งอำนวยความสะดวก และแรงจูงใจจากการประเมินตนเอง การตั้งสมมุติฐานการวิจัยได้ตั้งจากกรอบแนวคิดนี้ การเก็บข้อมูล โดยการแจกแบบสอบถามจำนวน 386 ชุด ให้กับพนักงานโรงแรมระดับชาติในเขตกรุงเทพมหานคร งานวิจัยชิ้นนี้เป็นการวิจัยเชิงปริมาณ และข้อมูลถูกวิเคราะห์โดยผ่านการวัดสถิติเชิงพรรณนา การวิเคราะห์องค์ประกอบเชิงสำรวจ เพื่อหาค่าความน่าเชื่อถือของเครื่องมือวิจัย และทดสอบสมมุติฐานด้วยการวิเคราะห์การถดถอยพหุคูณ

ผลการวิจัยบ่งชี้ว่า โปรแกรมการฝึกอบรมมีผลกระทบอย่างมีนัยสำคัญต่อความพึงพอใจของพนักงานในอุตสาหกรรมโรงแรม ปัจจัยสำคัญประกอบด้วย การประเมินการพัฒนาตนเอง คุณสมบัตินของผู้สอน และอุปกรณ์และสิ่งอำนวยความสะดวกตามลำดับ ปัจจัยที่ไม่มีผลคือการจัดการโปรแกรมการฝึกอบรม และการประเมินแรงจูงใจของตนเอง ประโยชน์ของการวิจัยนี้จัดทำขึ้นเพื่อให้ทั้งผู้วิจัยและเจ้าหน้าที่แผนกทรัพยากรบุคคล ได้เข้าใจได้ดียิ่งขึ้นถึงการนำปัจจัยสำคัญที่มีผลต่อการเพิ่มระดับความพอใจของพนักงานไปใช้ ข้อจำกัดของงานวิจัยนี้คือการวัดความพึงพอใจเฉพาะพนักงานระดับปฏิบัติการเพียงระดับเดียว ดังนั้นการวิจัยในอนาคตควรวัดความพึงพอใจต่อโปรแกรมการฝึกอบรมของพนักงานทุกระดับ รวมถึงการศึกษาความสัมพันธ์ระหว่างความพึงพอใจในการปฏิบัติงานกับความผูกพันต่อองค์กรในอุตสาหกรรมโรงแรม

คำสำคัญ : การฝึกอบรม ความพึงพอใจในโปรแกรมการฝึกอบรม แผนกทรัพยากรบุคคล อุตสาหกรรมโรงแรม แรงจูงใจ

Introduction

In the hotel industry, the management should pay attention to maintain the growth of the business. In order to achieve that attention, the management of the hotel has to retain the customers' happiness by improving the employees' skills and developing competencies to produce a high-quality products and smooth services (Harris & Cannon, 1995). An effective

training program provides a great impact to both hotel industry and employees if it has a best practice of a training program (Tao, Rosa Yeh, & Sun, 2006).

Currently, the numerous hotels have still faced with the problem in an employee's performance failure (Ashton, 2017; Baum, 2007; Dainty, Ison, & Root, 2004). This is because one of the employee incompetence issues has occurred from a poor training program (Kirkpatrick, 2009; Lamba & Choudhary, 2013). The disadvantages of a lack of systematic assessment of the training program is determined not only the employee performance, but also an organization performance (Singh & Tewari, 2008). Although pieces of evidence within this context have been written; for instance, Ashton (2017) measured the soft HRM best practice and job satisfaction and retention and Horng and Lin (2013) devised an effective training program to the develop competency based-training program, there is still lacking of the study examining factors effect employees' satisfaction in training. Therefore, the mentioned reasons have brought up to the academic gap of this study. To fulfill the gap and overcome with this challenge, it is foremost to examine the training factors in order to enhance employee satisfactions, which lead to improve their skills.

