



FRONT OFFICE TURNOVER IN HOTEL INDUSTRY.CASE STUDY: FIVE
STAR HOTEL IN TOURISM AREA OF BANGKOK THAILAND



A Thesis Submitted in Partial Fulfillment of the Requirements
for Master of Business Administration (HOTEL AND TOURISM MANAGEMENT)
INTERNATIONAL PROGRAM
Graduate School, Silpakorn University
Academic Year 2017
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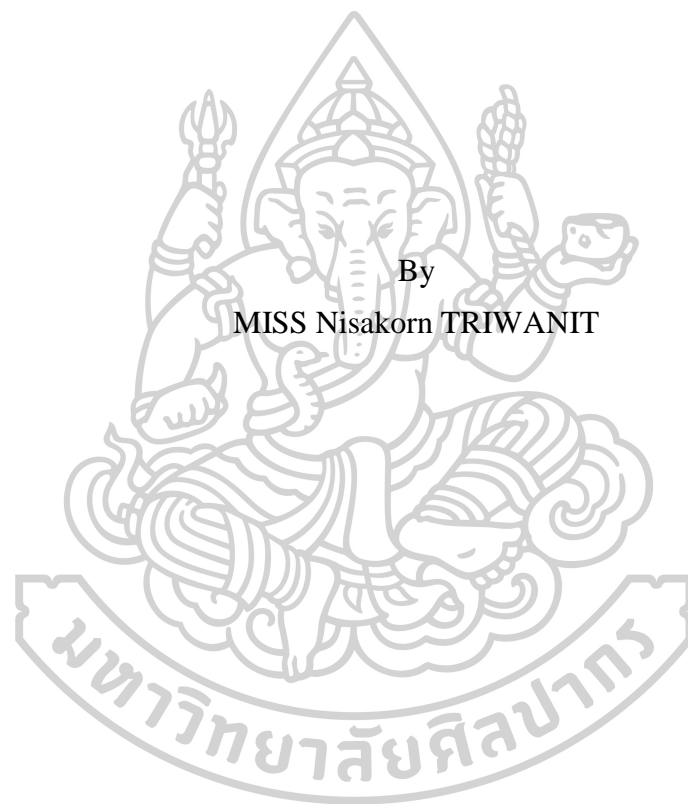
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FRONT OFFICE TURNOVER IN HOTEL INDUSTRY.CASE STUDY:
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BANGKOK THAILAND



By
MISS Nisakorn TRIWANIT

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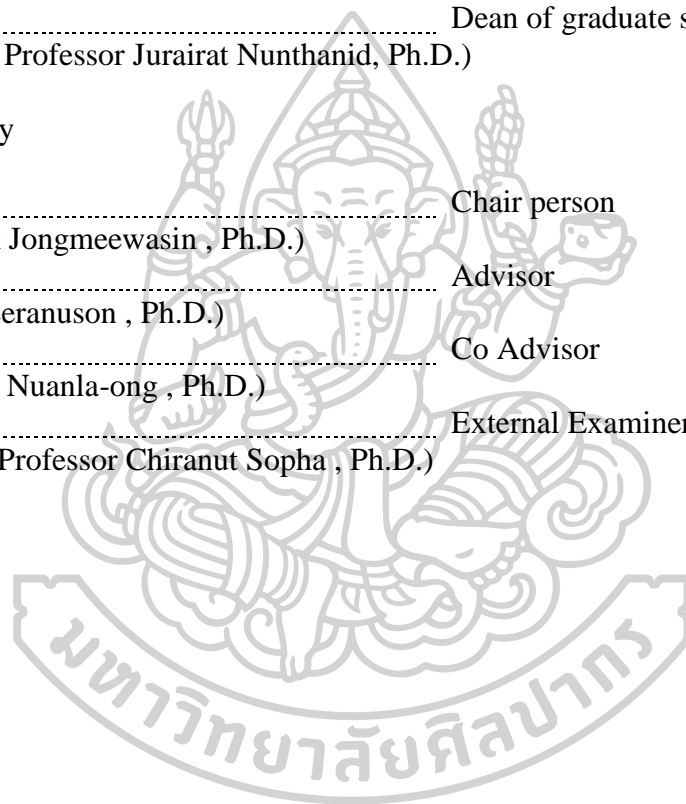
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OF BANGKOK THAILAND THESIS ADVISOR : PICHET TEERANUSON,
Ph.D.

Employee turnover has always been one of the challenges to the human resource managers and the respective employers in any fast growing economies including the Bangkok Thailand.

This research project seeks to determine the factors behind the exceptionally high employee turnover rates in the five star hotels in the tourist area of Bangkok Thailand. At the present, the five star hotels in the tourist area of Bangkok has been characterized by high numbers of employees leaving their jobs. This translates negatively on the various hotel industry as they constantly have to spend significant amounts of resources on hiring new employees to replace the ones who have left. This is a costly procedure that is consuming potential profits for these companies. This project will identify the main reasons which cause of employees are quitting their job.

Employees who leave the organization's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance. Both types of the turnover create costs for the organization.

To do this, the research will focus on getting vital insights from past hotel employees in the five star hotels in the tourist area of Bangkok industry. The decision to settle on this target population was based on the responses provided. The research project will also incorporate a comprehensive review of past literature on this topic and the research methodology using mix methods as per qualitative and quantitative. Qualitative method applied to use with the senior level such as; Head of department of Human Resources or Front Office and departments concern as well as some of management. And the quantitative research method will be utilized in this project to help further comprehend research question. This will also be adopted since human nature plays a major role in influencing the behavior of employees in the front office department.

However, retaining their best employees; managers must make sure their organizations clearly communicate expectations about rewards, working environment and productivity standards and then deliver on the promise.

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Nisakorn TRIWANIT

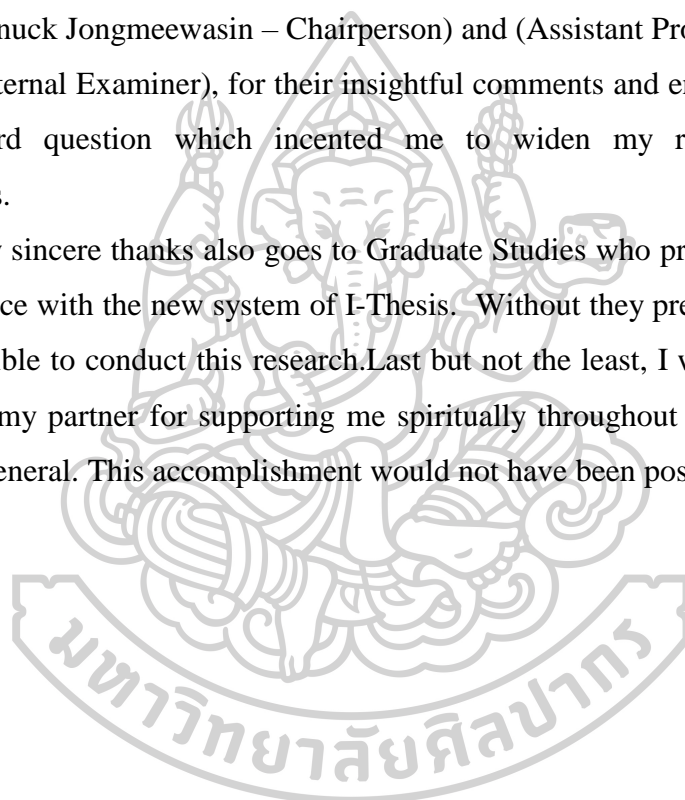


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CHAPTER I

Introduction

Employee turnover is a widespread issue worldwide in any businesses. Bangkok, Thailand is no different. In this case, will refer about turnover in the hospitality industry. Because in the experience of researcher see many friends and other people who work in the front office department in five-star hotel and frequently see them leave their jobs, in the same time see recruitment advertising for new staff from five-star hotels. This lead to my interested in doing research into this subject to find out a size of problem. Especially as a service business in the hotel industry relies on its human resources to help increase the competitive advantage of the hotel. This industry is highly guest service-oriented. The communications made between employees and customers are the key to deciding the success of the hotel business. Because of good relationship in the business building up from human touch which is cannot ignore it. A high staff turnover has a negative effect on the business's success. In this study, will mention about the factors of increasing rate turnover in the front office departments and the impact of turnover and finally suggestion the solution for reduce turnover rate if possible. As the front office department is account for the heart of hotel business which is create a first and last impression for all of customers. However, this is cause for concern with Hotel's Senior Management to consider and manage strategic. It is recognized that high staff turnover has direct negative impacts on hotel's reputations, efficiency, and profits.

This chapter beginning discusses the background of the study and explains in detail why it was conducted and how the research was structured and conducted. The chapter outlines the significance of the research, problem statement, objectives, study process, study boundaries, research questions, methodology, structure, and key terms of the research. This study may help to understand better about the root of problem and the academic or hotel might come up with new strategy plan how to work on it.

1. Background

By observation the numerous of people who want to work in the five star which well-known hotels and that dream come true. But the employees start working in the hotel and leaving shortly that cause curious into the root why the people left. The high rate of turnover in the five stars hotel has become interested issue for the researcher as a number of issues have arisen more and more which is turn into serious problem in many well-known establish hotels in the tourist area of Bangkok. With these observations in mind it change to become understanding that the issue need to be investigated further for the purpose of this research project.

This research examines only the staff turnover in the Front Office departments of Five Star Hotels in the tourist area of Bangkok. Since Bangkok is one of the world's leading tourist destinations (Burke & Bush, 2010) and attracts tourists from all over the world and from all ethnic groups and religious backgrounds. It is also considered the tourist gateway to the rest of Thailand and attracts cultural, economic and entertainment oriented tourism. (Burke & Bush, 2010). Whereas, like the rest of Thailand, it attracts tourists from all social, economic groups, and there is an ongoing Government and Industry initiative to attract an increasing number of 'high-end tourists' with greater spending power; the level of tourists that stay in Five Star Hotels.

The problem of turnover is significant for hotels business in Bangkok because the turnover results in lost productivity and increased cost for employers and is disruptive to employee lives. If these problems can be addressed, organizations operating in the hotels sector could save consideration as they would not have to spend as much filling vacant positions. This dissertation hopes to extend to the current academic research in the area of retention within the hotels sector.

2. Significance of the Study

The importance of this research paper is to add on the area of employee turnover and retention in the hotels sector. This paper will be of interest to human resource managers of hotels around the tourism area of Bangkok but will also be of interest to

line managers and some of management within their organization. As staff turnover become a major of many hotels business struggle. Studying about the fact and seek for solution can help for reduce high staff turnover in hotel industry.

This research will have significance for academic study as well as business. There has been little recent research which specifically focuses on staff turnover and the issues it causes, although high staff turnover is frequently cited as a business or structural problem of Thai hotels (Pearce & Thanksooks, 2015; Siyathorn & Muangasame, 2013; Tuntirattanasoontorn, 2008). It's suggests that more research is needed in the academic area about turnover in Thai hotels, its causes, and consequences. This information could help future researchers in Thailand and better understand the implications of high staff turnover rates in hotels. It could also be helpful for hospitality students in Thailand, who will gain a better insight into the industry's operation and the importance of turnover rates.

In addition to, this study will help identify key causes of high turnover, enabling hotel managers and owners to change their management styles and HR policies to reduce turnover rates. This will contribute to improving the industry's efficiency. The results of the study, if positively received, can have a two-fold effect. A direct effect on hotel profit and a more abstract effect on staff morale, operational efficiency, and property reputation.

There are several potential issues that could lead to high turnover rates in five star hotels in Bangkok, from both a business perspective and an academic perspective. However, it is not clear which of these issues are actually related and which are co-occurring but do not affect turnover, which is the problem of this study.

3. Statement of Problem

From observation about employee turnover rate in hotel around the tourist area in Bangkok, it was found that it is very high. Panthaphalangkoon (2005) employee turnover has mostly been impacted by motivation. Many organizations get this wrong and do not give importance to key motivating factors. For this reason,

organizations offer attractive salaries to employees. However, employees only work for short periods before leaving an organization.

Generally, for the simple case; when tourists arrive at their final destination their main interest is to check into their hotel room and unwind, especially after hours of travel. It is therefore crucial that guests are treated with utmost care, as they may be tired and possibly irritated after their trip. Guests would expect to be pampered throughout their stay, particularly for the price being paid. These difficult situation from guest creating stressful for hotel front desk staff who has to provide proper service while receiving complaints from guest without mistaken. In the same time the question of management when receiving guest complaints feedback. Very often blaming front desk staff about this. And it cause of staff wants to leave their job as they feel no support or empathized from management.

Frequently that management giving important to the comments and feedbacks from the customers into social media such as Trip-advisor without investigation. The management only concern about the score or hotel reputation without proved what is going on and seek for the route of problem. This is one of reason that staff have no motivation to do their job and think about leaving because different point of view between management and employee as well as no appropriate communication.

Therefore if organizations do not consider this seriously, an organization will not be able to motivate their employees and will not be able to achieve the organization's goals. Thus, the problem of this research is identifying factors in hotel staff turnover rates in Bangkok. Several objectives have been established to solve this problem, which are discussed in the next section. These objectives address key issues of importance in finding the relevant causes of turnover for the Bangkok hotel market.

4. Objectives

This thesis is aimed at investigating the causes and consequences of staff turnover in hotels in the tourist area of Bangkok.

4.1 To identify the factors that affect staff turnover in the front office department of hotels as well as to know the influence of turnover trend in hotel industry

4.2 To identify the impacts of high staff turnover in the hotel (including financial and non-financial costs)

4.3 To learn and providing solutions and recommendations for hotels creating model for retention and reduce turnover in the front office and decrease impact on the hotel.

These objectives were accomplished through a systematic process of study, which began with a review of the existing evidence for turnover in the hotel industry and then moved to primary research specifically in the Bangkok market. The next section explains the process of study and the stages of research.

5. Process of Study

The process of the study will be as follows.

5.1 The theoretical background, characteristics and significant factors of the hospitality industry staff turnover will be investigated using library research (books, journals, websites, archives, theses, and newspapers).

5.2 To select five star hotels in the tourist business area of Bangkok for in-depth interview with senior's levels.

5.3 Group Interview; Front office members gather with Human Resources and departments concern will be conducted to understand the scope of the problem.

5.4 Information will be collected from stakeholders using an in-depth interview constructed to gather information about causes of staff turnover intentions, organizational impact and organizational mitigation to deal with turnover.

5.5 The term of detail such as the influence of turnover trend, studying about trend of the employees who are still working in the hotel or some people who thinking to leave the organization in soon or later. But not employees who has left the

organization, because of need to know the factors and impact from the employee who are working at currently.

5.6 The range of time to collect data. Taking time for 6 months. The interview results will be analyzed to understand the scope, causes, and consequences of staff turnover. Recommendations and solutions will be provided base on these causes.

For the other studies, the research will need to include boundaries or scope limitations, to make sure the research can be conducted and is a coherent examination. The next section explains the study boundaries, including issues like hotel level, the population of interest, and the time horizon of the study.

6. Study Boundaries

6.1 This study will focus on Five Star hotels in the tourist area of Bangkok.

6.2 The target respondent will be front office employees such as front office Rank and File' level, the Front Office Manager and HR Management, and also the department concern such as IT or people who work in hotels in the area.

6.3 The study will be conducted as a cross-sectional study, with all data collected within a single period.

6.4 This study include stakeholder, front office people, and human resources.

The scope limitations presented here are also accompanied by research questions, which are explained in the next section. The purpose of the research questions is to identify the theoretical concerns of the study, to go along with the practical scope of the study, which was discussed above.

7. Research Questions

This thesis aims to investigate causes and consequences of staff turnover in front office departments of five star hotels in the Thai hotel industry, using the tourist area of Bangkok as a case study. There are some research questions which will guide the research inquiry. These questions include:

- 7.1 What are the factors that influence and affect the turnover rate?
- 7.2 Do employees' attitudes influence the turnover rate?
- 7.3 What are the impacts of high rate of turnover?
- 7.4 How can manage employee retention and reduce turnover rate?

These research questions could be studied in different ways, depending on issues like the researcher's and respondent's time and the theoretical and philosophical intent behind the questions.

8. Research Methodology

The aim of this research project is to analyses turnover within five star hotels in tourism of Bangkok area and assess if there is any way that retention can be improved within the sector. The method that will be used in this research is mix methods, both qualitative and quantitative will be included in this research. Several steps in the research are as follows:

8.1 Through investigation, an understanding of the background, to the reason, if proven for the high staff turnover in the front office department in the hotel industry.

8.2 A survey of directly related hotel staff profiling will explore the context of the area and will be linked with the documentary data. It focuses on the condition that creates a guideline for maintaining staff loyalty and reducing staff turnover.

8.3 Interview is an important method to study both tangible and intangible values of continuity of staff employment. Moreover, they provide an excellent opportunity to interact and communicate with people and to see the relationships and interactions between stakeholders involved in the employment of hotel staff. The author can use such information as a basis for planning recommendation to reduce this problem.

8.4 For the in-depth interview, the author, will prepare an interview schedule and list the names of interviewees with exact and clear research questions or themes which facilitate the process of interviewing. The sample consists of a range of groups:

- a) Human Resources Department (senior level)
- b) Front Office department (senior management)
- c) Rank & File Staff
- d) Other departments concern such as IT.

The researcher will later interview them and collect information via recording tapes and taking of photographs.

8.5 The analysis process, the result of the literature review, survey and observation and in-depth interview with stakeholders who have given information and opinions will be analyzed. This will offer an explanation of the root cause of the high staff turnover. At this stage, analysis of the result will be in accordance with a specific topic: background, statistic, causes, effects and solutions.

8.6 The final stage of analysis is drawing a conclusion and suggestion for the model of hotel/hospitality areas who are involved in the employment of hotel staff to achieve integration and cooperation among them.

9. Structure of the Thesis

The structure of the research is as follows.

Chapter One is Introduction briefly about five star hotel background, how employees work and leave their jobs and the interested of researcher doing this topic.

Chapter Two is Literature Review which carried out record some sampling from other researches who are agree and can give definition of turnover rate in hotel industry.

Chapter Three is Research Methodology which using the mix method both qualitative and quantitative. According to qualitative use for interview senior and management level but quantitative questionnaire use for rank and files level in hotels only.

