

**FACTORS OF EMPLOYEE RETENTION IN SALES AND
MARKETING DEPARTMENT (CASE STUDY: FIVE-STAR
HOTEL IN THAILAND)**



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ABSTRACT

This research was conducted with the aim of studying factors of employee retention influencing intention of employees in sales and marketing department to stay or leave from their hotels. Employee turnover is the key business issue for several organizations and this problem has been increasing and there is no exception for the hotel industry. When the problem about employee turnover occurred, it generates huge negative impacts towards business, including excessive costs and decreased service quality, which eventually results in the loss of profitability.

The data collection method of research study is qualitative method by using in-depth interview as primary data. There are two groups of respondents, which are five employees who still work with the hotels and five employees who resigned from the hotels. The selected sample were selected from various positions in sales and marketing department both in manager level and non-manager level from six five-star hotels in Thailand. The research's result represented the major factors influencing employee retention and employee turnover; for example, compensation and benefits, working environment, promotion and opportunity to growth, and work-life balance.

KEY WORDS: Employee Retention/ Employee Turnover/ Employee Retention Strategies/ Five-Star Hotel in Thailand/ Sales and Marketing Department

31 pages

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CHAPTER I

INTRODUCTION

Tourism and hospitality industry is one of the rapidly growing business sectors in Thailand. According to Department of Tourism (2016), the number of international tourist arrivals to Thailand increased by 8.91% comparing with last year. The number of international tourist arrivals to Thailand also had increased about 40% within the past five years. The changes are from approximately 19.2 million tourists to around 32.6 million tourists. Among high growing businesses, the competition among the industry is relatively high. Employees have been forced to perform higher productivity with a more stressful working environment that can cause the problem of employee turnover in the hotel industry becoming more obviously.

Employee turnover is the key business issue for several organizations and this problem has been increased and there is no exception for the hotel industry. When the problem about employee turnover occurred, it generates huge negative impacts towards business, including excessive costs and decreased service quality, which eventually results in the loss of profitability. Employee turnover has been a major concern in hotel industry for long time. Therefore, hotels have been trying to understand more about factors and causes that might lead to employee turnover and also develop employee retention for maintaining employees and decreasing employees' intention for resignation.

The research question is “which factors mainly affect employees' intention to stay or leave the organization? Case study: sales and marketing department of a five-star hotel chain in Thailand”

The scope of this research focuses on employees in sales and marketing department in five-star chain hotels in Thailand. When people think about high turnover rate in hotel industry, they always think about operation parts. For example, the food and beverage, front, kitchen and housekeeping department have very high turnover rate. Sales and marketing department has a lower turnover rate when compared. The sales department plays an important role because this department can affect hotels'

revenue directly. This team is the one who associates in generating most of revenue in hotel; for example, finding new customers and maintaining relationship with customers.

The research paper will study factors influencing employee retention and employee turnover by collecting theories information and related existing studies from reliable sources. Furthermore, the research study will collect data from in-depth interview as primary data, there are two groups of interviewees, which are five employees who still work with the hotels and five employees who resigned from the hotels. The interviewees selection will be selected from five-star chain hotels in Thailand who have working experience more than one year from various positions in sales and marketing department. Primary data will be analyzed and summarized in the conclusion of research finding.



CHAPTER II

LITERATURE REVIEW

“The Study of Employee Retention Strategy in Sales and Marketing Department in Five-Star Hotels” research includes the study of factors which influence employee retention from both employees and hotels’ policy. Hence, this chapter reviews the relevant literature related to employee retention by starting from employee retention definition. Then, the impacts of employee turnover which can lead to negative impacts about cost of employee turnover and organization performance. Finally, the concept of employee retention including factors that related to job satisfaction and employee turnover.

2.1 Employee Retention Definition

Definitions of employee retention are different depend on different authors’ point of view, some generally definitions on job satisfaction are analyzed in the text that follows.

Carsen defined the broadest meaning of employee retention as “how many of your current employees stick around over a given period of time” (Carsen J.,2002). But sometimes, high retention rate might not be good in every situation because it cannot ensure about performance and quality of work. For maximizing retention, the organization should maximize the number of employees who want to stay with the organization not the employees who have to stay because it is necessary (Carsen J., 2002). In some situation, employees will resign because of many reasons that the organization cannot control, but there are many ways that the organization can do for encouraging people to stay and to be satisfy with to perform higher productivity as long as possible.