In this research is interested in examining factors of the effects of training program on employee training satisfaction in the inter hotels for number reasons. Firstly, they have recognized as the potential organizations to survive in the intense global market and maximize business. Secondly, it provides strategy and objective clearly to develop the superior employees' performances in long term competitive, which reflects to its organizational performance (Baum, 2007). Thirdly, they concern in the extreme viewpoint of investment in the human asset by having the training quality (Hitt, Ireland, Camp, & Sexton, 2001). Lastly, providing the innovative theory and introducing the new challenges for hoteliers, especially for HRM are necessary (Tajeddini, 2010).

Objective

The main purpose of this study was to examine the factors of the effects of training program on employee training satisfaction. Hence, to achieve the research aim; five hypotheses were stated as follow:

H1: The instructor is positively related to employee training satisfaction

H2: Self-development is positively related to employee training satisfaction

H3: Program arrangement is positively related to employee training satisfaction

H4: Training equipment and facility is positively related to employee training satisfaction

H5: Self-motivation is positively related to employee training satisfaction

Scope of the Research

This research examined the training program factors positively affected employees' training satisfaction within the hotel industry in Thailand. To achieve this purpose, the section below explained the standpoint of this study.

Firstly, this study deployed a quantitative approach using EFA to reduce a large number of data set into smaller indices. MRA was employed for the hypotheses testing. Secondly, the respondents of this study were the entry-level employees of the inter hotels originating from Bangkok, Thailand. This level is the main manpower to take important roles to sustain the business, particularly in the hotel industry (Bulut & Culha, 2010). Those respondents and hotels were selected by using a purposive sampling technique. A survey questionnaire with 7-Likert scales was developed from an extensive review of literature in this study. Lastly, to refine the research instrument in this research, it was vital to try out the questionnaires by sending the questionnaires to the experts of academics in order to see the index of item-objective congruence (IOC). In addition, the respondents for the pilot testing were conducted in the same hotel but deferent departments. The totals of 33 questionnaires were received from Bangkok Marriott Marquis Queen's Park. Regarding to check the reliability and confirm the findings even in different respondents, this research accounted for the Cronbatch's alpha (α). It was also accepted at greater than.7 (Costello & Osborne, 2005).

Conceptual Framework

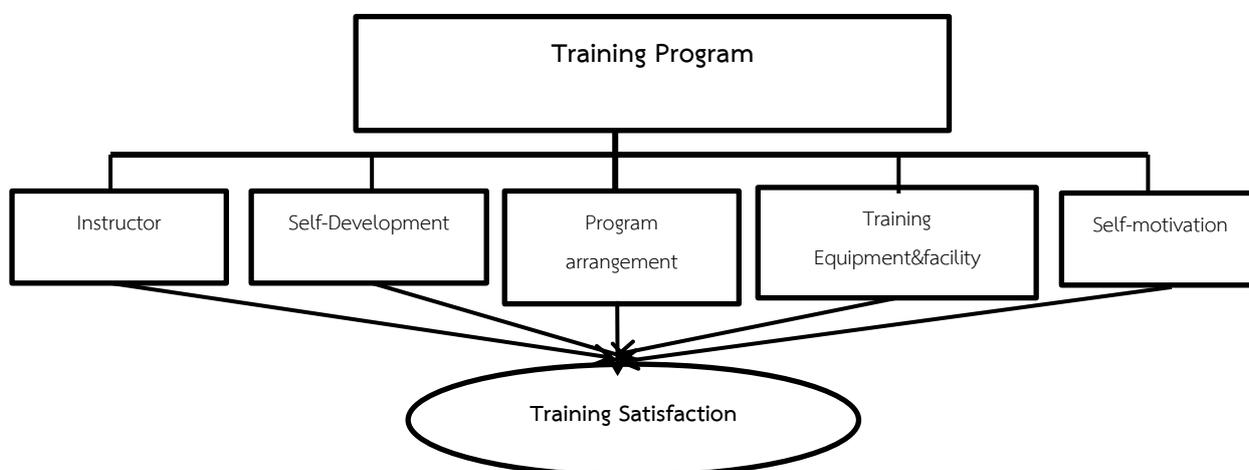


Figure 1 The Conceptual Framework of Training Program Positively Effecting Training Satisfaction