Chapter Four is Analysis of findings lead from the data collected from each of different hotel employee interviews.

Chapter Five is Conclusion and Recommendations after data collected and analysis.

The final task of this chapter is to provide a glossary of key terms, which is completed in the next section. These key terms are used throughout the study, and so understanding the limitations of the terms is important to understand the study. These terms are defined in relation to the specific factors in this study.

10. Glossary of Terms

To explain the meaning and relation of technical terms that occur in this study.

Employees: Employees who working only at the Front Office section

Work Experience: The number of years' experience of the employee in the hotel they are currently employed at (probation/first year to four years)

Job Function: Whether the employee is working in a supervisory role or a front line staff role

Motivation: This study uses work motivation process that encourages employees to work in a specific way toward a specific goal set by the supervisor or management.

Turnover: The ratio of the number of employees that had to be replaced in a given period to the average number of employees

The high turnover in the front office in Five Star Hotels in the tourist area of Bangkok is actual, tangible and affects hotel profitability, reputation, and staff morale. Also undeniable that human resource is a key player in the hotel industry. High turnover in the hotel industry has the possibility to affect the industry itself, negatively. To begin this investigation, the research began with a literature review, or assessment of the existing academic literature on the research situation and its key theoretical and empirical aspects. The following chapter (Chapter 2) presents the literature review's outcomes and a theoretical framework.

CHAPTER II

Literature Review

This chapter will provide a review of literature in appropriate way by collecting the relevant data. The researcher will evaluate the collect data to understand the research topic which is selected. In this chapter will help to understand employee turnover in more detail.

The researcher prefer to choose the five star hotels in tourist area of Bangkok for studying the turnover problem. As mentioned in the chapter one that regards to the observation of people who want to work in the five star hotels and that dream come true. But employees start working in the hotel and leaving shortly that cause for researcher curious into the root why the people left their job and wants to know what the real factor cause high rate turnover.

In the hotel business spend a lots of investment cost for advertisement, recruitments, hiring, training, developing and salary as well as other benefits that company must pay for it. So whenever turnover happened. Organization waste of those cost and need to invest for finding another replacement. This is affected teamwork as it causes of work stop or delay and then employee working overload for long hours which is create demotivate of some colleague in team lack of enthusiasm and lost product knowledge. All this beginning for them to think about finding a new job and finally leaving organization. If high rate turnover continues. Other competitors and candidates will know that no secure to work for this hotel and this is become negative image of organization.

The particularity of five-star hotels are providing service 24 hours with no day off which different from other businesses and the heart of hotels business is a human resource which is work concern with many types of people who comes from different backgrounds, educations, cultures and nationalities. This is one of reason needs to have human being working consistency and running smoothly business. The worker has to provide the service to different types of customers on daily basis. And

the important for the hotel business is “service”. The wording of service is abstract because cannot touch and cannot see but can feel it. The way to deliver excellent service to meet guest satisfaction is a key driving the business successful. Thus, hotels need to take it as majority of importance managing and developing the employee who has passionate in their job, service mind, work hard and dedicate with their job in the organization (Maroudas, Kyriakidou, and Vacharis, 2008; Yang, 2010).

The example of the figure below show the organization in front office department.

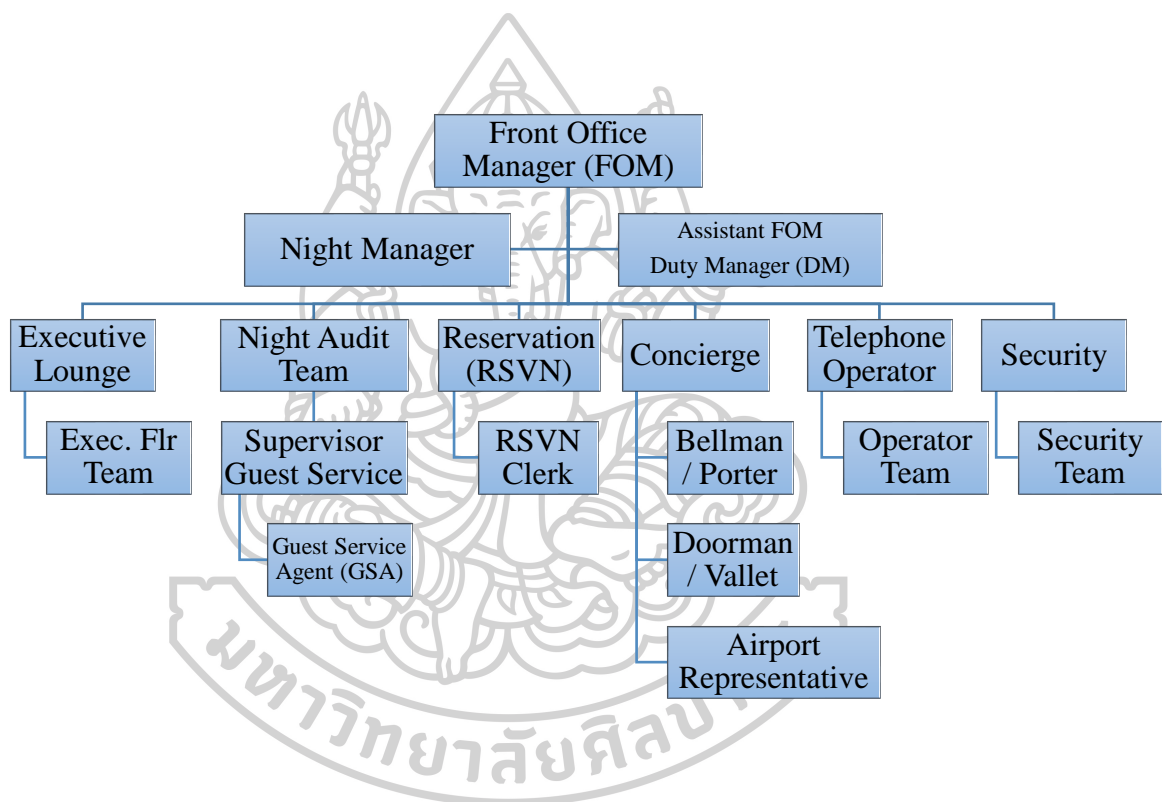


Figure 1: The structure of the organization in the front office department.

Source: Nisakorn Triwanit (2016)

a) Front Office Manager

Responsible overall in the front office department included: Controlling and driving team running smooth operation. Coaching and supporting team to reach goal and revenue target. Increasing revenue and controlling budget for department. Resolving problem both guest in-house and subordinator. Delegate job task and monitor team working. Responsible guest feedback from social media etc.

b) Assistant Front office manager

Assisting all tasks between Front office manager and all subordinates. To ensure In-house guest leave hotel with satisfaction.

c) Guest Service Agent

The front desk employee is the heart of the hotel that create first and last impression for the hotel image. Responsibility for checking in and out. Making reservation. Greeting and anticipate guest needs. Providing room assignment and handle guest complaints.

d) Night Audit

The Night Auditor is responsible for balancing the revenue and expense transactions, which occurred during the day at the hotel. Responsible for the overall operations and appearance of the front desk of a hotel

e) Reservation

The main task is responsibility for all source of booking such as booking from travel agency, booking from company, group reservation, booking from direct hotel website. Giving information about hotel properties in the same brand and follow up with all payment from the all the booking made.

f) Concierge

Concierge is a center information of the hotel. The skill that concierge must have is knowing everything. Concierge must assist all guest required such as making reservation for sightseeing tour, reservation for restaurants, cruise dinner, fantasy shows, and concierge need to well coordinate to the driver and the Airport Representative of hotel and handle multitask jobs etc.

g) Bellman/porter

The main tasks are assistance guest with the luggage concern and assistance with anything that guest requests.

h) Doorman/Valet

Responsibility about watching and assisting at the first from main entrance at the front door receive car for parking and return car for the hotel guest. Helping guest carry all the stuff and assist as per guest requests.

i) Airport Representative

Handling guest arrival with pick up request, and arrange the transportation. Assist with guest luggage as and when required. Give all hotel facilities information to the guest and assists them in to the car.

j) Telephone Operator

A hotel telephone operator is a key link in the management of the organization and plays a key role in coordinating activities of the unit. They perform the task of effectively managing communication between the hotel staff members and the visitors.

k) Security

Security will responsible for safety and security of guests, workers and hotel buildings including security patrols, surveillance systems, door locking mechanisms, control of restricted areas, monitoring of master keys, etc.

l) Executive Lounge

Executive Lounge of a hotel, an exclusive, private area provided by the property, with access granted to elite guests only. It's his job to provide excellent customer service, working to meet the needs of these special guests. Employees who work in this section need to have combine skill are front office and food and beverage tasks.

The services overall for particularity five-star hotels are not different. To distribute for working tasks, responsibilities and empowerment suitable for each level in different departments in hotel can distribute to be 3 parts are included:

1. Hotel Guest: Determinant purpose of the hotel guest. Understanding and anticipating guest needs.

2. Management: Management works on process to manage whole resources of organization achievement.

3. Employees: Providing service delivery to the hotel guest.

As the service business still running by human being. Turnover can be affected for loss productivities from lack of staff at working place which cause from turnover.

Whenever staff resigned. That is mean less manpower in the station area. For example; normally there are 3 working shift in the hotel service industry such as:

- Morning shift: 07:00 – 17:00 (mainly checking out process and other tasks)
- Afternoon shift: 14:00 – 00: 00 (mainly checking in process and other tasks)
- Night shift: 22:00 – 08:00 (concerning audit, income and revenue process)

That is mean if staff resigned. There will be not enough manpower in the station area and work overload will happened because hotel industry running business by human being for 24 hours without day off because very important to keep business running smoothly, this is reason need to have staff stand by all the time. And some of staff may have to cancel their day off or change plan for their day off. This is also one of reason for turnover.

From researching information about employee turnover in the hotel industry found that many authors have wrote about factors of turnover or intention to quit such as personnel factor, personality, conflict, jobs satisfactions, and other internal such as no challenging at work, culture of organization, stressful from work, working long hours or work over load cause of no life balance, loyalty to the organization etc. And also external factors included. However, most of researches studied about factors that effected to the intention to quit in the overall.

Turnover

The simply to define about turnover is one employee move from an organization to another organization and that might be same or different industry. The other authors also referred that Turnover is the intention of employees want to stop working and that effected work struggle and restrictive business practice (Beadles N.A, 2000 Journal of Business and Psychology, 15, 331–387 and Kristen M. Watrous 2006 Journal of Public Administration and Governance P.3) which is similar to (Kong, 2004) who has given definition of turnover that the employee decided to submit resignation from working place exclude terminated by employers. Beside of this, other reason of turnover such as; changing working place for reducing the conflict in the family and working life (Karatepe & Uludag, 2007).

However, the definition overall of turnover might said that the employee leaving an organization for reasons. The employee turnover is very important issue since such as movements represented potential costs to organizations in terms of loss of valuable human resources and the disruption on going activities.

The revenue from tourism in year 2008 was 574.5 billion baht and it was increased to 592.8 billion baht and 983.9 billion baht in 2010 and 2012. In addition, the business of producing goods and services related to both direct and indirect business expanded. To accommodate both Thai and foreign tourists traveling in the country.

Table 1: Number of tourists and revenue from tourism during 2008-2012

Year	Number of tourist (million people)	Rate of change (percent)	Revenue from tourism (Billion)	Percentage of revenue to GDP
2551	14.5	10.2	574.5	6.3
2552	14.1	7.5	510.3	5.6
2553	15.9	10.5	592.8	5.9
2554	19.2	10.8	776.2	6.1
2555	22.3	5.8	983.9	6.0

Department of Tourism (year 2013)

There are several researchers have found that high turnover rates might have negative effects on the profitability of organizations (Aksu, 2004; Hinkin & Tracey, 2000 among others). And also has viewed turnover as a serious problem having a strong bearing on the quality of products (Johnson ,1981) and services and incurring considerable replacement and recruitment costs which is quite similar with (Curtis and Wright, 2001) because high turnover can damage quality and customer service which provide the basis for competitive advantage, thereby inhibiting business growth. And all of these, been observed that people who leave are those who are most

talented as they are the ones likely to get an opportunity from elsewhere (Hinkin & Tracey, 2000).

Hotel business is a service-oriented business which is characterized by a sensitive business and must communicate directly with the consumer. Employees in the hotel business need multitask skills such as; Foreign Language Communication and problem analysis. It is very high competition in hotel business. And it is directly affect the turnover rate of employees at all levels. Especially hotels in large tourist cities. This research is aimed at understanding the employees in hotel business in Bangkok area which is the capital of the country. Modern management concepts used in employee retention and motivate those employees to create a contribution to the organization (Saks, 2006).

The chapter ends with identification of the employee turnover problem areas and providing solution for hotel management and organization to consideration which that might help to decrease the employee turnover rate in the future and that will continue refers in next topic.

Factors on Turnover

There are many factors for causes of turnover rate which is not be able to indeterminate the real fact. But high rate of turnover is very important and impact for the organization as well as destroy the image of and decrease trust of that company. To loss one of good employee in organization mean loss productivities, loss customer and finally loss income. All of these has motivated the researcher to find out for more information what is the most or main of problems for people to leave from their job as well as seek for solution for maintain the staff who are still working in the organization.

The literature review in the past were found that Organization Commitment is one of important factor for intention of employees to leave. Researcher did interview one of senior level at one hotel in Wireless Road area. Mr. Manadech Poljantuk (42 years old) who worked as an Assistant Front Office Manager said that “I love organization, but organization does not love me. The hotel has given

hope to me and I waiting for get promote to higher position. At the end I found that is no commitment from organization because hotel get outside people replacement in the higher position instead of offering me who work in this hotel for many years and know hotel guest very well. This is same with idea of (Hom & Griffeth, 1995; Kim & Leong 2005; Karatepe & Uludag, 2007; Cho, 2009). However, one of hotel employee in the Sathorn area, Mr. Phitsanukorn Tothong who working as the Duty Manager in front office (32 years old) did say that “I decide to leave from this hotel of HIG group because the job satisfaction was not meet my expectation. And my working style is totally different from my senior supervisor and this is cause of starting conflict at work with her and finally I decided to quit from the job. Even if they pay me good rate but that is not a first priority” This is indicated that job satisfactions is also another important factors for motivate employees, create enthusiasm, having positive attitude to their job which is lead to the rule regulation in working environment which is same as the other researchers studied (Li & Tse, 1998; Griffeth, Hom & Gaetner, 2000; Vidal, 2007) Moreover this is reflect to the relationship between their supervisor or manager, colleague and environment at work. This circumstance lead to perceive of employees to realize about responsibility into their job and commitment to the organization and cause of intention to do well performance at their work. (Lee & Way, 2010)

Most of employees want to have well treated equally and being looked after as the employer ought to be done as of labor law. These will be creating satisfaction for employees and retention loyalty in the same time (Layer, 2009; Koonmee, 2010). However, the different of cultures in each organization is one of factor also effected directly to the workers. The Perceived Organization Culture is can be one factor to motivate performance of employees. (Perter & Waterman, 1991; Holfstede, 1997). Researcher met and talked to one of hotel employee. Ms. Paweena Sriharaksa who was worked as a Supervisor in front office at one of five-star hotel in Chidlom area said that “I quit job from this hotel because I really cannot take the hotel culture and attitude of some workers here”. They could have perceived by themselves that organization culture meet or not meet their expectation. If not, they might disappointed and become negative attitude and no loyalty to the organization and get

ready to leave organization for other organization and this is similar with the authors, (Suppiah, Visvalingam and Sandhu, Manjit Singh; 2011, p. 462-477) found that organizational culture types influence tacit knowledge sharing behavior and that such influences may be positive or negative depending on the culture type.

In addition to one reason that cannot ignore is the employee feels good to work in the organization with good reputation as well as to know that hotel has done good thing for social such as donation to community or poor people and given opportunity to hire disable person. For example; one hotel in Bangrak area hire handicap employee working in the position as telephone operator and reservation and one hotel in Pleonchit area hire mute employee working the position as laundry service. This is made employee feels secure if they know that the successful company has responsibility and return to the community and environment. And this is similar studied with the author (Huse and Coming, 1985) about organization development which he found that “Employees feel pride to work in organization with voice name and get to know the organization has done Social Responsibility” and the concept of employer brand in the eyes of employees and the relationship with corporate social responsibility is a new affair (Grigore and Stancu, 2011; Slack, Corlett, and Morris, 2015).

There is case study research in hotel business 44 Thai Travel Service Journal 11th Issue 1 (January - June 2019) in Thailand. Intensify both usages Customers and employees in additional, the quality of working life factors, there are three factors that affect the willingness to resign that are included (1) adequate and fair compensation, (2) the administration of respect and equality and (3) the corporate social responsibility. For sufficient and fair compensation saying that employees are likely to be dissatisfied with the compensation received. Written staff commented on the questionnaire. Some people think to quit and are looking for new jobs. Because the hotel's compensation is too low. The hotel has no salary increase. No overtime pays (OT), bonuses or employee retention funds. Employees have high expectations that the hotel will pay these fees. However, the hotel also compensates overtime in the form of holidays or holidays instead of cash. Thus, employees also earn additional

service fees in each month. Therefore, the total income is at the level appropriate to the workload and ability level used. If the hotel adjusts to higher salaries, it will affect costs. Management understands that employees will compare to other hotels. And it is the main reason that employees leave the job to find a higher return.

Literature of turnover intention suggested that conditions of employment such as; benefit, career opportunities were important causes of turnover intention. When employees considered their career opportunities within the organization as limited or absent, the reaction of them might be in order to cope with the frustrations (I. Houkes, P. Jonssen, J. Jonge, & A. Bakker, 2003 P. 27). In this paragraph is really matched with interviewee from the Sukhothai hotel Bangkok said.

Today, people living in a whole new world. The power structure has come to know is experiencing change. The internet that brought connectivity and transparency to people lives, it has been large responsible for those power shifts. Social circles have become the main source of influence, overtaking external marketing communications and even personal preference while the trend of travelers has changed from the past. Because the travelers are getting younger and most of them rely on technology. According to a report by the “United Nations Population Fund (UNPFA), in 2014” there were 1.8 billion young people between the age of 10 and 24, the highest number in human history, and their number will continue to grow. They are facing all sorts of life challenges. That because of the youth influencing technology because they not afraid of experimentation. They like to try new products and experience new services that older segment deems too risky. Next, the youth are trendsetters. Youth are now new generation customers who demand instant everything. When it comes to trends, they are very quick. They follow trends so fast that often fail to keep up. The trends that youth follow is a movement toward a digital life style. And youth are the game changers. This is because of young people respond quicker to changes happening in the world, such as globalization and technological advance. They are concern about what happening around them. In fact, they are one of the primary drives of change in the world.