Mehta defined employee retention as the technique that organizations use for maintaining effective employees and also achieving requirement for operations among the organization (Mehta M., 2014). Management of talent employees requires the balance among human aspirations, strategic, and financial needs for business.

Lockwood stated that employee retention is a critical factor of organizations for approaching to more excellent management. And employee retention is also mentioned as the significant application of strategies and systems created for gaining organizations' productivity by developing and improving processes of employee attraction, development and also retention to reach requirement in terms of skills and competency for surviving in future (Lockwood N.R., 2006).

2.2 Impacts of Employee Turnover

The issue about excessive employee turnover and the cost that related to this problem has been concern for long time (Jesitus, 1992). High turnover rate can be cause of huge replacement and recruitment costs and it also affects profitability (Johnson, 1981). Employee retention is relatively connected with employee turnover. At current time, employee retention has been becoming a significant factor for many organizations. Employee retention is not only essential for maintaining the valuable and the talented employees but it is also important for retaining them for advantages in long term to organizations and their employees (Mita et al., 2014).

2.2.1 Turnover is Costly

In organizations' view, employee turnover is costly. Voluntary resignation can present transfer of investment in human resource from organizations and the processes of finding replacement can generate costs to the organization (MzMahon, F. & Denvir, A., 1992). For example, costs of replacement consist of searching for possible candidates from external labor market, selecting among competing candidates, and also providing both formal and informal training programs for selected employee for achieving the equal performance levels to the resigned employee (Sutherland J., 2000). If organizations ignore the employee retention issue, they have to face with many costs from employee turnover; for example, financial cost, replacement cost and training cost.

2.2.2 Turnover Affects Organizational Performance

Several researchers agreed that high turnover rate could cause affect the organizations' profitability in negative way if they did not manage this problem in

proper way. According to Philips (1990), employee turnover can generate several invisible costs for organizations, and the costs are from new substitutes, relationship between new substitutes and existing workers. Another research represented that turnover also consists of costs from other source; for example, lower capability, lower sales, and longer time for management, which can explain obviously why turnover negatively affects the profitability of the organization. (Gustafson C., 2002). In addition, turnover also affects on customer service and satisfaction. Turnover can create negative effects towards customer service and quality, which will be the straight expression on organizations (Curtis S. & Wright D., 2001). Because of high turnover, competitive advantage can be reduced if quality of standard and service decrease and this can lead to the risk of the loss in long-term customer relationship.

2.3 Intention of Employees to Leave or Stay

Mentioned by Ongori (2007), employee turnover is the study of phenomenon; nevertheless, standard reasons why people leave the organization are difficult to be found. Most researchers have attempted to investigate possibilities of employees' intention to resign, in order to the answer why people resigned from their organizations. According to Reitz and Anderson (2011), the reasons that cause employees stay with their job are not the opposite reasons that cause employees tend to resign from their job.

Branham expressed his ideas why employees start to withdraw and think about resigning because they did not meet with four fundamental needs of human which are

1. The need for trust – employees' expectation is the organization and management team treat them fairly and provide fair compensation within agreement time. And, they also expect their organizations to be honest towards organizations' promise and to be open for their ideas and attitude.

2. The need to have hope – employees' expectation is achieving higher position and developing their ability and skills. And they also aim for higher opportunity and advancement in their career.

3. The need to feel a sense of worth – employees' expectation is recognized and receives rewards if they work hard and conduct best performance for creating sense of engagement and feel their contribution is meaningful.

4. The need to feel competent – employees' expectation is matching their talent and ability and also their desire with their job and their job should be challenging for them.

Branham also explained about main seven reasons that influence employees decide to resign from the organization (Branham L., 2005).

- Unexpected job and workplace
- Mismatch between job and employee
- Less feedback and training
- Less advance and opportunity to growth
- Lack of recognized and valuable feeling
- Work-life imbalance and stress
- Lack of confidence and faith in supervisors

In addition, Herzberg F. (1976) suggested that lack of hygiene factors can generate unpleasant feeling, while motivation can generate pleasant feeling. In Herzberg's meaning, sources of motivation and satisfaction are success, acceptance, challenge, responsibility, and opportunity to growth.