Definition of Operational Terms

- Training: the definition of training is “attainment and demonstration of skills to meet industry specified standards”(Smith, 1999).
- Training equipment and facilities: to measure the overall comfortable environment, atmosphere, location of the training venue. This includes material, handouts, and visual aids using through the training (Kirkpatrick, 2009).
- Self-development: to measure the staff ability and knowledge in both pre-post assessments (Whetzel, 1997).
- Instructor: this issue concerns of the qualifications of the instructor such as knowledge of the course, the ability to communicate effectively, technique in demonstration, and maintain the attention of participants (Hamblin, 1974).
- Self-motivation: the drives that move employees forward into the organizations do. Motivation can be divided into two factors - intrinsic and extrinsic (Ashton, 2017; Raymond A. Noe & Schmitt, 1986).
- Training arrangement: it regards to schedule the program at the right time and the right length of training periods for the participants. The scheduled time should be set up to meet the convenience and needs of the participants otherwise the lousy time might lead to a negative attitude towards the entire program (Horng & Lin, 2013).
- Training Satisfaction: to measure the participants’ satisfactions react towards the training course such as effective instructors, train on schedule, facility, material, and visual aids (Kirkpatrick, 1988).

Literature Review

Several empirical researches have supported that the human capital is the value asset of the organization (Barney, 2001; Singh & Tewari, 2008). Since the hotel business must produce the best services to meet and go beyond the guests’ expectation so it is essential to increase the employees’ skills and knowledge. To improve employees’ performance, analyzing an individual employees’ satisfaction towards training program is also an important way to implement (Bartlett, 2001). One of the best useful ways to measure the effective training program is to consider about the satisfactory of the participants (Kirkpatrick, 2009).

Moreover, it is crucial to develop the training program of the hotel matching to the needs of employees and entrepreneurs (Aguinis & Kraiger, 2009). This is because the training is a series of experiences or chances designed to adjust employees' skills due to the organization's objective. Besides that it helps the director of human resource or instructional developer determining the scope of training program such as content and innovation to certify its effectiveness and applicability (J Brown, 2002; Horng & Lin, 2013). Brinkerhoff (1988) and Marsden (1991) have provided corresponding purposes and factors to improve the HRD program. The examples of these relating to this research are finding the most appropriate training program, assessing trainee requirement or motivation of skills, knowledge, and attitudes, and assessing an individual performance on the job behavior change as self-developed evaluation.

Kirkpatrick, 2009 also stated that ten factors are required to evaluate effective training programs such as the needs of the participants, setting objectives, determining subject content areas, scheduling the program at the right time, which called program arrangement in this research. Furthermore, the factors need to consider are holding the program at the right place with the right equipment and facilities and selecting effective and appropriate instructors.

Research Methodology

Quantitative Approach

The main aim of this study was to examine the factors of training programs effects on employee training satisfaction. In this research, the quantitative method was used within this study for number reasons. Firstly, it needs to measure the respondents' reactions thorough the training program. Secondly, the data collecting is derived from the survey questionnaires. Lastly, the quantitative method applies to examine the relationship between variables of the relationship between training program and employees' training satisfaction. For these reasons, the most appropriate technique of statistical analysis for this research is the multiple regression analysis (Creswell, 2003).

To determine the sample size in this study was calculated the confidence level at 95% and margin errors at 5% (Saunders, Lewis, & Thornhill, 1997; Yamane, 1967; Zikmund, Babin, Carr, & Griffin, 2013). As per the formula calculates from Yamane (1967), to gain the reliable results the sample sizes in this research approximately four hundred to gain the

sufficient to yield the quantitative data (Judith Brown, 2002). In this study, it conducted in the selection of the potential sampling in inter hotels across Bangkok, Thailand. The examples of these are Bangkok Marquis Queen's Park, Marriott Executive Apartment, The Grand Westin, Hillton, The Grand Four Wings Convention, and Anantrara Siam Bangkok Hotel.