Many organizations try to use those digital programs for replacement human and sort out the problem of turnover and reduce cost of hiring. The five-star hotels in Bangkok try to adjust themselves to meet the demand of the new travelers by using new technology such as making reservation for air ticket or accommodation, checking-in online, reserve restaurant or transportation such as Grab or Uber and selling and buying in on lines etc. without using human. From observation at the beginning its quite convenience and caught interested from the new generation travelers and the business people who must run fast due to high competition in the world.

Several factors influence decision is depend on a good employment conditions, if staff like working in the business and if there are realistic opportunities for advancement, people are likely to stay (Walker, 2006). And those direct service employees, particularly, are the people who come in the close contact with the customer daily. Very often that customer decide to return to hotel based on their interaction with a single employee. When the good performance employees continually leave an organization, it has a direct effect on the customer experience (Agrusa 2007). And people intent to leave their jobs because they do not get along with their coworker which is similar researcher like Agrusa & Lema (2007).

It is hard to specific the real factor causing turnover because there are many internal and external factors that can be reason for people leaving. However, will continue the impact from turnover in the next topic.

Impact of Turnover

As refers from the previous topic mentioned about factors of turnover, in this part showing impact of turnover which is important to know and understand the reason of employee's movement as the sample of table below:

Table 2: showing various reasons related to the impact of front office staff turnover

Poor performance	Waste of time and money for recruitment
Low motivation	Low rate of guest arrival
Less uniformity in service	Less guest satisfaction
Low rate of productivity	Down / fail in market image

Various reasons related to impact of staff turnover in the front office department.

Source: Nisakorn Triwanit (2016)

All the variable was identified after review of literature and after having discussion with industry people.

The high turnover has an impact on performance of the organization because that increases the workload of employees, which also has a negative impact on their stress levels, this is similar the other researcher (Hendrie, 2004). These can identify the problem in the hospitality industry and recommended reducing turnover rates to improve business performance. However, (Woods & Macaulay, 1989) they also pointed out the problems of business profitability and the precise financial impact on the organization, which had previously been largely unquantified.

Employee is the most important mechanic for the service business. It a must for management to understand the importance of employees and know how to manage as well as make it suitable for each of employees. Because the employees are the person who received the mission and policy from hotel management for delivery service to the guest. If the employees feel unsatisfied in their job because of management lack of nurture and support. They will think to leave, and turnover will be happened.

In the hotel industry's main service offering is customer experience, which is heavily reliant on personal contact and relationships between employees and customers and the performance of courteous labor. High turnover is negative outcomes in the business due to the loss of this emotional and physical labor. These costs can include

replacement costs, lost productivity, and other cost (Hinkin and Tracy, 2000). For front of the house operations such as front desk or guest service agent, Service quality and perceived value can be difficult to relate directly to the business's financial performance, but (Brandmeir and Baloglu, 2004) stated, they are critical for customer satisfaction and long-run business performance. Hotel Industry suffered from loss of organizational knowledge and skills when turnover rates are high (Davidson & Wang, 2011).

Turnover is become a major problem for hotel or service industry. Employee's turnover rate also show productivities which are end up costing of company. But in another dimensions turnover maybe advantages for employer if they find that it is a natural process of downsizing the workforce. But at the same time, they find that due to employee turnover the production and the profit of the organization is adversely impact and this is similar with the author (Walsh and Taylor, 2007) in their study focused on advantages of employee turnover. However, the problem of turnover still causes serious when employee leaves any organization still there will be loss of employees and that might affect the level of service provided. Its state that cost of employee turnover is more for an organization in comparison to the reduction in service quality due to that. And it also leads to decreased morale of the employees working in that organization, which results in demotivated employees giving inferior service and the customers begin to fall this is same as the author (Yang and Cherry, 2008)

The high turnover rate has an impact the performance of the firm cause of business struggle and management needs to take serious and searching for solution. The conclusion of this literature review is presented, and academic implications and suggestion for further studies which is will mention into the next topic.

Demographic Factors and Turnover

The skill of an employee is an important key human capital to operate the business efficiently and need to be retained for the development of the organization. Beside all of this, when skilled employees leave a company, they can take a lot of

know-how with them, and thus the company is at risk of losing confidential information to competitors (Frank et al. 2004; Walker 2001). However, employee turnover refers to the movement out of an organization and it has both short and long-run negative effects for organization because of affects teamwork, reduces productivity, raises costs, and results in lost knowledge.

The reviews of literature of demographic factor variables that have been found to have stable relationship with retention and turnover intentions are relation to age, gender, tenure, and education and income levels. All these factors are influenced employee retention and turnover. From observation found retained employees are more likely to be male than female. In a related study of the author (Ingersoll, 2001) found males were more likely than females to stay longer. Aside age and gender, level of education or qualification is found to be positively associated with turnover suggesting that the more educated employees are, the more likely they are to quit as per statistics reported by (Luekens et al., 2004) suggests very clearly that.

Refer to the demographic factors influence turnover intentions in the hospitality industry. As per the case study of front of the house staff and managers at Australian alpine resorts found a negative relationship between turnover intentions and age; younger employees were more likely to turn over, while older employees were less likely to do so (Sims, 2007). And the case study in Istanbul also found some demographic factors that influence turnover intentions (Emiroglu, Akova, & Tanriverdi, 2015). This study showed that age and gender, along with marital status and education, influenced the turnover decision. Female workers, single workers, younger workers (aged 45 and under), and workers with higher education levels are more likely to show turnover intentions. In contrast, male, married, older, and less well-educated workers are less likely to show turnover intentions (Emiroglu, 2015). Some of the reasons proposed for these differences are differences in family responsibilities and work-life balance, the potential for getting another job, and the level of financial obligation (Emiroglu, 2015). These studies do suggest that there are likely to be demographic differences between hotel employees, which could have a relationship to their turnover intentions. However, while individual studies have found

relationships between age and gender and turnover intentions, a meta-analysis of previous research showed that these factors were significant but had a low overall effect (Griffeth, Hom, & Gaertner, 2000). This suggests that while demographic factors may play a role in the turnover decision, it will not be the main determinant.

The review of this literature identified that Human Resource practices are the most important and valuable means that influence employee retention in any organization. It is also concluded that increasing job satisfaction, career development opportunities, providing good working environment and increasing recognition and rewards and improving communications are some of the strategies which could help to decreasing turnover rate and that will mention in next topic of managing staff turnover.

Managing Staff Turnover

During the past decade recruitment and retention have become particularly current issues in Bangkok, Thailand. The tremendous growth of Bangkok economy has increased the number of hotels, tourist, foreign and local, operating in Bangkok, Thailand. Finding talented employees to keep up with that growth is extremely challenging and raises the importance of retention of key people. Thus, many hotels in Bangkok, especially HR that recruiting and retaining world-class talent one of the main operating issues and keys to their future success (Leininger, 2007; Raynaud and Watkins, 2011).

There are problems and benefits found in staff turnover, and the movement of employee's effects more than the bottom line. The organization and management are affected along with co-workers and effect on the guest. It is related to each other; employee – guest – hotel like circle. From the literature review found that turnover can be happened from various factors and different reasons in each levels of employees and it is hard to specific exactly major cause of reasons. The simple raising compensation levels and benefits is a dissatisfied in job satisfaction, meaning that employees will respond negatively if it is not present but will not stay in a job for the pay. Thus, it is also necessary to have internal prospects for advancement and the potential for a longer career (McPhail & Fisher, 2008). However, wages should be

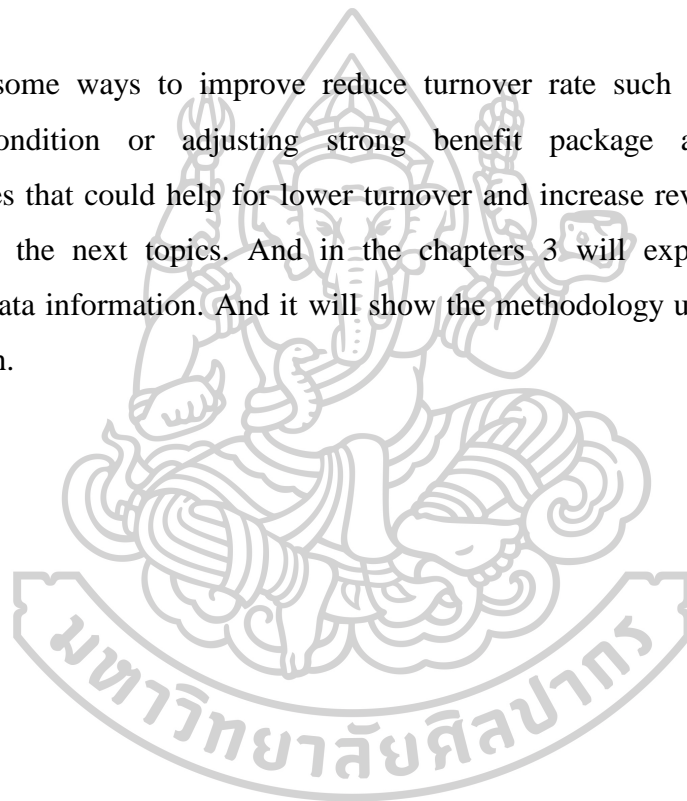
high enough to attract good talent and ensure that employees do not leave in search of higher pay, while workloads should be reasonable (Qiu, Ye, Hung, & Qi, 2015). Employees with wages that are too low or workloads that are too high are unlikely to be responsive to more advanced Human Resources Manager practices discussed below, so these issues do need to be addressed (Qiu, 2015).

Another sound of author approach is to use education, employee development, and talent management programs to develop and retain valued employees (Barron, 2008). Using a targeted approach, the organization can identify and develop their most promising employees and offer them a clear career path through the organization (Barron, 2008). The other human resource practices can also improve employee retention. For example, career mentoring pairs new employees with established employees, offering them a clear role model for advancement within the organization as well as a formal or informal relationship to other members of the organization and this similar theory of (Chew and Wong, 2008) studied this approach and its effect on organizational commitment and intention to leave, they found that new employees who were paired with a career mentor showed higher organizational commitment and reduced turnover intentions (Chew & Wong, 2008). Thus, Organizations can use employee empowerment to improve organizational commitment and reduce turnover intentions in hotel frontline staff. Employee empowerment practices enable employees to use their own skills and knowledge to meet organizational objectives such as customer satisfaction. Empowerment practices are associated with increased organizational commitment, as employees feel more valued. This is help in turn reduces turnover intentions (Kazlauskaite, Buciuene and Turauskas, 2006).

The service business is driving by human beings. At currently many hotels take it seriously and focus on human resources, including of planning, recruiting and developing. It is focus into one objective to have the right person who has well performance driving organization successfully. However, there are many hotels have faced the problem of high rate employee's turnover. The turnover problem has negative effected in many ways to organization, teamwork, colleague and oneself. Even though some hotels try to use technology for help during turnover crisis and that

is work well and create convenience. The technology is now influence into most of the business industries in the world. As we are known about “The Marketing 4.0” And some of five-star hotels are using technologies for the meet guest demand as a quick service. Using technology that may help to create modern image for the hotel, but we should not forget that using machine in service industry is like a robot. Because Robot need to be set up the program and only one-way communication without participation that is different delivery service from human being as it two ways communication between guest and employee.

There are some ways to improve reduce turnover rate such as; add up positive working condition or adjusting strong benefit package along with growth opportunities that could help for lower turnover and increase revenue which we will continue in the next topics. And in the chapters 3 will explain more detail of collecting data information. And it will show the methodology using for the study in this research.



CHAPTER III

Methodology

This chapter explains about the research methodology selected for the study. The research methodology is the process of collecting data and deducing information during the research process (Kumar and Phrommathed, 2005). There are several considerations that influence the choice of methodological approaches. The choice of methodology is guided by the research questions and intention of the research (Huckman, 2008). The researcher needs to consider the kind of information that would be needed to answer the research questions and how it could be collected, also the boundaries and limitations of the research. For the research methodology selected, including research design, data collection and analysis procedures. It also explains the reasons for selection of this methodology and problems and limitations that may occur in the research process. And the reason that researcher selected all the five star hotels because hotels are well known and it is located in the heart of business area in Bangkok which is convenience for tourist and local people to access.



Figure 2 Map of the five star hotels located in the heart of business area in Bangkok

The discussion of the research methodology begins with the broadest concern the research philosophy. The research philosophy, derived from the research methods, is the foundation of the research methodology and guides the remaining research questions. So the research philosophy is one of the most important issues of the study.

Research Philosophy

Research philosophy may be defined as the development of knowledge and the nature of that knowledge (Saunders; Lewin, and Thornhill, 2009, p.107). Thus, researcher must start with an open mind for selecting the research question, and considering the research questions rather than methodological preferences or requirements. In this case, the researcher believes that employee actions are primarily determined by their personality and predilections as well as external factors like the environment, which could be measured by anyone. Therefore, the positivist approach is appropriate, since positivism relates to a concrete sense of reality that is observable by any observer (Saunders, et al., 2009). The next sections explain the research methods used for the study and how they were chosen. The discussion begins with examination of the data collection methods, which included quantitative and a qualitative interviews.

Hybridize Methodology

The method of data collection in this research were used a mixed methods strategy. In this chapter will divide and explain clearly about the two techniques:

1. Quantitative techniques.
2. Qualitative techniques.

1. Quantitative

The primary research method (quantitative) used, this quantitative method is use by given questionnaire to rank and files level for collecting data because it needs percentage result and it is an ideal way to access a wide population (Saunders, et al., 2009). Moreover, researcher also evaluates reliability and validity of the items in the questionnaire which can be used as evidence for research quality (Saunders, et al., 2009). For that matter most of participants are get used to questionnaires and

comfortable with them, because they are so widely used (Saunders, et al., 2009) and also collect data rapidly and in a cost-efficient way (Johnson and Turner, 2003).

The quantitative techniques such as questionnaire that generates numerical data. A questionnaire is a set of questions in a specific order, either open-ended or closed-ended, which are used to collect participant attitudes, experience and characteristics (Brace, 2008). The researcher designed this questionnaire in three parts, each of which measured a different type of information. This division was chosen to encourage participants to focus on a single area are;

- 1) Personal Information
- 2) Factor impact on staff turnover
- 3) Intention to leave this hotel

1) **Personal Information**

The first four questions (Part 1) measured personal characteristics of the participant.

a) **Gender** (Male/Female).

Demographics are important in questionnaires because different demographic groups may often have different responses; for example, men may have different preferences than women, or preferences may change over the lifecycle, causing differences between different age groups.

b) **Age**

Age was of interest because the researcher wanted to examine whether age influenced turnover rate.

c) **Education** (Lower than Bachelor's Degree, Bachelor's Degree, or higher).

This question was used to determine whether there was a difference in turnover rate by education level.

d) **Record length of time** the participants had spent with the current employer.

The intention here was determined if turnover is an effect of length of time served, there for a natural phenomenon, or whether there were other influencing factors.

2) Factor impact on staff turnover

Part two was divided into two parts. One section rating the importance of various factors affecting staff turnover, while the second section concentrated on the respondent's satisfaction with the way their current employee met their expectations. The questionnaires were designed using a five point Linker Scale that rated each issue.

Part 1 on a scale ranging from Very Important through to Not Important At All.

Part 2 on a scale ranging from Strongly Agree to Strongly Disagree.

First, the questionnaire asked about five possible motivations that could influence turnover rates, and asked the participant to identify their preferences and importance levels for each of the motivations. These motivations included:

- 1) Compensation and Benefits
- 2) Career Development
- 3) Interpersonal Relationships
- 4) Organizational Commitment
- 5) Perceived Alternative Employment Opportunity

The second part of the questionnaire asked the respondents to rate their satisfaction with the company's attitude towards five key elements of their current employment.

- 1) I am satisfied with compensation and benefits at this hotel.
- 2) This hotel effectively plans my career development
- 3) At this hotel, I have a good relationship with my Supervisor/Manager
- 4) This Hotel Management always keep their promises to Staff
- 5) If I have perceived alternative opportunity, I would leave this Hotel

3) Intention to leave this hotel

This part of the questionnaire again consists of 2 parts that were ranked using a five point scale from Strongly Agree through to Strongly Disagree.

- 1) I will not leave this Hotel in the Near Future
- 2) I am Looking for a New Job at the Moment.

The design of the questionnaire was only the first stage in the process of data collection. In the next section, the process of questionnaire administration is addressed. This discussion examines how the participants were recruited and how the questionnaires were distributed. This process resulted in data for analysis.

Table 3 The figure below show the design of questionnaire of data collection.

Method	Objective	Participant	Questionnaires
Quantitative	Obj.1 Obj.2 Obj.3	Rank & Files	<p>Part I: Personal Information</p> <ol style="list-style-type: none"> 1) Gender (Male/Female) 2) Age in years (21-30, 31-40, 41-50, 51-60, 60+) 3) Education level (Lower than BA Bachelor's Degree, bachelor's Degree, or higher than BA) 4) Record length of time the participants had spent with the current employer

Method	Objective	Participant	Questionnaires
			<p>Part II: Factor impact on staff turnover</p> <p>a). scale ranging from “Very Important” through to “Not Important At All”.</p> <ol style="list-style-type: none"> 1) Compensation and Benefits 2) Career Development 3) Interpersonal Relationships Organizational Commitment 4) Perceived Alternative Employment Opportunity <p>b). scale ranging from Strongly Agree to Strongly Disagree.</p> <ol style="list-style-type: none"> 1) I am satisfied with compensation and benefits at this hotel. 2) This hotel effectively plans my career development 3) At this hotel, I have good relationship with my Supervisor / Manager 4) This Hotel Management always keep their promises to Staff 5) If I have perceived alternative opportunity, I would leave this Hotel

Method	Objective	Participant	Questionnaires
			<p>Part III: Intention to leave this hotel</p> <p>Using five point scale from “Strongly Agree” through to “Strongly Disagree”.</p> <p>1) I will not leave this Hotel in the Near Future</p> <p>I am Looking for a New Job now.</p>

The figure show the design of questionnaire of data collection.