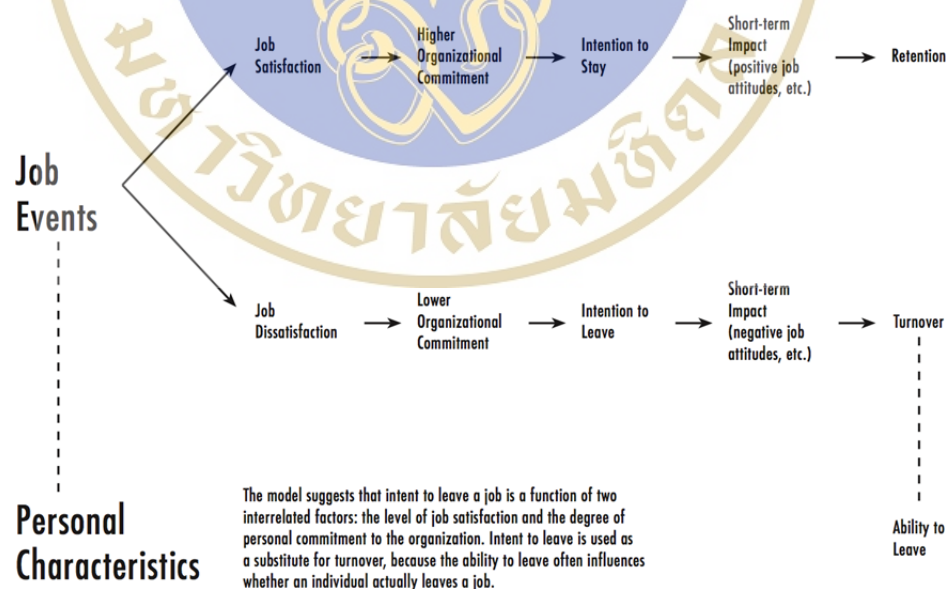


Figure 2.1 Model of Turnover

Source: Rutherford D. & O'Fallon M., Hotel Management and Operations (4e), NJ: JOHN WILEY & SONS, INC., 2007; p.431.

According to the model of turnover, intention to leave or stay from the organization is related to two factors, which are the degree of job satisfaction and the degree of employee's engagement towards their organizations. The degree of job satisfaction is varied depend on each employee personal characteristics and individual job events. High degree of job satisfaction will influence employees' engagement to the organization to be increased, and then, they tend to have positive attitudes towards their jobs, and also have motivation to stay with their jobs. In contrast, low degree of job satisfaction will affect, decreasing of engagement, declining of job attitudes, and also resigning of employees (Rutherford D. & O'Fallon M., 2007).

2.4 Employee Retention Factors

There are many factors which are supportive for employee retention and employee retention cannot succeed completely by a single factor (Fitz-enz, J., 1990).

2.4.1 Compensation and Benefits

Gardner et al., (2004) proved that pay is one of employee retention technique for motivating employees. Trevor et al. (1997) believed that turnover has negative correlation with compensation. Relate to study of Herzberg, he mentioned "salary is one of the extrinsic factors that has influence over employee retention." According to the research by Moncraz, Zhao and Kay (2009), even though, compensation would not be one of the main factors affecting turnover from non-management, compensation still be a significant factor for decreasing turnover from management and also rising engagement. It was included that compensation and benefits are the important extrinsic factors influence employee retention towards employees' motivation.

2.4.2 Rewards and Recognition

Agarwal (1998) explained a reward as things organizations provide to their employees to respond their dedication and performance and those things also fulfil employees' desire. Moreover, recognition from supervisors, colleagues, team and customers can increase loyalty of employee. According to Silbert (2005), rewards are significant because they influence employees' impression to make them feel valuable.

In conclusion, rewards and recognition are things that organization offers to their employees who have outstanding performance that could gain employees impression and also loyalty.

2.4.3 Working Environment

Working environment is related to working conditions that affect employees' performance; for instance, content of work, working time, supervisors' nature, and also colleagues (Lee, Back and Chan, 2015). Wells & Thelen (2002) mentioned that if organizations have good policies for human resource management, they would have more opportunity to retain and make their employees more satisfied by giving them a suitable private level and creating working environment that can increase engagement between employees and organization in long term. In addition, Eisenberger and associates (1990) suggested that relationship between supervisors and employees generated significantly effects towards perception of employees. In conclusion, there are factors in terms of working environment that affect employees' motivation to work; for example, work contain, organizational culture, and also leadership style.