Data Collecting Process

The criteria for the data collecting in this study were: firstly, after the study area has identified then the researcher contacted the venue asking for permission to collect the data by a phone call, email, and personal contact. Secondly, after the permission has been granted then the covering letter attached along with a survey questionnaires form was sent to the director of HR. The covering letter was attached with questionnaires due to introduce the researcher and described the relevance of the research. Lastly, the appointment was arranged to step out for a fieldwork. The sample for this study selected only the entry level staff because it was a main manpower of the hotel and properly representative subset of the statistical population in related to the subject content (Tracey & Tews, 1995).

Research Instrument Development

In this research selected to develop a questionnaires survey technique to be a research instrument with a seven-point Likert scales to get fine detail and more accurate answers. The questionnaires consist of closed end questions with classification of 'Strongly agree = 7', 'Slightly agree = 6', 'agree = 5', 'neutral = 4', 'disagree = 3', 'Slightly disagree = 2', and 'Strongly disagree = 1' (Brace, 2008).

The research instrument for the training program component in this research was developed from the past studies carried out by mainly Kirkpatrick (2009). It comprised of four main aspects, including the training program content, facilities, learning transfer, and training satisfaction. Each aspect had its own variables; firstly, program arrangement, course content, instructor, and time and length were in training program content aspect. Secondly, the facilities aspect consisted of equipment, environment, location, meals and coffee breaks. The third aspect was the learning transfer included core competence self-evaluation, and personal attitude and motivation self-evaluation. The last aspect was used for measuring overall training programs toward the training satisfaction. In conclusion, there were eleven different parts in the questionnaire. All ten parts sought for the employees' reaction regarding

training program towards training satisfaction. The last part was the demographic of respondents for recording.

Data Analysis Results

This section is provided the study results of the research aim. Before the main study takes place, the pilot test was measured as to check the validity and reliability. The Cronbach's alphas from each variable were accepted as the acceptable level, at or above .70 (Costello & Osborne, 2005). It was found that, the reliability measurement scales ranged from α value .678 - .960. The results of the reliability scale indicated time and length that starting from Q24 to Q27 was low at, α value = .684, which was lower than .700. After considering from α if item deleted showed Q26 was at .628 so it needed to re-word. In addition, the meals and coffee breaks were set as the independent variables under the reaction towards facilities. It included three items starting from Q49 to Q51. α Value of the reliability scale showed the results as .678, which was also below the acceptable reliability scale. After considering the α if item deleted, Q49 was at .667 and Q51 was at .620 so both of them needed to re-word. Therefore, the numbers of items on the survey questionnaire for the main study were still the same amount (51 items). The data analysis for this study was presented, firstly, the samples background was used for performing the descriptive statistic frequencies. Secondly, the EFA results disclosed the variables in each research instrument component and it related to each other. Lastly, the multiple regression analysis technique with stepwise method was used to examine the relationship between dependent and independent variables.

This section was provided sample demographic profiles, a total of 386 samples. The majority of receiving questionnaires was from the Grand Four Wing Convention Hotel (26.4%). The food and beverage department was the majority respondents (41.5%). The educational qualification of respondents over fifty percent were bachelors (63%). Slightly over half of respondents were females (59.3%) The age was ranged from under 25 and up to 36 years old or over with the majority of age lined into the category of under 25-year-old (41%) as presented in Table 1.

Table1 Demographic profiles

Items	Frequency	Percentage
Hotel (n =386)		
1. Bangkok Marriott Queen Park	94	23.8%
2. Marriott Executive Apartment	65	16.8%
3. Anantara Siam Bangkok	17	4.4%
4. The Grand Westin	54	14.0%
5. Le Merdien Golf Court and Spa	27	7.0%
6. Hillton Sukhumvit 24	29	7.5%
7. The Grand Four Wing Convention	102	26.4%
Department (n =386)		
1. House Keeping	33	8.4%
2. Engineering	9	2.3%
3. Front Office Operation	57	15.2%
4. Accounting	21	5.4%
5. Human Resource	9	2.3%
6. Security	16	4.1%
7. Food and Beverage	158	41.5%
8. Sale and Marketing	18	4.5%
9. Others	63	16.3%
Work Experience/Year (n =386)		
Less than 1	25	6.5%
1 - 3	172	44.4%
4 - 6	120	31.1%
7 - 10	42	10.5%
10 or over	27	7.3%
Education (n =386)		
1. Diploma	34	8.8%
2. Bachelor's degree	243	63.0%
3. Master's Degree	12	3.1%
4. Others	97	25.1%
Gender (n =386)		
Male	155	40.2%
Female	229	59.3%
Others	2	0.5%
Age (n =386)		
Under 25	158	41.0%
26 - 30	118	30.5%
31 - 35	65	16.8%
36 or over	45	11.7%