Source: Nisakorn Triwanit (2016)

2. Qualitative

The secondary research method (qualitative) used interviews to collect data from hotel representatives with direct supervision of workers include Human Resources Management and Front Office Department Managers currently working in the hotels in the study. In this study will be used in combination to examine research questions. The qualitative used interviews to collect data, it was guided conversations with participants, where they can offer more information than would be possible in a questionnaire. Interviews offer a number of benefits, including the opportunity to meet and become familiar with participants, get immediate feedback, clarification and information about existing theories, and for the researcher to have his or her assumptions and models challenged. The qualitative method also includes:

- a) Observation (Participation)
- b) Research Actions
- c) In-depth Interview

a) Observation (Participation)

Researcher walked into hotels and observed front desk employees working in different situation and timing to see how the employees work and to know what is going on in the different kind of situations and different trimming on daily basis.

b) Research Actions

Researcher made an appointment with the senior level who is working in the hotel at currently such as human resource director or manager and front office manager or the senior level in the front office position such as duty manager as well as some people concern for an interview by using tools suitable for interviews to collect data from hotel representatives and quantitative which given questionnaire to rank and files level.

c) In-depth Interview

The ranging for time conduct interviews average approximately 30-40 minutes. In addition to the interviewees were allowed the researcher to do record audiotape. Following the interview, those interviewees had well-cooperate given necessary information, and some of the respondents also allowed their names and pictures appeared anywhere on the typed notes from their interview. However, researcher decided not to appear their name and picture into where else. But appeared only their job title because should keep confidential without affected their working career in the future.

This thesis aims to investigate causes and consequences of staff turnover in front office departments of five star hotels in the Thai hotel industry. There are some research questions which will guide the research inquiry. These questions will be included:

1. What are the factors that influence and affect the turnover rate?
2. Do employees' attitudes influence the turnover rate?
3. What are the impacts of high rate of turnover?
4. How can manage employee retention and reduce turnover rate?

The interview questions for the interviewee are based on objective as follow:

1. Identifying the factors that affect staff turnover in the front office department.
2. Identifying the impact of high staff turnover on the hotel (including financial and non-financial costs)
3. Providing potential solutions and recommendations for hotels to reduce staff turnover in the front office and mitigate the impact on the hotel.

The interview will be divided into 2 departments and different respondents in this research.

1. Human Resource Senior Level (Director or Manager) Respondent A
2. Front Office Senior Level (Director or Manager) Respondent B

Table 4 The figure design of question interview of data collection from senior levels.

Method	Objective	Participant	Questions
Qualitative	Obj. 1	A	<ol style="list-style-type: none"> 1) In your opinion what are the factors causing high front office staff 2) Turnover? Please explain What are the factors that influence and affect the turnover rate? 3) Do employees' attitudes influence turnover rate? 4) Do you think the following factor can lead to front office staff turnover or not and why? <ol style="list-style-type: none"> a. Compensation and benefit b. Career development c. Interpersonal relationship

Method	Objective	Participant	Questions
			<ul style="list-style-type: none"> d. Organization commitment e. Perceived Alternative Employment Opportunity
		B	<ul style="list-style-type: none"> 1) In your opinion what are the factors causing high front office staff turnover? 2) What are the factors that influence and affect the turnover rate? Do employees' attitudes influence turnover rate? 3) Do you think the following factor can lead to front office staff turnover or not and why? <ul style="list-style-type: none"> a. Compensation and benefit b. Career development c. Interpersonal relationship d. Organization commitment e. Perceived Alternative Employment Opportunity
Qualitative	Obj. 2	A	<ul style="list-style-type: none"> 1) What are impacts of high turnover? 2) Do you think what are financial impact of high front office staff turnover on company performance?

Method	Objective	Participant	Questions
			3) Do you think what non-financial impact of high front office staff turnover on company performance?
		B	1) What are the impacts of high rate of turnover? 2) Do you think what are financial impact of high front office staff turnover on company performance? 3) Do you think what non-financial impact of high front office staff turnover on company performance?
Qualitative	Obj. 3	A	1) What are policies or strategies to manage staff turnover in this hotel? If so, please explain 2) Does your company have problem with front office staff turnover? If so, please explain the case and how you manage it? 3) How can manage employee retention and reduce turnover rate? 4) As HR manager, what would you recommend helping to manage front office staff turnover?

Method	Objective	Participant	Questions
		B	<ol style="list-style-type: none"> 1) Are policies or strategies to manage staff turnover in this hotel? If so, please explain 2) Do you have problems with front office staff turnover and how you manage them? Please explain 3) How can manage employee retention and reduce turnover rate? 4) What would you recommend helping to manage front office staff turnover?

The figure design of question interview of data collection from senior levels.

Source: Nisakorn Triwanit (2016)

However, interviews are time-consuming, with up to several hours being required for each interview between setting up, conducting, and analyzing interview data. For quantitative research, the design of the questionnaire takes most of the researcher's time resources, since the design needs to be founded in existing research, reliable and valid, and meet other quality markers to be effective. The next section explains the approach used to design the questionnaire and its items.

To avoid misconception due to interview on this state, the interviewers asked for clarifying questions to ensure that they were recording details correctly, and transcribed their notes immediately following the interview to maximize accuracy as it is showing in next topic.

Validity and Reliability

Research studies always need to demonstrate validity and reliability, which are indicators of research quality. Reliability can be defined as “the extent to which your data collection techniques or analysis procedures will yield consistent findings (Saunders et al., 2009, p158).” Validity can be defined as “whether the findings are really about what they appear to be about (Saunders et al., 2009, p158).” On the other hand, validity also influences the conclusions are supported by the evidence.

Therefore, it is critical that studies reflect reliability and validity, and test the extent to which they can be reflected. For example, the findings of this study could be used in other studies on turnover in the hospitality industry or could be used by hotel managers to change their own management practices and environment to reduce turnover. Thus, the research needs to be as reliable and valid as possible, to avoid wasted effort or incorrect future findings. It is important for study and ensure this research will be demonstrated valid and reliable as much as possible as of research ethics.

This research protected the reliability and validity of the study by adapted previously designed and tested questionnaires to measure the constructs. The conclusions were based on the factual data, and the researcher tried to eliminate bias wherever possible. Reliability and validity of the study also needs to be protected through effective identification of the research population and an effective sampling strategy. Next section explains about population of study and characteristics and how the sample was selected. It also addresses the problems of the selected strategy.

Population of the Study

- a) This study will focus on Five Star hotels in the tourist area of Bangkok.
- b) The target respondent will be front office employees such as front office Rank and File’ level, the Front Office Manager and HR Management, and also the department concern such as IT or people who work in hotels in the area.

- c) The study will be conducted as a cross-sectional study, with all data collected within a single period.
- d) This study include stakeholder, front office people, and human resources.

The population of interest for this study included past and present employees of five-star hotels in Bangkok, focusing on those mainly served participants. The participants were offered anonymous participation in this study and especially for present employees, since it encouraged the participants to be honest about their experiences and opinions with no possible negative consequences. This was required since honesty was needed to avoid participant bias. However, it does mean that responses could not be traced to an individual, even in cases where the researcher knew the participant had filled in a survey in the first stage of snowball sampling.

Sample

The sample for this research was drawn from the population of interest of the study (previous and current staff members of Front Office departments in five-star hotels). From the observation which found that front office department is the center of the hotel because they are the first contact and meet the guest in different emotional and different situation and that unpredictable. For example; water leak from air-condition in guest room, guest wants to send laundry, guest wants to complain about food and etc. Guest wills contact front office for assistance. And front office needs to inform the department concern and follow up till end.

Sometimes front office staff meets up with great customers or friendly people but many times that front office staff needs to handle high demanding or difficult guest. Beside of these front office staffs have to responsible for the lost income on their own pocket if found that some guest consuming or taking hotel stuff and leaving hotel without pay. All of these are the cause of turnover in front office department. From the interview, it is hard to specific exactly major cause of reasons because turnover can be happened from various factors and different reasons. However, the next topic will explain in more detail of data analysis procedures.

Exclusion of Data Collection

Regards to limitation of questionnaires given to the front office staff rank and files level. At first the researcher was planned to collect data from front desk staff in rank and files level for one hundred sets. But it has to be adjusted questionnaires random from one hundred to be fifty sets because of not enough people in the front desk on each working shift. At this present many hotels short of manpower. It used to have three staffs plus one manager or supervisor per working shift on duties at the front desk counter in the previous time. But there is only one staff plus one manager per working shift stand by for serving guest daily.

Data Analysis Procedures

- a) Demographic data were analyzed by using grouping answer from each interviewee from each hotel, mean, and standard deviation.
- b) Descriptive statistics including the mean and standard deviation were used in the part 2 and part 3 in this study.

The chapter 3 has been explained about the research methodology selected for the study. The research methodology is the process of collecting data and deducing information during the research process. However, the finding analysis will be explaining into the chapter 4 which is presents and critiques the findings of the study.

CHAPTER IV

Presentation of Finding Analysis

In this chapter analyzed about the finding cause turnover. The result from research found that quality of life is relate to job satisfaction and develop to commitment to organization, that will be increasing productivity and that will be negative to factors of employee turnover. In opposite side, once the employees found deficiencies in quality of work. They will start to seek for new job (Dusek et al, 2014 and Kandasamy and Ancheri, 2009).

The chapter 4 presents and critiques the findings of the study. The findings were generated from a survey of previous and current front office employees at five-star hotels in Bangkok, along with interviews with HR managers and front office managers from the same hotels. Those questions are reflected hotel employee view, while the interviews reflect the managerial view. These findings provide evidence for the relationships identified in the conceptual framework (Chapter 2). However, researcher distributed into 4 parts including:

Part 1: Respondent Information

Part 2: Factor impact on staff turnover

Part 3: Interview finding

Part 4: Exclusion of interview

Part 1: Respondent Information

The sample consisted of employees currently working in hotels in Bangkok. The sample was randomly selected. The data collection took place from August 2016 to March 2017. Statistically, the typical Front Office ‘Rank and File’ Employee is female, aged 21 to 30 years old educated to a bachelor’s Degree and has been in their current position for 1 year or less. The percentages of current service were considered a fair representation of the Front Office Staff in Bangkok’s Five Star Hotels. Because the demographic indicators show that the sample is approximately representative, the further results of the study can be expected to be representative as well. The next

section presents the factors that impact staff turnover in hotels and satisfaction with their current positions, leading to turnover intentions in the following section.

a) The sample size of respondent information

In addition to the interviews held with both Front Office Managers and Human Resources Management a survey in the form of a questionnaire issued to fifty random 'Rank and File' Front Office staff was carried out. (Rank and File Staff are defined as staff holding positions lower than Manager)

Sample Range

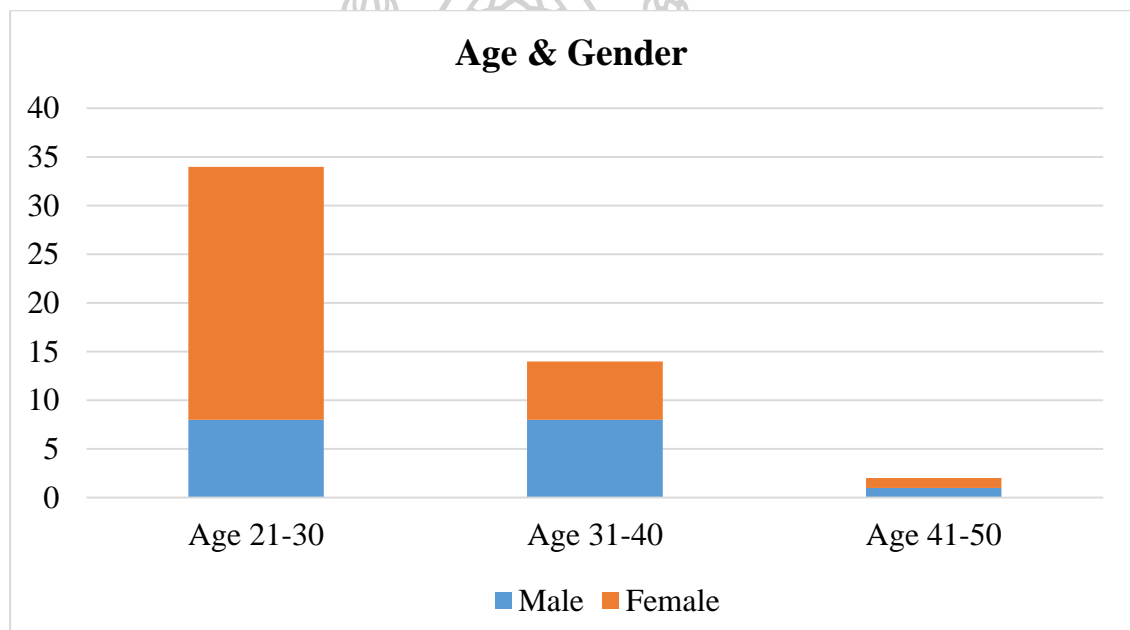


Figure 3: The analysis data of gender and ages from front office staffs rank and files level.

Source: Nisakorn Triwanit (2017)

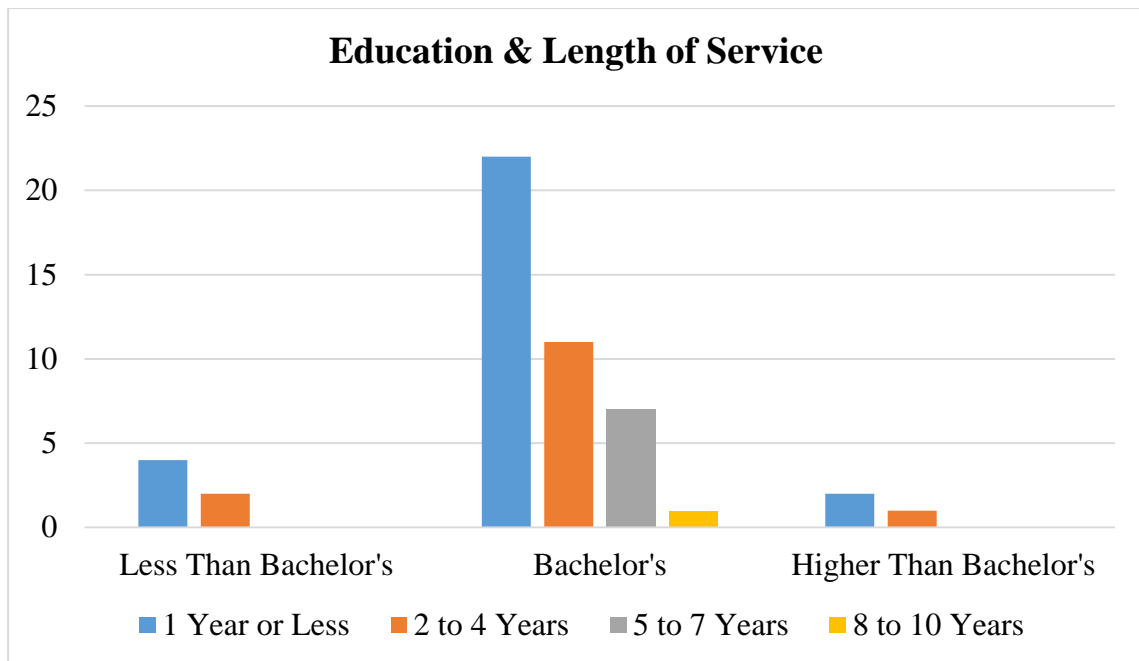


Figure 4 : The analysis data of education and length of service from rank and files level.

Source: Nisakorn Triwanit (2017)

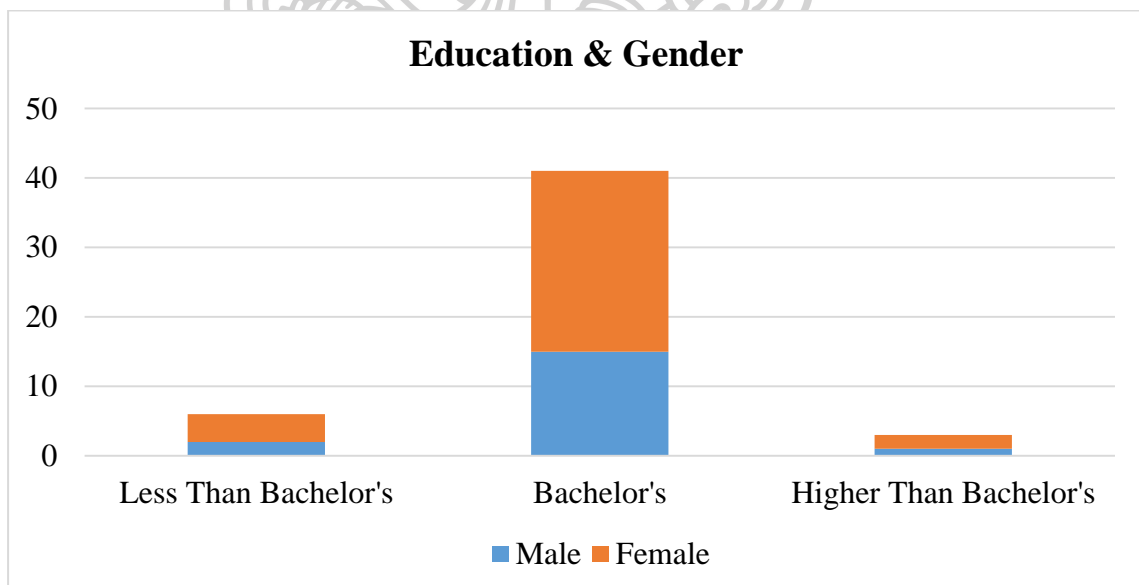


Figure 5: The analysis data of education and gender from front office rank and files level.