2.4.4 Training and Development

Organizations emphasize on investing in employees' training and development which expected for return output on their investment. Messmer (2000) found that investment in training programs and career development is one of significant elements in employee retention. Moreover, Garg & Rastogi (2006) mentioned that among competing business environment, feedbacks from employees are significant for companies. In addition, if employees have higher knowledge, they will have more opportunities to perform better to meet with challenges in the global market. In addition, Handy (2008) explained that for surviving in current working environment, innovation and new developing knowledge are necessary for employees.

2.4.5 Promotion and Opportunity for growth

Employees will decide to be stay with their organization when they can notice that they have career advancement opportunities. The study of Pergamit and Veum (1989) found that promotion and job satisfaction have positive correlation that could support employee retention. Prince (2005) believed excellent workers is need for continuing

organizations' core competency and those people could be maintained by providing opportunity to growth in their career.

2.4.6 Work-life balance

Work-life balance has become the main problem of both employees and employers because imbalance between work and non-work activities can be cause of reducing psychological and physical wellbeing (Jagun V., 2015). Moreover, work-life balance is also the key problem for employees because imbalance between work and non-work life can be a cause of dissatisfaction that can lead to turnover and absence in their work (Hughes and Bozionelos 2007). In hotel industry, work-life balance is the main factor causes employee turnover because it can influence negatively towards both physical health and mental health.

2.4.7 Job Security

During the study of Japanese employees, Abegglen (1958) found that high commitment and job satisfaction, which can lead to employee retention in the organization, can be created by lifetime employment, seniority system and also job security. Many researchers conducted researches and studies about relation between job security and satisfaction. And they discovered that job dissatisfaction can cause lack of security among employees. Whereas, organizational commitment has negative correlation with job insecurity. Moreover, terms of job security can be summarized in many ways depend on each employee's point of view.

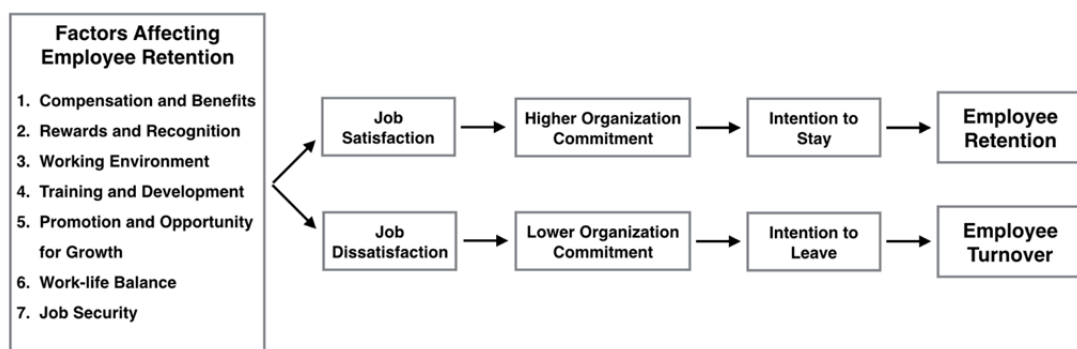


Figure 2.2 The Conceptual Model of the Research's Framework

CHAPTER III

RESEARCH METHODOLOGY

3.1 Primary Data Collection Method

This research study aims to explore and investigate why employees in sales and marketing department make decision to stay or leave in five-star hotel. The main objective of this research paper is study causes and factors that affect employee retention and employee turnover and also including study of employee retention strategy in hotel business for applying in planning process and human resource management.

Beside the analysis on literature review chapter about employee retention strategy which mostly represent in terms of theories, there were no concrete research related to employee retention strategy in sales and marketing department in five-star hotel. The additional real experience and details from primary data could allow the analysis and answers of the research become more accurate because the qualitative method could be used for observing their attitude and feeling.