EFA results revealed as follow; the total of 410 questionnaires survey were sent to seven different inter hotels across the financial district in Bangkok for the main study. The survey started after editing the piloting in early of February until the mid of March 2018. The entry-level hotel employees were approached and asked to be the respondents. The appropriated responses were obtained at 386. The rate was at 94%, which were sufficient to analyze the data for this study (Barlett, Kotrlik, & Higgins, 2001; Norusis, 2008). Ten factors and fifty one items (independent variables) were applied to conduct in EFA by using Extraction method: Principle Component Analysis and Orthogonal Rotation method: Varimax with Kaiser Normalization on SPSS (Costello & Osborne, 2005). To retain the factors, Kaiser's criterion was adopted to be considered the eigenvalue that it must be above the eigenvalue of 1 (Kaiser, 1960). In this study, the final analysis showed the result of the Kaiser-Meyer-Olkin (KMO)

measure of sampling adequacy was .958 and the Bartlett Test of Sphericity showed significantly at .000, which revealed the data set was possibly correlated and suitable for EFA procedure as seen in Table 2.

Table 2 SPSS Output for KOM and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.958
Bartlett's Test of Sphericity	Approx. Chi-Square	10390.336
	df	1128
	Sig.	.000

**KMO should be greater than 0.5 and p-value < 0.001

The eigenvalue of the retained components was greater than 1.0 along with approximately 60% of total variance. The Cronbach's alphas in this particular data set ranged from .797 to .944 that were good reliability and very clear structure. The final output yielded 5 factors solution out of original 10 factors and 39 items were accounted. Five component factors retained included instructor, self - development, training program arrangement, training equipment and facility, and self-motivation. 12 items were cut off when factor loadings were below the minimum .50 in order to avoid overlapping variables (Costello & Osborne, 2005; Hair, Black, Babin, Anderson, & Tatham, 1998).

Hypotheses Results

The hypotheses were tested using a multiple regression analysis technique, as detail below. To perform the multiple regression analysis, there were six variables to be used in this study. Five variables included 1) instructor, 2) self - development evaluation, 3) training program arrangement, 4) training equipment and facility, and 5) self-motivation evaluation were used as independent variable. The training satisfaction was the sixth variable using as dependent variable.

The results after running the multiple regression analysis by using stepwise method of hypotheses testing were summarized in this section. The results disclosed that instructor, self- development, and training equipment factors positively affected statistically significant to training satisfaction at p value = .000 with R = .774. It was also found that the training program contributed towards training satisfaction approximately at 60% of the variances in training satisfaction ($R^2 = .599$, $p < .001$, $F = 174.913$, $SE_{est} = \pm .39$).

Considering in the coefficients was found that the self-development effected training satisfaction the most, which $b = .388$, $\beta = .383$, $p < .001$. The instructor factor and training equipment and facility factor also effected training satisfaction as a result showed $b = .269$, $\beta = .286$ and $b = .168$, $\beta = .182$, $p < .001$ in respectively. Conversely, the program arrangement and self-motivation evaluation were excluded variables as a result of statistically significant analysis indicated both of p values were greater than $.001$ (p value = $.066$ and $.427$ in respectively). Hence, the H1, H2, and H4 were supported for self-development evaluation, instructor, and training equipment and facility. In contrast, H3: program training arrangement and H5: self-motivation were rejected as seen in Table 3.