Source: Nisakorn Triwanit (2017)

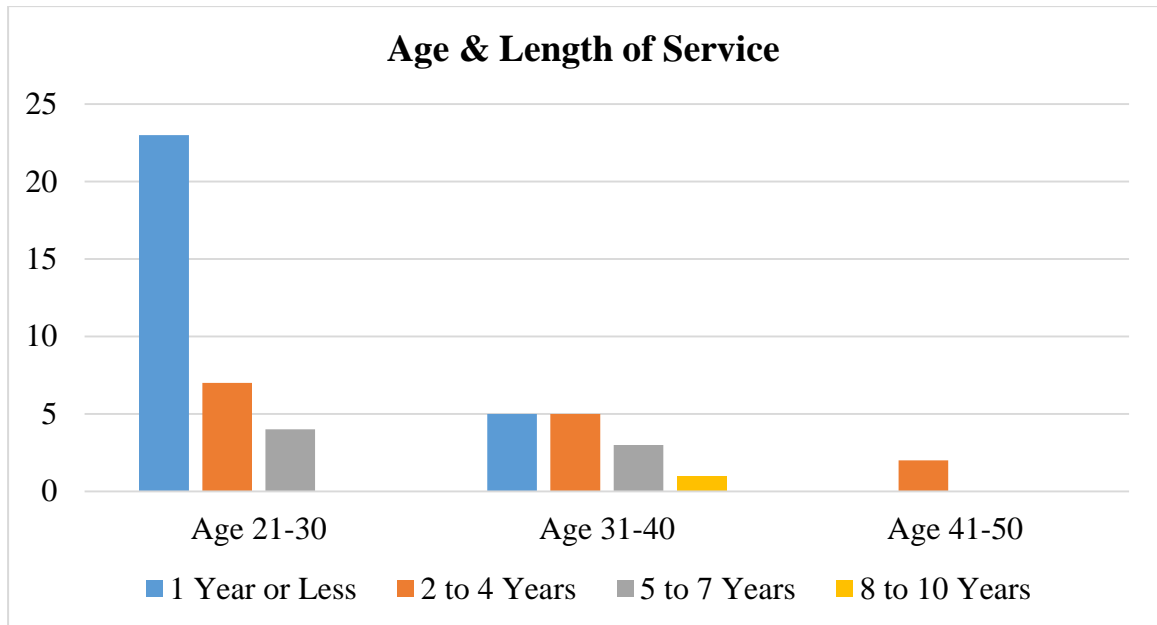


Figure 6: The analysis data of age and length of service from front office rank and files level.

Source: Nisakorn Triwanit (2017)

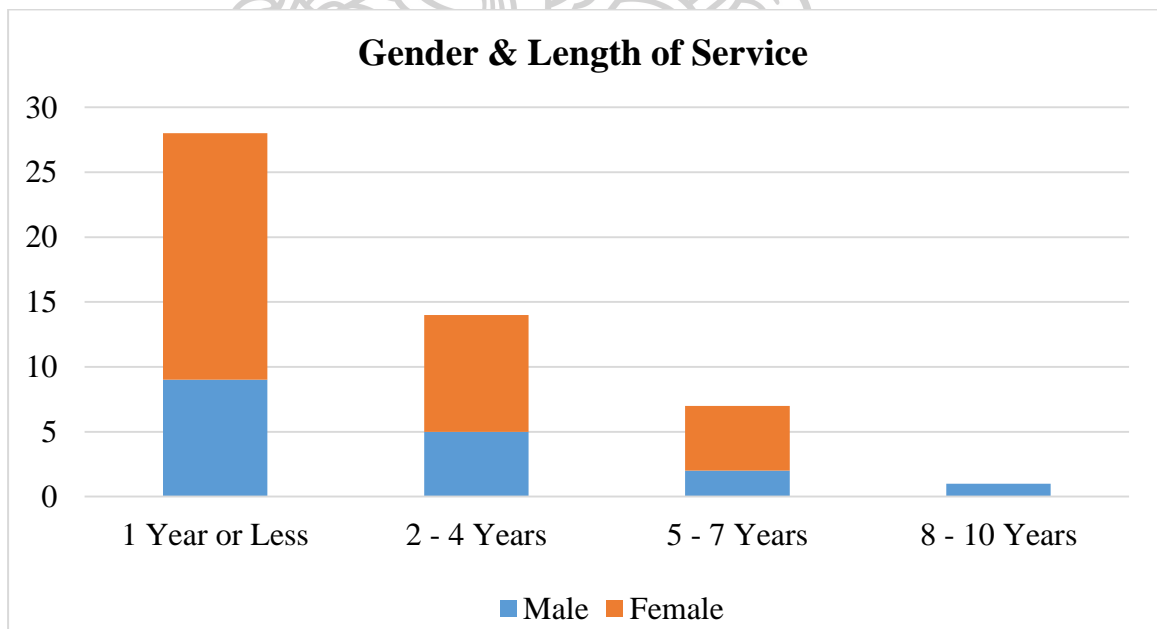


Figure 7: The analysis data of gender and length of service from rank and files level.

Source: Nisakorn Triwanit (2017)

Summary of Sample Range.

The sample range is considered a realistic reflection of the situation found in the Front Office Departments of Bangkok's Five Star Hotels. And front office staff who responded to the survey and can distribute to make it easy to understand as follow:

- a) Gender: Female 66% Male 34%
- b) Age Groups: 21-30 68%: 31-40 28%: 41-50 4%
- c) Education: Less than Bachelor's Degree 10%: Bachelor's Degree 84% Higher than Bachelor's Degree 6%
- d) Time in Present Position: 1 Year or Less 56%: 2 to 4 Years 28%: 5 to 7 Years 14%: 8 to 10 Years 2%
- e) Statistically the typical Front Office 'Rank and File' Employee is Female, aged 21 to 30 years old, educated to a Bachelor's Degree and has been in their current position for 1 Year or less.
- f) Males employees tend to be slightly older 52% over 30 Years old as opposed to only 22% of Females are over 30.
- g) Males also tend to remain in the same employment longer than Females with 48% of men having been in the current position for 2 years or more as opposed to only 22% of Females.

Part 2: Factor impact on staff turnover

This part shows respondent's attitude towards factors impacting staff turnover. This study will examine the key factors influencing turnover intention. Human Resources Management has become important in hospitality industry, Manager Level and managements have shown interested in studies related to human resources such as job satisfaction, organizational commitment, relationship quality, etc.

Some of researcher referred that "Factors affecting employee turnover today have become increasing complex and the variables affecting job satisfaction are numerous and complex in relation to each other that is similar as (Cranny; Smith and Stone, 1992; Robbins, 2003). Even then, among all the possible factors affecting job satisfaction, many of studies classify factors such as work environment and co-worker

relationships as the most influential factors affecting job satisfaction same as this author (Cranny, Smith and Stone, 1992; Robbins, 2003).

Questionnaire Designed

Having confirmed that the sample range was a fair reflection of the Rank and File Staff employed at the Front Office of a Five Star Bangkok Hotel a questionnaire was issued to determine:

- a) The main factors impacting on Staff Turnover
- b) The level of satisfaction with the present organization
- c) The intention to seek new employment in the near future.
- d) The percentage actually looking for a new position currently.

(The Questionnaire was in line with the Management Staff Interviews)

The main factors impacting Staff Turnover.

Staff were asked to rank in order of importance the following factors impacting on Staff turnover.

- a) Compensation & Benefits
- b) Career Development
- c) Interpersonal Relationships
- d) Organizational Commitments
- e) Perceived Alternative Employment Opportunities.

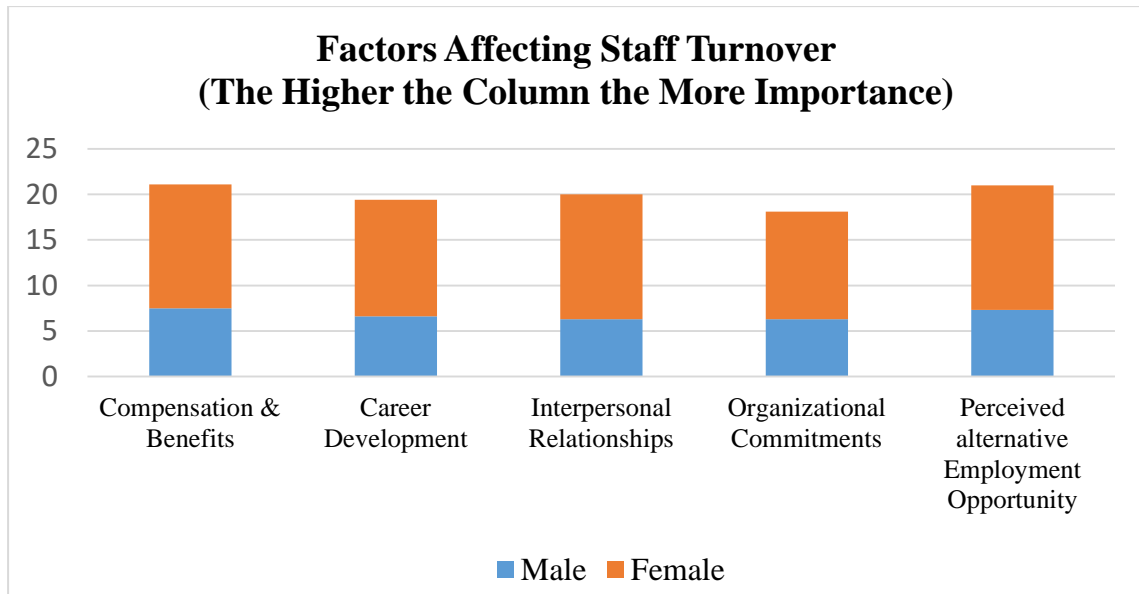


Figure 8: The analysis of factors affecting staff turnover in the front office.

Source: Nisakorn Triwanit (2017)

Although all factors impacting turnover were considered of varying importance the two leading factors were:

- 1) Perceived Alternative Employment Opportunities
- 2) Compensation & Benefits

This statistic supported the results of the Interviews with Front Office Managers and Human Resource Managers which concluded that the most important factors impacting High Turnover were Compensation & Benefits packages and Perceived Alternative Employment Opportunities. Overall of the following were the percentages of employees that considered the individual factors as being Very Important:

- | | |
|---|-----|
| a) Perceived Alternative Employment Opportunities | 46% |
| b) Compensation & Benefits | 40% |
| c) Interpersonal Relationships | 30% |
| d) Career Development | 16% |
| e) Organizational Commitments | 10% |

There were some significant differences between Male and Female employees particularly regarding the importance of Interpersonal Relationships. The 40% of Females considered this factor as Very Important as opposed to only 12% of Males. The Inversely Females did not consider the Compensation & Benefits Factor as important as their Male counterparts with only 33% of Females considering this Very Important as opposed to some 53% of Men.

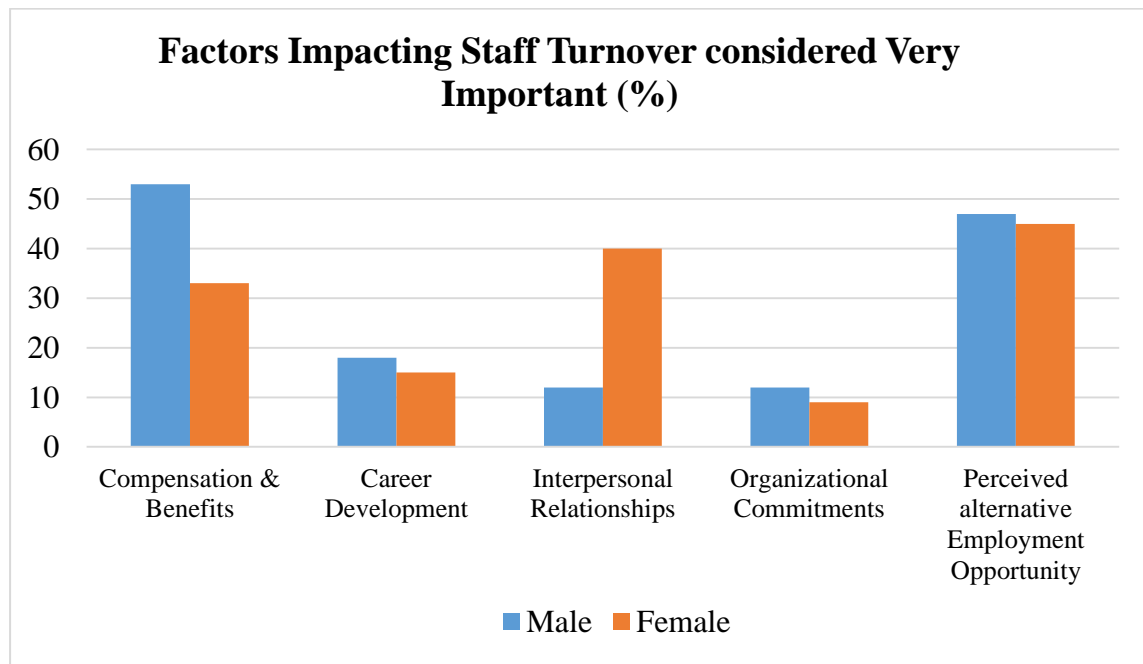


Figure 9: The analysis data of factors impacting staff turnover considered very important.

Source: Nisakorn Triwanit (2017)

Satisfaction Levels

Staff were also asked to rate their level of agreement with the following statements.

- a) Satisfaction with Compensation and Benefits Package.
- b) Effective Career Development Planning.
- c) Good Relationship with Management.
- d) Hotel Keeps Promises.
- e) Staff would leave for Perceived Better Opportunity.

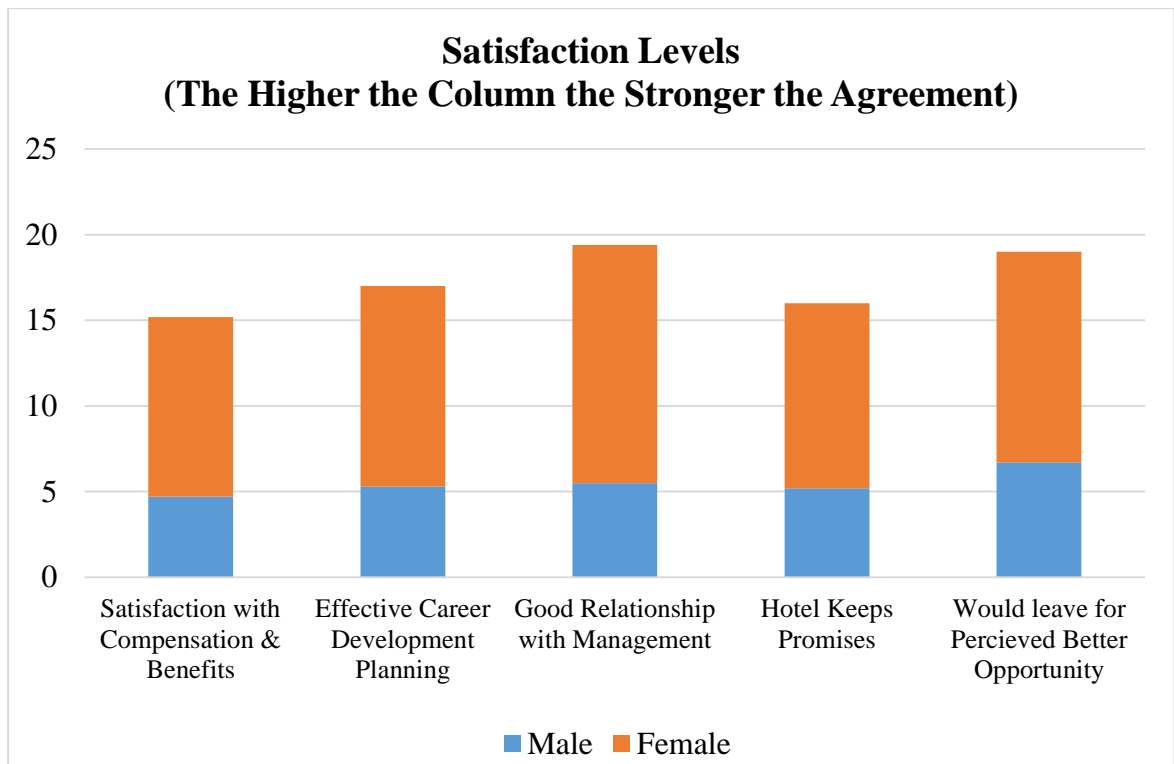


Figure 10: The analysis data of job satisfactions level from front office rank and files level.

Source: Nisakorn Triwanit (2017)

Whereas staff agreed the most strongly with the statement 'I have good relationships with my management' they also agreed strongly with the statement 'I would leave for a perceived better opportunity' They disagreed most with the statement 'I am satisfied with compensation and benefits package'

Intention to Leave

The questionnaire included two questions a) regarding the staff's intention to leave and b) whether staff were actually looking for a new job.

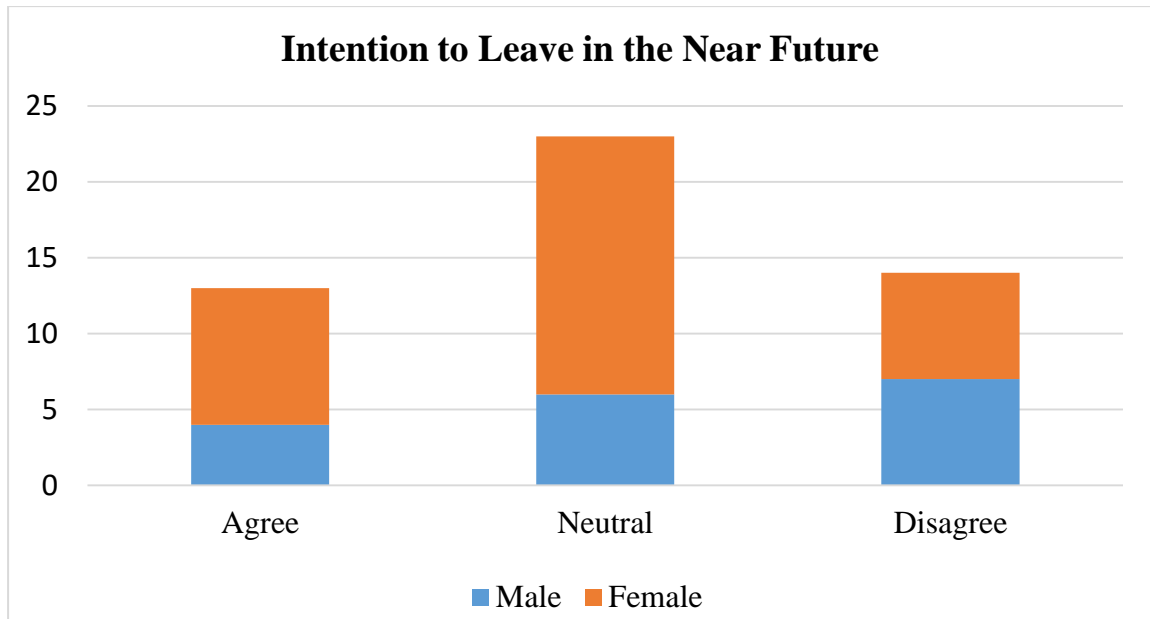


Figure 11: The analysis data of intention to leave in the near future from rank and files level.