3.2 Interview Method

The majority of data collecting in this research is from interview method in order to collect in-depth information and also interaction of interviewees while interview. In-depth interview was used in this research because the significant data is needed to be collected from a specific qualification of the respondents; moreover, experience and attitude of the respondents would refer to full scope and understanding regarding the purpose of the research objectives (Cooper & Schindler, 2011). The method of the interview is as follow:

3.2.1 Target Population

In order to determine the factors influencing employees to stay or leave the organization. The data collection was performed through the primary resources by interviewing human resource department to find out about employee retention strategy that they use and employees in sales and marketing department both who stay and leave the organization.

3.2.2 Sample Selection

For this research, the interviewees include nine of selected sample of employees in sales and marketing department who work in five-star hotels who have work experience more than 1 year.

Table 3.1 Interviewee list

Code	Position	Hotel	Experience	Gender	Status
1	Online Marketing Manager	A	6	Female	Employed
2	Online Distribution Marketing Executive	A	3	Female	Employed
3	Sales Specialist	B	3	Male	Employed
4	Digital Marketing	B	2	Female	Employed
5	Sales Coordinator	C	2	Female	Employed
6	Group and Event Manager	E	5	Female	Resigned
7	Sales Executive	A	2	Male	Resigned
8	Sales Coordinator	C	2	Female	Resigned
9	Sales Coordinator	D	1	Male	Resigned
10	Sales and Marketing Coordinator	F	1	Female	Resigned

3.2.3 Develop Open-ended Question

For studying the factors that affect sales and marketing employees' decision to stay or to leave the organization. There are open-ended questions that are applied to encourage interviewees to answer according to their perspective and experience. The

lists of open-ended questions are set as semi-structured interview as shown in table below in table 3.2

Table 3.2 Open-ended question lists

Finding Factor	Interview Question
Personal Information	1) What are your current position? / What are previous job? 2) Could you explain briefly about your job? 3) How long have you been working in this position?
Factors influencing employee retention and employee turnover	<u>Employees Retention Factors</u> 1) What are the main reasons why you choose to stay or leave the hotel? 2) Do you satisfy with compensation and benefits that the hotel provides? Please explain (salary structure, service charge system, commission and others) 3) Have you ever received any rewards or recognitions? And Are they effective or motivating in your opinion? 4) Does working environment affect your choice of working? (colleagues, leaders, team, organization culture and others) 5) Are there the hotel provide any training program? What are the core competency of training program? Do you satisfy with training program? 6) Can promotion motivate you to stay in this hotel? And if you have a chance to be promoted, do you think the chance is interesting? 7) Are you normally working as routine job and how often you have to work overtime? 8) Do you feel that your career path and position secured in hotel industry?

3.2.4 Develop Probing Techniques

Probing techniques are applied for collecting in-depth information and ensuring the validity of the data. The interview is conducted by two ways communication, which are face-to-face interviewing and communicating via mobile phone. Beside prepared question, interviewer could ask more for related information and interviewees' experience.

3.2.5 Conduct the Interview

The interview was conducted depending on interviewees convenience. Sometimes interviewees cannot interview in person, on the other hand mobile phone would be the second plan. The place for interview would be the preferable place required by the selective interviewees but mainly in the place that the respondents can be easily recorded and away from surrounded people traffics. The place has to stay away from any third parties or people who are not involved in retrieving data. And this also provides a higher level of security towards confidential information and the interviewer gained opportunity to acquire information into the details. The length would be between 30-45 minutes as approximately.

3.3 Research Framework

The information from both literature review and in-depth interview will be the primary data which conducted the final conclusion and recommendation base on the relationship of employee retention factors that affect employee decision making as shown in the research framework in figure 3.1.