Table 3 Training Satisfaction Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	F
	B	Std. Error	Beta			
	(Constant)	1.108	.219			
Self-development evaluation	.388	.063	.383	6.146	.000	
Instructor	.269	.054	.286	4.984	.000	
Training equipment and facility	.168	.044	.182	3.836	.000	

Dependent variable: Training satisfaction

Constant 1.108; $SE_{est} = .39$, $R = .774$, $R^2 = .599$, $p < .001$

Conclusion

This study accessed the viewpoint of examining factors of training programs effects on the training satisfaction with in the hotel industry. In order to develop employees' competency and enhance higher skills, the hotel has to know essential training factors in making an effective training program, which also provided great impacts to both hotel business and employees.

The results of EFA revealed that the final output yielded five factors solution out of original ten factors and thirty-nine items were accounted. The results of hypotheses testing also indicated that there were three factors can predict the training satisfaction. H1) instructor, H2) self-development, and H4) training equipment and facility were significant variance to positively affected training satisfaction of hotel entry-level staff. Therefore, acceptance for H1, H2, and H3 were at confident level 95%.

Discussion

In this study, there were five significant factors effected on training satisfaction including the determination of instructor, self-development, training program arrangement, training equipment and facility, and self-motivation. Likewise Chiang, Back, and Canter (2005) stated that the elements of training plan comprised of the training site, trainer, training objectives, instructional method, training tools and evaluation strategy. Thereafter, this study found that the training program was significant effected training satisfaction for only three factors included instructor, self-development evaluation and training equipment and facility as conformed to Bruke (1995) pointed out the training was an important component of internal quality service contributed to the staff satisfaction.

For the qualification of the instructor factor has significantly influenced training satisfaction is the same as Kirkpatrick (1998, 2009) have indicated in the previous theoretical works that it is essential to select a competent instructor to conduct the class. In the correspondence of R. A. Noe and Wilk (1993) concerning in his study that self-efficacy is positively affected on self-development activity. Moreover, the training equipment and facility factor has strongly influenced staff's motivation and satisfaction in training which is consistent to Lamba and Choudhary (2013) have indicated that the friendly environment increases job satisfaction. Likewise Chiang et al. (2005) revealed that the training quality was positively associated with the training satisfaction. They also supported that the effective training creates a significant impact to the hotel industry, especially staff's satisfaction. Lastly, Roehl and Swerdlow (1999) noted that the training was one of the successful keys linked to improve the customer service quality, employees' performance, reduce turnover rate, training satisfaction, and organizational commitment.

Recommendation/Implication

The Implications of the Study

This study was provided an implication for both theoretical and managerial contributions for this study of developing training program for enhancing efficiency skills of entry-level employees within the hotel industry.

For the theoretical contributions implied more understanding of the factors, strategy and concept in developing training program to educator or professional developer within the education institutes. Educators, especially in hotel management field explores the best practice of a systematic designing training program.

For the managerial contribution of this study focused in a hotel business area. The consequences of this study also implied more understanding an effective training program by knowing the outstanding factors as mentioned in enhancing employees' satisfaction. The significant factors also help director of human resource and training professional generates training quality. The positive outcomes can be confirmed that the model of this study is validity and reliability to be employed in any training organization. The satisfied training program will increase employees' knowledge, skills, ability, and attitude to perform at the highest efforts. Therefore, the hotel will generate more profits, increased customer's satisfaction, reduces turnover rate, or decreased accident.

Recommendation for Further Research

There are some limitations in this study. The first one was the implication of the restricted of outsider to entered in the hotel; thus, there were three international hotel chains rejected in asking for data collecting process. It made this study spent longer time for stepping into the next process. Next, there was also a busy period by the time of outing on the real field so it was hard for staff to make time in answering the questionnaires. Lastly, examining the training satisfaction only for entry-level staff was limitation of this study.

Therefore, the further research recommended; firstly, examining the satisfaction of all staff levels in the hotel. Secondly, with the increasing customer demanding and hotel trends have change overtime thus it should examine the linkage of training satisfaction to work commitment or job satisfaction. It would be useful for the hotel business can retain the potential employees and reduce the cost of investment in a recruitment and selection.

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