Source: Nisakorn Triwanit (2017)

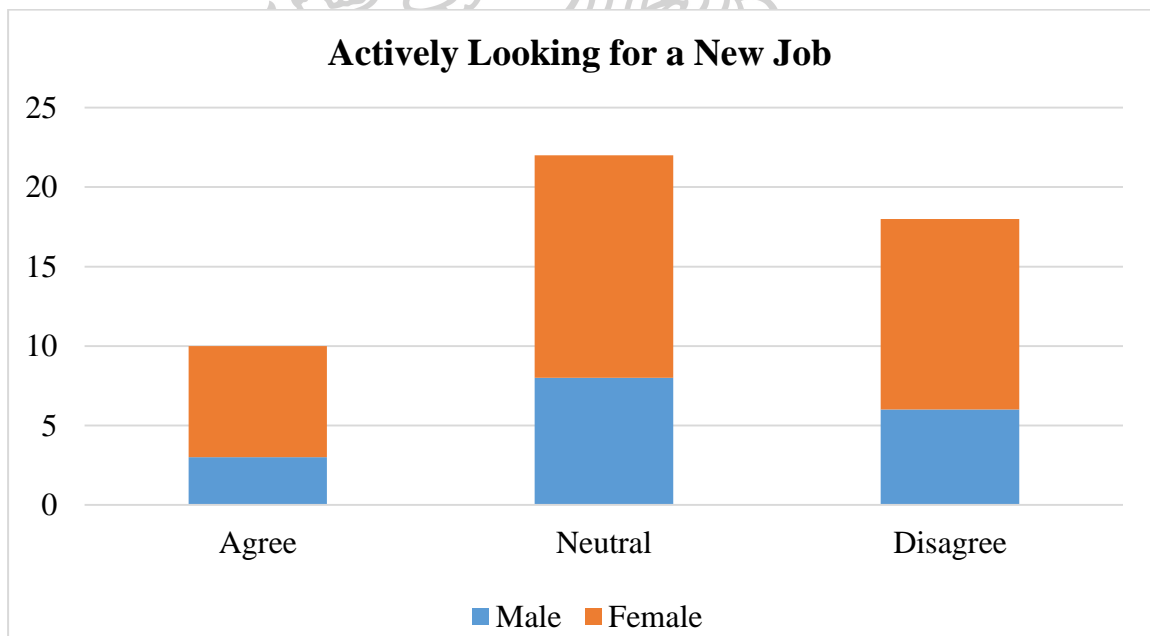


Figure: The analysis data of actively looking for a new job from rank and files level.

Source: Nisakorn Triwanit (2017)

a) Intention to Leave in the Near Future

The 26% of Rank and File level stated that they intended to leave the hotel in the near future. This was reasonably equally split by gender, with 23% of Male and 27% of Female having the intention to leave in the near future.

b) Actively Looking for a New Job.

The 20% of those responding to the questionnaire stated that they were actively looking for a new job at present. This again was reasonably equally split by gender, with 18% Male and 21% of Female agreeing that they were actively looking for a new job.

Statistical Summary of Questionnaire of Rank and File Staff.

The poor benefit package and compensation along with a perceived view that better opportunities exist elsewhere were the leading factors impacting staff turnover. The satisfaction with the compensation and benefits package was at the lowest level. The opinion that better compensation and benefits packages were available elsewhere was a major cause of staff dissatisfaction. And a large proportion (20%) of staff were actively looking for a new job.

Part 3: Interview finding

According to the interview, the executives said that “It is important that need to increase well communication with employee and set up program for development of leadership for development performance skill. For example: giving vacation or holiday instead of paying for overtime, because the hotel does not have a heavy workload throughout the year, the workload will be dense during the high season. Saturday Sunday or a continuous holiday, which will have many visitors both guests. Meetings and parties the staff may not stop. But due to period into the low season or weekdays, fewer guests, the workload will be reduced. This is because there are a number of employees out of work and resign. Sometimes there is not enough manpower or work overload. Must ask some employees to get a return to work and compensate for another leave. May cause employees to adjust or stress, which is why they are not satisfied. Written staff commented, in the questionnaire showing that they want compensate return in the form of money rather than the extra holiday leave.

Because the extra leave is not used. Sometimes it is canceled frequently. Many times, the impact on family life and health effects. The equality, including the protection of various rights that the employees should be legally qualified. However, some employees are not satisfied with the supervisor or executive in certain matters. And cause to feel not looking forward to going for work and do not want to work with a hotel anymore. For example, the impersonation of employees to their work or promotion of a supervisor rotating from a sister hotel to a higher position while that supervisor and the management are not working well or lack of some knowledge for leader skills. According to the interview were divided into three separated per each objectives:

Objective 1: discussed the interviewee's opinions on the factors for High Staff Turnover in the Front Office Department.

Objective 2: discussed the impacts both financial and non-financial on the hotel's performance caused by High Staff Turnover.

Objective 3: discussed the policies and strategies of both the Hotel and the individual managers to manage this high staff turnover.

Objective 1: discussed the interviewee's opinions on the factors for High Staff Turnover in the Front Office Department.

The factors influence employee turnover after interview 3 different respondents section can divide.

1. Human Resource (Senior Level)

Respondent A

2. Front Office (Senior Level)

Respondent B

3. Front Office Rank and Files (previous and present worker)

Respondent C

Table 5 Interview Questions Objective 2

Interview Questions	A	B	C
1. Working overload from short of staff.	A	B	C
2. The equal treatment lack of recognition feeling under-valued		B	
3. Job did not meet expectation for new hiring no experience	A		C
4. Interpersonal relationship	A		C
5. The organizational culture		B	
6. Compensation and benefits			C
7. Career development or growth opportunities unavailable	A	B	
8. Organization commitment raises and promotions frozen	A		C
9. Perceived alternative employment opportunity		B	
10. Negative hotel image	A		
11. Working Life Imbalance	A		C
12. Other personal reasons such as; studying, move to a new house, retirement. Etc.	A	B	C

Objective 2: discussed the impacts both financial and non-financial on the hotel's performance caused by High Staff Turnover.

The interview will be divided into 3 departments and different respondents in this research.

1. Human Resource (Senior Level)

Respondent A

2. Front Office (Senior Level)

Respondent B

3. Front Office Rank and Files (previous and present worker)

Respondent C

Table 6 Interview Questions Objective 3

Interview Questions	Respondent	Objective
a) In your opinion what are the key factors causing high front office staff turnover?	A and B	OBJ.1
a) Are there financial impacts of high front office staff turnover on company performance? Can they be quantified?	A and B	OBJ.2
b) What are the non-financial impacts of high front office staff turnover on company performance?		
a) Do you have policies or strategies in place to manage staff turnover? If so, please explain	A and B	OBJ.3
b) In your personal view, as HR manager, what do you recommend to help minimize front office staff turnover?		
a) Based on your opinion, what are the strengths and weakness of HR management in Hotel business?	A and B	OBJ.3
a) General Comments	A and B	

Questionnaires	Respondent	Objective
a. Compensation and Benefits b. Career Development c. Interpersonal Relationships d. Organizational Commitment e. Perceived Alternative Employment Opportunity	C	OBJ.1
		OBJ.2
		OBJ.3

Objective 3: discussed the policies and strategies of both the Hotel and the individual managers to manage this high staff turnover.

The interview will be divided into 2 departments and different respondents in this research.

- 1) Human Resource (Senior Level) Respondent A
- 2) Front Office (Senior Level) Respondent B

Table 7 HR (Senior Level) Policies and Strategies Managing Turnover

Policies and Strategies Managing Turnover	
Question	What do you recommend helping minimize front office staff turnover?
Answers	a) Recruitments standard attitude tests before applying to confirm that they are in fact suitable for a role of service industry b) Supported when proposing training and development programs for staff c) A program called “Total Rewards” that is offered to our employees with good potential. d) Offer other benefits such as Provident Fund and Insurances

HR (Senior Level)	Policies and Strategies Managing Turnover
	<p>e) Invested heavily in staff training. Cross Training for rank and file and overseas management development programs which lead to certification in the hotel industry for staff showing high potential.</p> <p>f) Set aside three hours a week for staff entertainment to help staff mix with other departments and to relax socially after a hard work. This includes special food, playful competitions with fun prizes.</p> <p>g) The strong HR Department gives a good first impression to recruitment candidates and can be the one that convinces the best staff to join group</p> <p>h) Invested heavily in staff training. Cross Training for rank and file and overseas management development programs which lead to certification in the hotel industry for staff showing high potential.</p> <p>i) Team building always helps morale and it is made clear with the change in the working relationships after team building session.</p> <p>j) Ensure staffing levels are at the required level and not just the minimum level to perform basic duties. Staff must be encouraged they are part of the long-term future of the hotel and not just a short-term fix.</p>

HR (Senior Level)	Policies and Strategies Managing Turnover
	<p>k) Create a good working environment where staff feel inclusive and part of a successful team where rewards for a job well done are shared by all.</p> <p>l) Treat staff as a key element in the success of the property and make staff aware that they have a major role to play in such success.</p> <p>m) Key success is always to recognize the importance of staff and to convey this message directly to the staff.</p>

Table 8 FO (Senior Level) Policies and Strategies Managing Turnover

FO (Senior Level)	Policies and Strategies Managing Turnover
Question	What do you recommend helping minimize front office staff turnover?
Answers	<p>a) Supported when proposing training and development programs for staff</p> <p>b) A program “Rewards” offered to our employees with good potential.</p> <p>c) Offer other benefits such as Provident Fund and Insurances</p> <p>d) A clear recruitment policy aimed at attracting University Graduates.</p>

FO (Senior Level)	Policies and Strategies Managing Turnover
	<p>e) Offering staff opportunities at the other properties in the same hotel group.</p> <p>f) Team leaders and departmental managers that realise the importance of the team and create good environment.</p> <p>g) Department Managers must realise the problem exists and modify my management style. Perhaps we need to review the staffing plan and generally have more staff than previously considered necessary.</p> <p>h) Create team building exercises, dinners, outings etc. and make staff aware that the hotel will support them with any personal issues such family or illness.</p> <p>i) A culture of organization needs to be created. Staff respect knowing where they stand and what their duties are.</p> <p>j) To set a clear career development path for employees with defined opportunities for promotion.</p> <p>k) Comfortable facilities in good condition such as Locker Rooms, Changing Facilities and Meal Services should be provided to demonstrate to staff their service appreciation.</p>

After collect data by investigating the issue from many levels of employees in five-star hotels in Bangkok area and found that factors influence employees turnover can identified and explains as follow below topics:

Table 9 Factors of turnover

Factors of turnover
<ol style="list-style-type: none"> 1. Working overload from short of staff. 2. The equal treatment lack of recognition feeling under-valued 3. Job did not meet expectation for new hiring no experience 4. Interpersonal relationship 5. The organizational culture 6. Compensation and benefits 7. Career development or growth opportunities unavailable 8. Organization commitment raises and promotions frozen 9. Perceived alternative employment opportunity 10. Negative hotel image 11. Working Life Imbalance 12. Other personal reasons such as; studying, move to a new house, retirement, Set up own business, Etc.

a) Working overload from short of staff.

Working overload with long hour presents significantly relate to lack of staff because of turnover, the supervisor or manager has to work overload with long hours because of training new employees and need to do they own work in the same time effects (Lesage et al. 2013). The employees would appear various reactions different when the work demands were extremes for them.

As the service business still running by human being. Turnover can be effected for loss productivities from lack of staff at working place which cause from turnover.

Whenever staff resigned. That is mean less manpower in the station area. For example; normally there are 3 working shift in the hotel service industry such as:

- Morning shift: 07:00 – 17:00 (mainly checking out process and other tasks)
- Afternoon shift: 14:00 – 00: 00 (mainly checking in process and other tasks)
- Night shift: 22:00 – 08:00 (concerning audit, income and revenue process)

That is mean if staff resigned. There will be not enough manpower in the station area and work overload will happened because hotel industry running business by human being for 24 hours. To keep working smoothly, this is needing to have staff stand by all the time.

In each shift need to have 3 persons providing guest service at front desk. If one or two of them resigned at the same time. That could disrupt the working schedule whole the team. Because different task of working in each shift need to assign a suitable person who has strong performance for covering and responsibility in each working shift. While waiting for new replacement, front desk manager needs to reschedule by assignment only 2 persons in each shift. And some time even worse to assign 1 person per working shift and manager has to cover both morning and afternoon shift. And this is relation to working overload in the next topic.

Regards to working overload presents obvious getting worse, while over workload is the work requirements exceeding the line of medical staff, that is medical staff could not take the load physically in certain period or the working time is too long. The illness employees would first perceive Emotional Exhaustion and then depersonalization is cause perception of the work losing meanings lack of achievement and increasing turnover intention.

To reduce working overload has become the core of management in a health concern. The research results show the effects of workload that managers are suggested to maintain regular working hours and day off, and increase the time to adjust the work and rest. Thus, suggested to observe and pay attention to the physical and mental

conditions of each employees and listening and concerns and to build two-way communication channels among the team as well as family and friends in the life for the mutual understanding and empathy. To work under pressure is cause of conflict between among the team. This is relation to hiring new staff in the next topic.

b) The equal treatment lack of recognition feeling under-valued

Everyone wants to be recognized and rewarded for a job well done. It's part of our nature. Recognition does not have to be monetary. The most effective recognition is sincere appreciation. Recognizing employees is not simply a nice thing to do but an effective way to communicate appreciation for positive effort, while also reinforcing those actions and behaviors.

c) Job did not meet expectation for new hiring no experience

It has become all too common for a job to significantly vary from the initial description and what was promised during the interviewing stage. When this happens it can lead to mistrust. The employee starts to think, "What else are they not being truthful about?" When trust is missing, there can be no real employee ownership.

No experience for new hiring, the new employees who has no work experience and no product knowledge need to take time several week to get to know and familiar with their daily routine job. However manager or supervisor who had work overload may overlook and might not have much time to train a new hiring so well. This become a cause of new staff hiring want to leave organization because of high pressure from work environment or conflict with co-worker as mention in next topic.

d) Interpersonal relationship

Many managers were promoted because they did their jobs very well and got results. However, that doesn't mean they know how to lead but it really helps if a manager has a natural ability to get along with people and motivate them. Managers should lead by example, reward by deed and fair without bias to the team member. Interpersonal relationship among the team member have an adverse effect on productivity and result in good employees quitting. Rudeness, assigning blame, back-

biting, playing favorites and retaliations are among reasons that aggravate employee turnover. Feeling resentful and mistreated is not an enticement for a good work environment.

Interpersonal relationship positive interpersonal relationships at work foster a variety of beneficial outcomes for individuals and organizations. Positive interpersonal relationships at work have an advantageous impact on both organizational and individual variables. As employees spend long time of their lives at work, at least more than 10 hours. Therefore the interpersonal relationships and friendships between/among employees at work are often formed. Interpersonal relationship at work interaction between co-worker or manager and employees. These relation are natural part of the work environment which are usually pleasant or creative. But some time the source of tension and frustration from various factors such as lack of staff, working overload, teaching new hiring without experience and etc.

According to Hamilton mentioned that “People may gain help, assistance, guidance, advice, feedback, recommendations, or information from workplace friends on a variety of work-related matters such as completing jobs, performing tasks, and handling issues with co-workers, subordinates, supervisors, and/or clients” (Hamilton, 2007). Given that friendships at work provide valuable individual and organizational outcomes, the management of each organization need to consider and take this serious regards to generate positive interpersonal relationships among their company. This would help for reduce turnover rate in department area as long as the employees feel that they are being part sense of belonging.

However, the term of interpersonal relationship at working place is our view preferable as it can be both positive and negative aspects and this can also related to the organizational culture in next topic.

e) The organizational culture

The organizational culture, it was also defined as “the observable norms and values that characterize an organization, influences which aspects of its operations

and its members become salient and how members perceive and interact with one another, approach decisions, and solve problems” (Chatman, Polzer, & Barsade, 1998, p. 751). Some of organization has poor morale and low levels of motivation among workforce is also a contributory factor. Mostly happened into the organization that never had staff movement. And never accept new idea. However some author as (Deshpande and Webster Jr, 1989, P. 4) also referred that the organizational culture is “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization”

Management’s constant reorganization, changing direction and shuffling people around disconnects employees from the organization’s purpose. Employees don’t know what’s going on, what the priorities are or what they should be doing. This causes frustration leading to confusion and inefficiencies.

f) Compensation and benefits

Compensation and benefits it is a rational assumption that compensation and benefits affects the turnover decision (Mondy, 2010). The compensation agreement is part of the explicit contract between the employee and employer, which spells out what employees can expect. If compensation is insufficient to meet the employee’s needs, they are likely to leave the organization (Mondy, 2010).

Respondents were also negative about their own personal experience with pay, noting that their pay was relative low compared to their responsibilities and that at some points in the past they had their pay withheld or were not paid on time. In addition to low basic pay, interviewees also reported that non-pay benefits (beyond basic salary) were typically not available. While some benefits like health insurance may not be important in Thailand, there are other benefits that may be offered in other workplaces, but which hotel employees do not have access to. Respondents did note that poor pay and no benefits were a negative point of working in the hospitality sector, and could cause a serious demotivation.