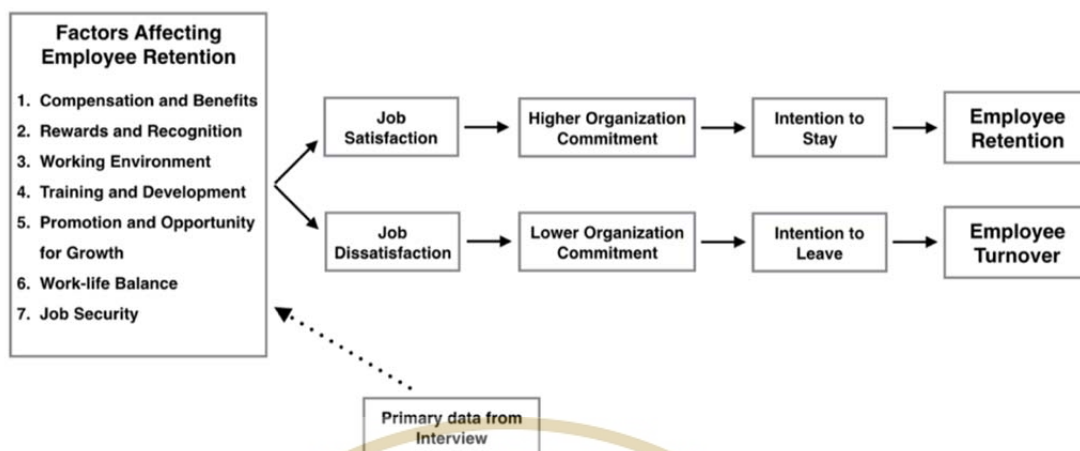


Figure 3.1 The Conceptual Model of the Research's Framework



CHAPTER IV

DATA ANALYSIS

After conducting interviews employees in Sales and Marketing department in five star hotels in Thailand both employees who still work in the hotels and employees who resigned from the hotels. The summary of data finding from sample interviewees are analyzed for representing which factors that mainly influence employee retention and employee turnover in sales and marketing department to make decision.

4.1 The Factors Influence employees to Stay with the Hotels

The first group of interviewees is the employees who choose to stay with the hotels and have working experience at least one year from many position in sales and marketing department in three five-star hotel. The answers why they choose to work in those hotels are various depend on their organizational culture, perspective, job description and other related factors. The answers could be summarized as follows:

4.1.1 Compensation and Benefits

All interviewees in this group satisfy with compensation and benefits that they received. In generally, salary of employees in sales and marketing is separated into two parts, which are base salary and service charge. For base salary, they will receive the same amount of money in every month, but their foundation salary is quite low. Therefore, they expect for high service charge and service charge in each month will be different depend on overall performance of the hotel, but normally, they can forecast which period that they will get more or less as Sales Coordinator from Hotel C mentioned. Sales Specialist from Hotel B said “I satisfy with salary that I receive because I just work only three years and this hotel is the first place that I work, so the salary that I receive is quite high if compare with others who work in other industries.” Benefits for sales and marketing department are quite similar with other departments in hotel. For example,

the main benefit is employee rate for all employees who work more than one years to get discount for hotel room in every branch around the world and in some hotels provide free hotel rooms in any hotel under the chain.

Although all interviewees satisfy with their compensation and benefits, four interviewees thought compensation and benefits is not the main reason that influence them to stay with their existing workplace. Online Distribution Marketing Executive from Hotel A told that compensation does not the main factor that she chose to stay in this hotel because compensation for this position in big chain hotel is quite similar and she did not concern much about money because she thought other factors are more important, such as team and supervisor. Moreover, Sales Coordinator from Hotel C also mentioned that she was satisfied with compensation and benefits that she receives from the hotel, but they are not influence her enough to stay in this hotel and the more important thing is experience that she expects to learn from the hotel. On the other hand, compensation and benefits still be mainly influence towards some interviewees. For instance, Online Marketing Manager from Hotel A moved to her current hotel because this hotel provides her more compensation than her previous workplace.

4.1.2 Recognition and Rewards

All of interviewees mentioned that rewards, such as employee of the month or star of the month, do not influence them to stay in the hotels. They said that if they win the rewards, they might feel good, but they are not the main factor. As Sales Specialist from Hotel B mentioned, “the benefits from rewards are not high enough to motivate me, but the more motivated thing is recognition from my team because it makes me feel valuable than receiving any rewards from hotel.” To illustrate, Online Marketing Manager from Hotel A said “last year, I received three rewards about outstanding performance, I was really happy with the rewards because the rewards represented that other staffs in hotel appreciated with my performance.” Sales Coordinator from Hotel C said that rewards and recognition make her feel good, but they cannot influence her enough to stay in the hotel because they made her feel good only at that time. In addition, all of interviewees thought that rewards and recognition are not the main factor that make them continue working in their hotel. They were satisfied if they received rewards, but it’s

not their main expectation. And in the working environment, recognition from team, colleagues and leaders is more important.