It is not surprising that low pay or poor pay conditions would contribute to high turnover rates. Maslow's theory of human needs and motivation states that the physiological requirements of food and safety are a fundamental need that must be fulfilled. Thus, a reasonable salary is fundamentally required for employees to live a good basic lifestyle, and if the employee's pay does not allow them to live acceptably it could cause dissatisfaction and cause them to seek out a job with better pay. This is consistent with the previous findings of studies that have identified low wages and conditions of unfair compensation (such as withholding pay or late pay) as factors in employee turnover (Dulebohn, Molloy, Pichler and Murray, 2009). Benefits are also important for the employee's morale and organizational commitment, contributing to a reduction in turnover intentions (Beam and McFadden, 2001). However, pay and benefits are not the only factors in turnover (Smith, 2006). For example, employees may also be driven to quit because of poor person-organization fit, poor management and supervision conditions, or poorly structured motivation, evaluation, and benefit systems, in addition to low pay or benefits (Smith, 2006). However, these results do show that organizations should pay attention to the role of pay and benefits in the turnover intention of employees. In particular, employees perceive their pay as an issue of distributive justice; if the organization is doing well, but employees continue to receive poor pay and do not receive benefits or raises, they will feel their work is not appreciated or rewarded and will lose motivation, become unhappy and not devote their full attention to work. Thus, pay and benefit conditions in the organization could play a role in another factor that was studied in the interviews (motivation).

Compensation and benefit could be intensive and reward or indirect compensation such as; social security, retirement, paid vacations and etc. because a reasonable salary is fundamentally required for employees to live a good basic lifestyle, if the pay does not allow them to live acceptably and cause them to seek out a job with better pay. This is consistent with the previous findings of studies that have identified low wages and conditions of unfair compensation (such as withholding pay or late pay) as factors in employee turnover (Dulebohn, Molloy, Pichler and Murray, 2009).

g) Career development or growth opportunities unavailable

Career development shows potential for managing turnover, its biggest impact is on those who want to have a career (Weng & McElroy, 2012). Career growth is more regular with individual attitudes and behavior (Weng & Xi, 2010). Weng & McElroy (2012), conceptualized career growth as composed of four factors: career goal progress, professional development, promotion speed, and income. The dimensions of career development were negatively related to turnover intentions. However, promotion speed and income into a single facet collapsed to rewards (Wang et al., 2014). Career development is understood as the succession of work experiences in an individual's lifetime (Arthur 2008) and the career growth can also be defined as one's perceptions of the chances of development and advancement within an organization as per researcher (Jans, 1989) (cited in Daud, 2014). Career development also can help with retention because employees can develop a sense of loyalty for employers who are willing to invest in them. When it is time to hire new employees, career development programs can be attractive to job-seekers. The Career Development is the lifelong process of managing progression in learning and working. The quality of career development process significantly determines the nature and quality of individuals' lives and the kind of people they become, the sense of purpose they have, the income at their disposal. And it also determines the social and economic contribution they make to the communities and societies of which they are part.

Hospitality industries have evolved various means of dealing with poor career progression prospects. One study showed that moving between companies was a common way to advance the career (Arthur, 2002). Another found that Generation Y workers perceived changing companies to be a faster way to achieve promotion than waiting for opportunities in their existing company (Barron, Maxwell, Broadbridge, & Ogen, 2007). These changes mean that employees may leave not only for improved compensation, but for a better (more senior or more skilled) position unavailable in their current firms. In order to attract and retain highly skilled and talented employees, the hospitality industry does need to develop career paths and engage in employee development practices (Walsh & Taylor, 2007). Without these programs, employees in more skilled frontline positions and managerial positions do not develop a strong

organizational commitment and remain with the organization (Walsh & Taylor, 2007). In contrast, hotels that do not implement employee development practices or offer a career path are likely to have increased rates of turnover (Chow, et al., 2007).

The Career development process employees progress through the sequence of stages, every one of which is categorized by different set of activities, development responsibilities, and relationships (J. H. Greenhaus, G. A. Callanan, 1994). However each stage has different activities and relationships with co-workers and managers. The directional pattern model defines the shape and form of careers (D. E. Super, 1957). It was noticed that the concept of changing career suggested that these models help the employees to take decisions about how rapidly they want to progress through career stages and at which point they have to come back to their earlier stage. Career commitment was found to be significantly negatively related to turnover; however, this relationship was mediated by career withdrawal cognitions. There is need to develop and train employees in hotel industry to improve and boost the business in the industry. Hotel managers should be encouraged to send their employees to attend courses that are relevant to the work they are doing. And this will continue in the next part of this chapter.

h) Organization commitment raises and promotions frozen

Organizations may not have a goal to offer the best compensation in their area, but if they don't, they better pay competitive wages and benefits while making their employees feel valued. This is a critical combination.

Organizational Commitment to the organization is considered very important within industries and cultures where individuals develop great amount of affection that may improve their views of quitting their job (Jehanzeb et al., 2013). Although organizational commitment, turnover intention and job satisfaction are one of the most investigated trendy subjects in the research of job relevant behaviors (Yücel, 2012).

In the field of human resource management, According to the organization and turnover intentions of employees are critical subjects, so, all organizations should

showing the extra focus to these phenomena. Therefore organizations must satisfy the individuals' wants to increase organizational commitment (Ayondele et al., 2013).

Organizational commitment has normally been described as an affection to or recognition with the organization (Mathieu & Zajac, 1990). And that might also be viewed as a sentimental reaction to a positive evaluation of the work environment (Testa, 2001). There are several experimental researches prove the significant role of organizational commitment in the process of turnover (Lin & Chen, 2004; Susskind et al., 2000; Breukelen et al., 2004) as well as they actually specify that an employee's turnover intentions are negatively associated with job satisfaction and organizational commitment.

Organizational commitment and Employee turnover are important issues in the field of human resources management as well as the executive management need to take serious of these concerns, so all kind of organizations must pay more attention to these phenomena. Employees are important source of success for any organization. Therefore the commitment of employees is quite important for the success of an organization. And also the reason behind of that is employees with high level of organizational commitment are more product knowledge skill, satisfied with their job, productive and compatible because they work with greater responsibility and loyalty which is cost less to the organization.

Organizational commitment can be also affected by many other factors studied, for example socialization and conflict (Yang, 2008; Yang, 2010) and employee development programs (Walsh & Taylor, 2007). Thus, organizational commitment does need to be considered in context with other factors, as it does not develop independently. However, not only organization commitment is factor of turnover but there is another important factor which impact of employee turnover rate as well. The perceived alternative employment opportunity is one of issue related to turnover rate and that we are referring in next topic.

i) Perceived alternative employment opportunity

Perceived alternative employment opportunity, the perceived alternative employment opportunity also needs to be considered. However, this is an area with relatively little empirical research. A study of Generation Y hotel employees did show that employees were aware that tourism is a growing field and there is a high demand for their skills (Solnet & Hood, 2008). As a result, they did not feel that they had to stay with an unsatisfactory job (Solnet & Hood, 2008). In contrast, older employees may feel they have fewer alternative employment opportunities and as a result may show a higher commitment to remain with a given job (Vantilborgh, Dries, de Vos, & Bal, 2015). This observed difference raises the question of how demographic factors influence turnover intentions.

The perception of an alternative employment opportunity is a factor of the external environment (for example unemployment rates and job vacancies), and is not in direct control of the employer (Hulin, Roznowski, & Hachiya, 1985). However, job availability (and thus the perception of alternatives) has a significant relationship to voluntary turnover. Employees that are highly educated, and who view their education as a competitive advantage, may have an increased perception of alternative employees. Employees may also not require an immediate offer of work to perceive employment opportunities; simply the potential that they may get another job can be sufficient (Hulin, et al., 1985). Thus, the perceived alternative employment opportunity also needs to be considered. However, this is an area with relatively little empirical research. A study of Generation Y hotel employees did show that employees were aware that tourism is a growing field and there is a high demand for their skills (Solnet & Hood, 2008). As a result, they did not feel that they had to stay with an unsatisfactory job (Solnet & Hood, 2008). In contrast, older employees may feel they have fewer alternative employment opportunities and as a result may show a higher commitment to remain with a given job (Vantilborgh, Dries, de Vos, & Bal, 2015). This observed difference raises the question of how demographic factors influence turnover intentions.

In the literature that emerged after March and Simon (1958) actual leaving can be understood in terms of the appeal of staying in a job (reflected by satisfaction and organizational commitment) and the possibility of finding alternative employment (perceived job alternatives). Actually it is a combination of affect and context. Perceived job alternatives play a different role in determining intention to leave, and actual leaving (Michaels & Spector 1982). However, in the case of actual leaving, an employee's job search can be assumed to be activated by the belief that there are suitable job alternatives.

All of these has mentioned in earlier on chapter 2, and this is finding result that researcher has grouping from in-dept. interview from HR Management and Front Office Management.

j) Negative hotel image

High rate of turnover can have a damaging effect on the business and difficult for recruitment. Because every time turnover happened, hotel needs to advertising for the jobs vacancy. The more often advertising the more people have doubt about what is going on about hotel management and afraid to apply for a job in that organization which having high rate turnover.

High turnover rates can negatively affect hotels and its employees in many ways. Employee turnover has a direct impact on hotel revenue and profitability as well as it hurts the business bottom line. Recently, the true transformation of hotels industry begin during industrial revolution. Many hotels coming up and the high competition among hoteliers, and this is can be one of factor for difficult recruitment because people have more choices to select hotel for their work.

The hotel operation cannot only use financial to attract guarantee employees loyalty. Organization should engage employees by weight the value of their brands. A respected brand generating customer loyalty, which can be used to tempt top talent from across industry. Many of researchers confer that employees are the key to brand differentiation in a market of homogenous products and services, (Suikkanen, 2010).

Haddon said that in addition to noticeable values the Hilton brand is known for, the company was ranked the top hospitality company in the international world-wide as it is “Great Places to Work” survey, which helped it to attract top talent.

The power of the brand also directly influences the employees’ satisfaction with their professional environment. Once employees develop a strong sense of trust and pride in the brand, their commitment become to brand ambassadors increases.

However beside all of these result. It was found that there were some of other factors which is impact and effect with rate of turnover such as; (salary, work-life balance, and work motivation) is examined in a distinct section. The interview findings are examined and compared between respondents, to understand similarities and differences. These sections also integrate the findings into the literature, which provides more information about the role of the factors identified. Actually, may respondents said that rate of employees’ turnover can happened from various factors which is going to mention in the next paragraph

k) Working Life Imbalance

Another major factors that interviewees and questionnaires identified was work-life balance. Work-life balance was identified in the questionnaires as a major factor, with respondents stating that their hours were long and they often worked odd shifts, which had a negative impact on their personal life. Supervisors could also demand odd hours or schedule flexibility, as indicated by the interviews. Flexible schedules are not necessarily negative for employees, since they allow supervisors and employees the ability to meet each other’s needs (White, Hill, McGovern, Mills and Smeaton, 2003).

Flexible working is required in the hospitality industry to some extent, since the hotel must provide 24-hour service for at least some functions. However, the questionnaires showed that this flexibility only went one way; managers often demanded that workers work long and unusual hours. Thus, even though the hotel does require people to work at odd hours, it is also possible to arrange schedules more consistently, allowing workers to choose shifts that fit with their personal lives and provide

consistency (Tausig and Fenwick, 2001). Interviews revealed that managers often struggled with this because of high turnover rates, which meant that they were often forced to ask employees to work overtime or take on long shifts or unsociable shifts (such as overnight shifts). Thus, employee turnover could be both a cause and effect of employee turnover in the hotel industry. More careful consideration of employee work-life balance and care with scheduling to minimize long shifts and unsociable hours, or providing some form of incentive for working unsociable hours, could improve organizational commitment and reduce employee turnover.

The interviews have revealed so far that both pay and benefits and work-life balance can influence employee turnover. The third factor that could influence employee turnover is work motivation, which is discussed in the following section. Work motivation, unlike the other two factors, is an intrinsic factor.

1) Other personal reasons such as; studying, move house, retirement. Etc.

Other reasons such as doing own business, retirement, family issue, travel issue, death, terminated and personal reason. Beside of this the trend of tourist in the past were totally different and changed from the currently, that's expanding of low cost airlines, and promotions for tourism industrial are cause of increasing travelers. The trend of tourist has changed because the traveler having high demand but the new generation of employees who has less experience and cannot handling customers as professional and that can be one of reason for staff turnover. In the same time many hotels building up for supporting the tourist and the need of personnel in hotel business are increasing but the education systems are low rate producing people for the hotel market. Hotel industry in Thailand is now under state of tight labor market and faced to raising labor cost problem because of turnover. Many new hotels happened with less investment for human resource and that is cause pulling manpower who has lots of experience which is effected to quality of service in hotel, especially in high season.

The researcher had an opportunity to discuss with Ms. Oil Santhicha who used to work as a front office manager for a five-star hotel in Sukhumvit area. She resigned

from hotel after gain experience for 10 years from hotel to build her own hotel in the South of Thailand. Because she wants to have more time after she has little son. And Ms. Uraiwan (senior level in the front office department at one of five star hotel in Wireless road) leave from organization because of time for her retirement. Thus, some of good employees having health problem or illness, some of them change new role having own business such as sport studio such as Ms. Thidathip Sawetsuwan who used to worked at front desk as rank and file level at a Luxury five star hotel which located behind Siam Paragon) and various personal reasons which is similar with concept of the author (Brotherton B, 2010) who found that turnover is basically the process of replacing an existing employee with a new employee. Existing employees leave from organization due to various reasons like resignation, death, transfers and retirements. The rate at which the existing employees are replaced by new employees is called the employee turnover rate. (Brotherton, B, 2010). The International hospitality industry. Oxford: Butterworth Heinemann.)

However it is difficult to specific the cause of turnover because there are many factors of staff turnover in organization with come out as different reasons from employees who submit resignation. This observation difference raises the question of how demographic factors influence turnover intentions. Recruiting new staffing costs more than retaining staff. These costs include selection, selection, development, and opportunity costs. Thus, organizations have turned their attention to more proactive employee retention. Because it is lower cost and also take less time work within the organization. The key is for develop the knowledge to the current employees with a degree of expertise. It can be easier than getting a new employee without experience or knowledge related to the job (Viroj Lakhana-adisorn, 2007).

With this review aimed to access the articles published on hotel employees and get an over view of the studied concepts which will help hotel management to identify the factor that are related with the performance of organizations as well as help to improve them. As hotel employees are the main subjects in this study. Thus, it is debatable whether employees of other sectors may face the same problems and difficulties that result in turnover behaviors. When discussion about factors affecting

employee turnover intention, the study showed that many factors level can influence employees' turnover, and organizational commitment, career development, co-worker relationships, alternative perceive job opportunities; in addition to work environment are important factors that influence employee turnover intention.

Findings Impact of Front Office Employee Turnover on Hotel Industry

Table 10: Finding the impacts of front office employee turnover on hotel industry

Employees turnover impact →	Wastage of time and money for re recruitment
	Low rate of the coordination in the staff
	Lesser guest satisfaction
	Low rate of guest arrival
	Lower motivational level
	Poor performance
	Reduce uniformity in services
	Low rate of productivity and poor performance
	Fail of reputation hotel image

Finding the impacts of front office employee turnover on hotel industry

Source: Nisakorn Triwanit (2017)

The finding of investigate the various aspects of employee turnover and what are their impacts on the organization and its performance such as low level of coordination, low satisfaction of guest and low rate of guest arrival and low motivation of staff who stay.

If hotels want to reduce turnover rates, they need to maintain staff retention and improve working conditions for staff members by create some activities such as team-building, send the high potential for task-force training, distribute work overload as well as life balance, promoting in career advancement, pay and benefits are both an issue of meeting basic employee needs and an issue of fairness (Dulebohn, et al., 2009). Those employees who make the bare minimum are highly likely to leave for

any better opportunity, and most likely to feel unmotivated and taken advantage of. Therefore, at a minimum, the pay needs to meet basic needs of employees.

Part 4: The exclusion of interview

At first plan, researcher was planned to distribute questionnaires to people 100 sets. But the questionnaire given to the population of this study only 50 sets because of high turnover rate in the front office departments causing not enough staff for rank and files levels to give more answer. Usually there are 3 staffs stand by at the front desk per shift. But during the time short of staff, there is 1 staff stand by alone and 1 of manager on the shift supporting next to junior staff. This is happened to many five star hotels. This is a reason that researcher won't be able to get information from 100 population for this study.

Scope of procedure collecting data

a) All this information was collected data from employee who working in the five-star hotel which located in the heart of business area in Bangkok. And rang of those hotels are countable as large size because there are more than 500 rooms in each.

b) Most of the hotel that researcher went for collected data were located near transportation such as BTS or MRT and Airport Link which easy to access.

c) The researcher spent time for 6 – 7 months for collected data. Beginning from August 2016 to April 2017. It took long time because of the timing was a major reason such as the interviewee on vacation or some may not available at work. However after collect data the interview results will be analyzed to understand causes, and consequences of staff turnover. Recommendations and solutions will be provided base on these causes.

Finding SWOT Analysis

Table 11: SWOT Analysis of turnover in hotel (From observation and in-depth interview)

STRENGTHS	WEAKNESS
<p>a) Sometime turnover can be beneficial for teamwork or organization. Because every time that the good staffs submit their resignation. There are an exit interview process that the head of department such as director or manager has to ask about the reason of leaving person in one shift. For example: if staff leaving because of conflict with their supervisor or co-worker. HR or Head of department should have investigate or solving problem. And get an idea for improve working area or avoiding the problem which cause turnover happened often.</p> <p>b) Many times turnover can be beneficial for teamwork or organization if that happened to a low performance and bad attitude. Because this is an opportunities for recruiting the new good one with the new idea to fill up in the organization and teamwork.</p>	<p>a) When the knowledgeable person leaving job. The hotel will lost product knowledge and this is affected directly to the loyalty or returning guest. Because most of the hotel guest expecting to be recognized from hotel employees with the special treatment.</p> <p>b) Staff working overload and lack of service which cause from not enough service staffs in each working shift. This is create illness for employees who work double shift (Morning shift starting at 07:00 and Afternoon shift end at 23:00 hrs.)</p> <p>c) High pressure and stressful causing from short of staff. Especially difficult to recruit new employee during the high season and this is very affected to the hotel service industry because the new hiring replacement needs to take time learning and training at least 3 months to do the job properly.</p>

STRENGTHS	WEAKNESS
	<p>d) Negative image for organization whenever advertising for new recruitment into website. This is create doubt to outside people because they don't know what is going on in hotel.</p>

OPPORTUNITIES	THREATS
<p>a) Regards to the problem of high turnover still keep continue. There are some hotel groups such as Marriott or Hilton are using digital technologies for help and reduce some process for making reservation, checking and checking out. This is very interesting and matching with travellers in the new generation who has life style attached with the digital most of the time and very fast movement.</p> <p>b) It is the big cost investment for recruiting new employee for fill in each positions. This is one of reason that some of hotel groups such as Starwood, Hilton or Marriott have an idea to create 'Cluster' working for each brands. The cluster working same like a centre of the hotel brand which is convenience for guest to contact for</p>	<p>a) Losing good performance one is lost product knowledge which affected directly to the loyalty or returning guest. Because most of the hotel guest expecting to be recognized from hotel employees with the special treatment. And they have built good relationship between guest and employee. When the guest knows that the good performance staff left. Some of the guest also follow that staff who resigned to another hotel. This is big cost from losing revenue and income for the hotel business.</p> <p>b) As it high competition in the hotel industry and a lots of new hotels building up. This is one of reason that difficult to recruit the person who has good qualified to put into the right position. Because the service job is</p>

OPPORTUNITIES	THREATS
making reservation or receiving all information from hotels in everywhere.	relate to the human being who has positive attitude, service mind and passionate into the job. Otherwise the employee will keep looking for new job again and again.
c) To use digital technology and having cluster helping reduce cost of hiring new employee for replacement in front office department for temporary.	c) Whenever staff resign from the hotel. They will tell other for the reason leaving. Either good or bad. Most of the one who leave unhappy will say negative about the hotel to other. And it might create the bad image for hotel in other thoughts.

SWOT Analysis of turnover in hotel (From observation and in-depth interview)

Source: Nisakorn Triwanit (2017)

Solution for turnover

From the result of the finding. The solutions for the employee turnover in the hotel industry maybe suggestion such as:

- a) Mind your Front-line Managers and Supervisors
- b) Making Work Fun
- c) Ask and Don't Assume
- d) Keep Maintain the High Performers
- e) Reward and Recognition

a) Mind your Front-line Managers and Supervisors

In the hotel industry, this reason is also coupled with working hours. The executive management can definitely invest in their line managers and supervisor's development to ensure they are aware how their actions and decisions affect employee

turnover. The managers should be given the skills, tools, and knowledge to help them understand how their actions directly affect employee retention in hotel.

b) Making Work Fun

Managers should always pay attention to the big picture and details regarding the service they provide. Good leaders in the hotel industry seek to engage and care about both, service and employees. When employees are happy, they become committed, they are open to share their ideas and that give them a sense of belonging towards the end results. Creating culture of ownership in which managers and employees share common goals and work together to meet them can boost a company up and even keep it from facing the common turnover problem that exist in the hotel industry.

c) Providing Necessary and Needs

Provide employees with what they want and need. Don't assume that they all have the tools, training, and support they need. The line manager or supervisor should check with the employees and find out. This tactic helps with designing the right reward programs, and retaining skilled workers.

d) Keep Maintain the High Performers

Sometimes high performers are often forgotten and begin to look for opportunities elsewhere. Skilled employees will not remain in a job if they see no future in their position. To eliminate the feeling of being in a dead-end job, every position should have an individual development plan.

e) Reward and Recognition

The salary and benefits offered are necessary to attract employees. Whiles this is important, people continue to have a need to feel proud for the work they do, and feel appreciated for it. Most employees do not see much difference in their pay after deduction from a taxable raise or bonus. Creative ways to reward employees are more memorable and have a bigger impact than cash.

However from the finding in this chapter some employees do prefer to work unsocial hours; the employees should be given a choice, since overwork is related to poor employee motivation and underperformance. And that we will mention in the next topic of conclusions and recommendation in Chapters5.

CHAPTER V

Conclusion and Recommendations

This chapter focuses on the conclusion and recommendation of study. It contains a summary of the analyzed data on the factors affecting the rate of employee turnover in the five star hotel in the tourism area of Bangkok, Thailand.

After in-dept. interview the obvious results of this study found that there are many factors cause of employee turnover in the five star hotels in the tourist area of Bangkok. The hotel employees are considered become an important for any organization. Unlike other industries, employees in hotels are the contact points for delivery of products and services. Therefore the satisfaction level of the guest has significant role for the sustainability of the organization. The effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction among of employees. For making employees satisfied and committed to their jobs, it should be proper policies and practices. Thus managing and retaining employee has become one of the most critical processes in environment at currently.

Conclusion

The aim of this research was to study the factors in employee turnover in five star hotels in the tourist areas of Bangkok. The research began with the background of researcher interested into this topic and find out the referent support from book, literature review, or journal which identified a number of factors that were known to influence turnover in the hospitality industry

The researcher had been interview those interviewee (GM, HR, FO, Rank & Files staff and some department concern such as IT) from different well-known hotels in the tourist area of Bangkok (Conrad, Marriott, Sukhothai, Centara, Al-Meroz, Oakwood and Novotel). The research did not identify any demographic factors that influenced the turnover intention of the employee. However, internal factors and external factors were relevant to employee decisions for turnover. Examination of the current conditions showed that employees did show relatively good internal

relationships and were moderately positive about career development, but were not typically satisfied with pay or benefits or supervisors keeping their promises. Employees were highly likely to leave their jobs for alternative opportunities. Thus, attitudes and internal motivations and satisfaction were a strong influence on turnover intentions. The interviews and literature provided more information, showing that poor pay and benefits, unsociable hours and poor work-life balance, and low motivation low morale, inter-personal relationship among the team, all were common in the industry and influenced turnover. From the finding in chapter 4. Researcher will conclude by drawing the factors and impacts of turnover as the figures below:

The Finding Factors High Rate Front Office Turnover

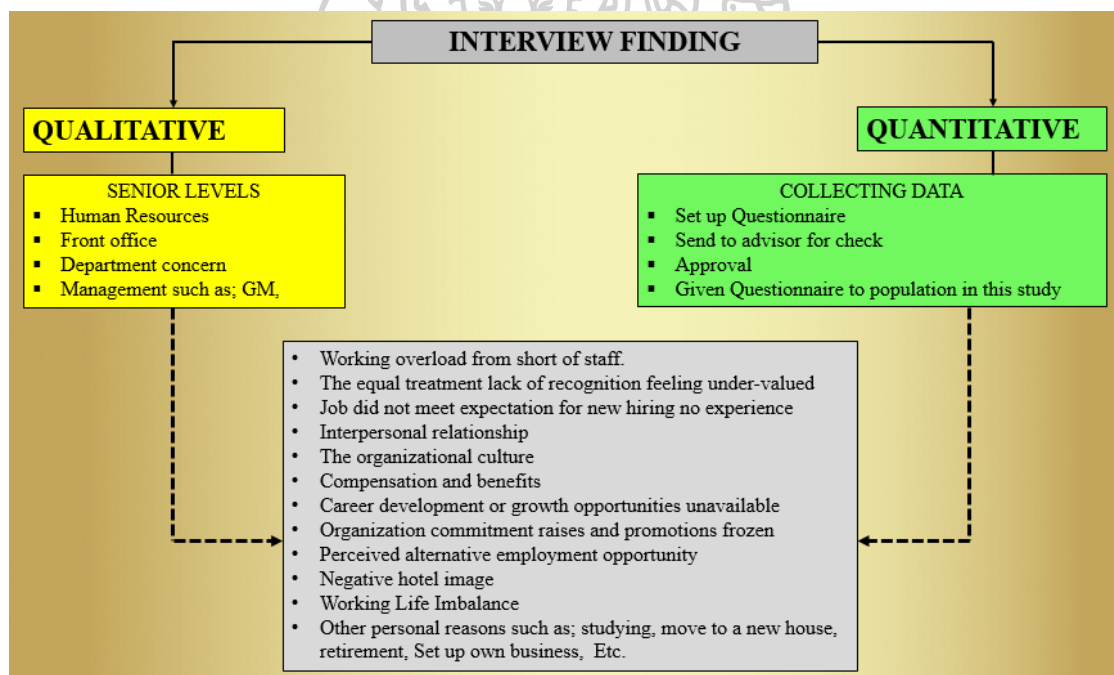


Figure 12: The finding of factors that cause front office employee turnover in hotel industry.

Source: Nisakorn Triwanit (2017)

The Finding Impact from High Rate Front Office Turnover

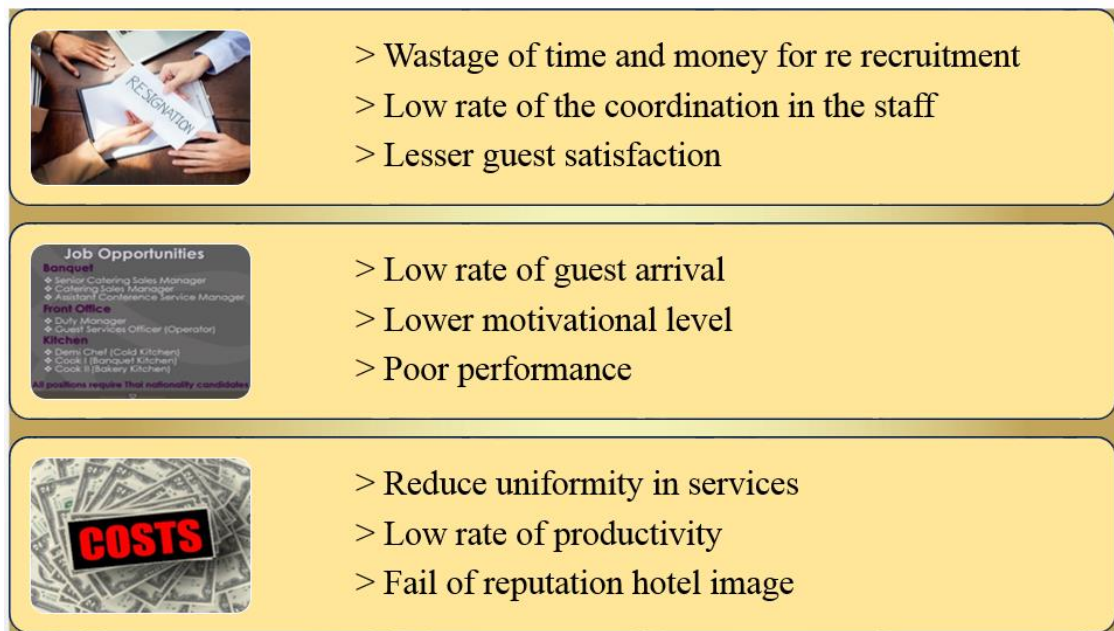


Figure 13: The finding of Impact from front office employee turnover in hotel industry.

Source: Nisakorn Triwanit (2017)

The relationship between job satisfaction and employee satisfaction on service quality and customer loyalty or customer returning. That also can be some factor of staff turnover as it shows circle of work. Because staff must happy with their job, when they happy with their job, they can provide good service quality to the customer. And that will create customer loyalty or customer returning in the hotel business and finally will bring more income. However, in the last 10 years ago trend of tourist has changed as well as many hotels have built up. Most of tourist having high demand but limited of budget. In the same time new generation of employees no passion in their job and job not was their expected to face high pressure. At the end they decided to leave their job.

In conclusion, the research showed that there are a number of factors influencing turnover intentions in the hotel industry. Most of those factors are related not to the individual's personality or attitudes, but to the working conditions imposed by the

hotels. Thus, if hotels want to improve their turnover rates, they need to work to improve their employee's working conditions, compensation and work motivation.

Recommendations

Employee turnover is expensive. Obviously, it is important for organizations to reduce turnover rates. However, in order to reduce these rates, organizations must first understand the main reasons employees leave for other positions. Most of employees don't leave good organizations but they leave the managers. There are two categories of recommendations for this research. Researcher has drawn the figure which include recommendations for practice in hotels and recommendations for future research such as:

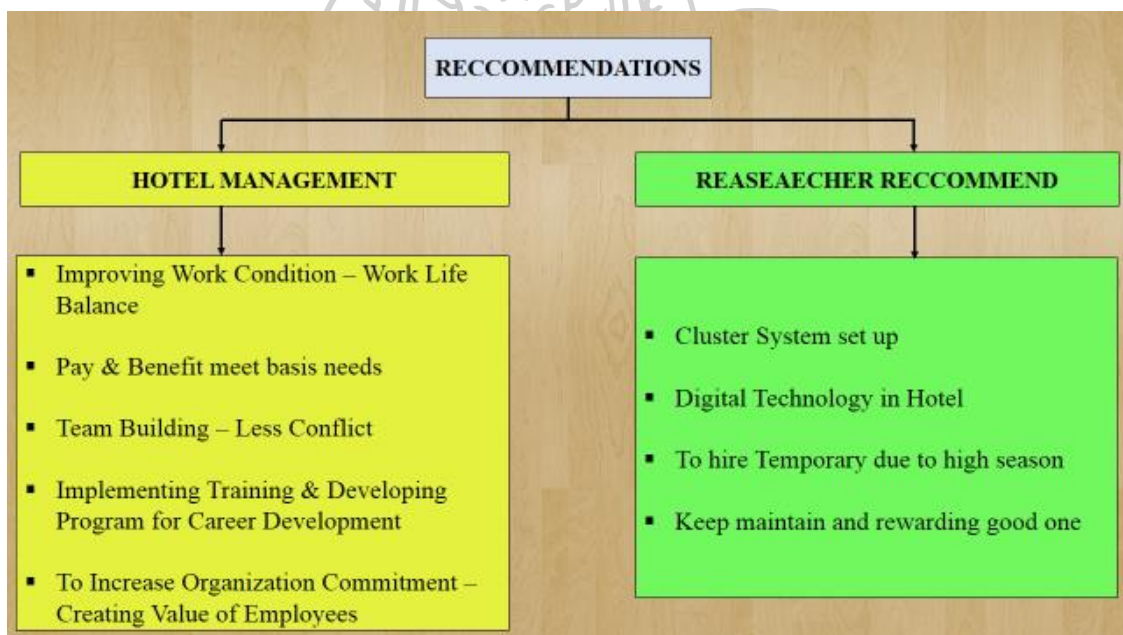


Figure 14: The recommendations for practice retention employee turnover in hotel industry.

Source: Nisakorn Triwanit (2017)

The recommendation for hotels is that if they want to reduce turnover rates, they need to improve pay, benefits, and working conditions for staff members. Employees that make the bare minimum are highly likely to leave for any better opportunity, and are likely to feel unmotivated and taken advantage of. Thus, at a minimum, the pay needs

to meet basic needs of employees. Employers also need to make an effort to ensure the work-life balance of their employees, for example by avoiding excessively long hours or unsociable hours (Tausig & Fenwick, 2001). Some employees do prefer to work unsocial hours, but employees should always be given a choice, since overwork is related to poor employee motivation and underperformance. Finally, employees need to feel like their skills are valued by their employer (Rainlall, 2004). This means that employee skills and experience should be utilized and recognized with a reward system, and training and development should be offered to help employees improve their skills (Kaewkrom, 2003). By implementing training and development programs and reward systems, employees will receive benefits of reduced turnover and increased employee efficiency, while employees will feel valued and increase their organizational commitment.

Without making changes such as improving pay, reducing reliance on long, unsociable hours, and implementing performance evaluation and reward systems and training and development systems, hotels cannot reduce turnover and the costs associated with it, such as recruitment costs and costs of lost efficiency.

There are some recommendations for future research coming from this study as well. One of the recommendations for future research is an evaluation of the costs of turnover in the hotel industry. Although turnover is known to be a problem in the industry, it is not clear whether the costs associated actually pose a problem for the industry or how much industry participants are willing to change. Another form of research that would be useful is a case study in a hotel that was successful at reducing turnover, which identifies specific policies and practices that play a role. This would provide a template for hotels that want to reduce their turnover rate but are not sure where to start.

To set up strategic planning of the country such as; supporting for SMEs to adapt their business into digital world or to encourage tourism operators to use technology turning to “Smart Tourism” It is important and this is one of strategy of government

Adaptation of tourism operators, bringing technology to help in the work and help in marketing is needed.

At the present, travel operators around the world bring technology to help them run a business. And it has become an important factor driving business successful. For example; the Marriott and Hilton Brand have used the Digital technology for helping to reserve booking, check in and out which is reduce the process working for some staff and guest no need to stay on queue wait for long line at lobby like before. Some of positions such as; PR, Sale and Marketing or Reservation Department might not necessary for all the properties in many hotels that has same chain like before because each brands hiring “Sales Cluster or Reservations Cluster” work as the contact center of each brand. Since there are use the most of digital for most benefit for hotel. However the digital or technology cannot replacement human resource for 100% because the service industry needs two way communicate and interaction as the human touch. But digital is only one way communicate. The technology might help with to reduce some working process whiles the turnover in hotel industry still happened continuity.

From the prediction of Euro monitor it's found that the average growth rate of using online channels for global travel. The growth rate is over than 10% per year by increasing from 1.66 hundreds of millions of dollars in 2011 to be 3.63 hundreds of millions of dollars in 2013.

Khun Supawan Thanomkiatpoom, the President of Thai Hotels Association said that nowadays, all hotels have to focus on doing online marketing. But in fact, many hotels do not understand this, and still retains the same business model which is could be a risk that businesses will face competition problems.

To use technology replacement human resources (AI: Artificial Intelligence), it could help as a temporary for business struggle due to the company taking time for recruitment. Technology is vital so quick and that respond for the new generation who

really like to change new trend very fast. The digital technology will absolutely play an important key role in the nearest future in most of industries.

At currently people are in the Digital World. The Digital4.0 that we are talking about is the Digital manufacturing. There is communication via mobile phone on the line chat. When people read message on the phone they using an analogue brain. Because the human brain is analogue and that keep people in different parts of the world be able to communicate to each other at the same time.

In the past, many of companies and hospitality industry need to take so much time to do monthly report. After using digital system, those organization no need to take so much time to do monthly report like before as well as reduced some mistaken and back check those record from previous time. By using digital input device information to the server before the information can be retrieved immediately. This technology may not replace people. At least that reducing cost of paper which is mean help to save environment in the same time.

In this case, the employer and workers have to adjust for both. However, the terrible thing of this change is to make everyone an individual and that make everyone happy and learn to live alone without anticipate with others. Finally people forgetting that they are in a society that needs to be shared. Because the arriving of platform economy creates people become to be selfish and the humans are content with their own interests without thinking about social relationships with others.

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