4.1.3 Working Environment

After conducting interviewing, working environment seems to be the most influent factor that affect employee retention. There are four main categories about working environment that interviewees mentioned, which are leader, colleagues, team and organization culture.

Four interviewees mentioned that leader is the main influence towards their working. Sales Specialist from Hotel A said that supervisor mainly affected learning new experience and developing performance of team and subordinates. Moreover, He explained “I liked my supervisor’s working style since I was a trainee and after graduation, I continued working here.” And he also mentioned that many people could not work here because his supervisor is really strict, in his opinion, it is better to start with difficult and challenging job for learning new skills and create mindset and it will be easier to move to other hotels or other field of work. Online Distribution Marketing Executive from Hotel A explained that good leader can inspire her to perform better and proud to be the part of team. In addition, Online Marketing Manager from Hotel A explained that General Manager is the most important person in hotel to identify the direction and working style of the hotel and his style will be transferred to all employees in the hotel and employees need to adapt themselves to be align with his style and direction. However, Sales Coordinator from Hotel C said “supervisors do not influence much on her, but working environment that influence her directly is team and colleagues.”

In Sales and Marketing department, their working environment is team-oriented, so team and colleagues are very significant for motivating them to stay in their workplaces. Sales specialist from Hotel B explained about his ideal team is everyone in team should dedicate to work and when any problems or mistakes occur, everyone in the team help to solve and find the best solution together without evasion of responsibility. Digital Marketing from Hotel B said “sometimes, I was stressful, I still have friends and colleagues to talk with that make me feel better and still want to work in this hotel.” According to previous statement, colleagues might be the main impact towards emotion of employees and working atmosphere. In addition, Sales Coordinator from Hotel C mentioned

“colleagues and team affect mostly because we have to work together everyday and I am really pleased with my team because we work like a family.” Furthermore, Online Distribution Marketing Executive from Hotel A told “I’m happy to work with my colleague and I do not want to move to others because I do not want to make new friends which I cannot predict how they will be.” These statements can support the important of colleagues and team that motivate employees to stay with organization.

Organization culture is also a part of working environment that influence employees’ decision because culture can shape the working style and also rule and regulation of hotels.

Sales Specialist from Hotel B mentioned “the culture of my hotel instructs me to have more self-discipline because both boss and colleagues work in the same style that force me to follow their style. In opposite, Sales Coordinator from Hotel C said that turnover rate in sales and marketing in her hotel is quite low if compare with other hotel because her organization culture is chill and flexible.

4.1.4 Training and Development

All hotels provide training programs both from HR that provide training for all employees in hotel that concentrates on core value, service culture and mindset and from sales and marketing department that provide specific training, such as system in sales, packages and promotion. Four interviewees satisfy with training and development programs because they provide new knowledge which can help them improve their skills. Online Marketing Manager from Hotel A told “If I have a chance, I am willing to join training programs because beside hotel the organization also has other several business industries, so they will share problems in their industries and also solutions, and I could adapt to use with my job; moreover, guest speakers and trainers also have good profile and wide range of experience.” Digital Marketing from Hotel B mentioned “my hotel provides a lot of training programs both online and offline and I think they gain core competency because training programs are the strength of the hotel.” This statement can represent that training and development programs are tools for supporting core competency of the hotel and also improve efficiency of hotel’s employees. Moreover, Sales specialist from Hotel B said “training programs make me understand more about sales system and ways to adapt our packages and promotion to deal with different needs

of customers for increasing selling opportunity.” Although, training and development program can deliver many advantages, but it also takes time as Sales Coordinator from Hotel C explained “training programs are good for new knowledge, but sometimes, she does not want to join training because something is not necessary and it takes lot of time at least two hours per time and after training she has to clear and finish her work and document.” All interviewees agree that training can help them for gaining knowledge and developing mindset and skills, but it is not the main factor that influence their decision to stay in their current hotels.

4.1.5 Promotion and Opportunity to Growth

Promotion and opportunity to growth are factors that mostly influence employees’ decision. Online Marketing Manager from Hotel A said “I moved to this hotel for getting higher position with more compensation.” This statement represents general term in hotel industry because if there is no available position, they need to move to other hotels for their growth. Although higher position will have more responsibility, they will have a chance to do new challenging things and get more compensation. Online Distribution Marketing Executive from Hotel A explained that if she is promoted, she will have new SOP and new job description which are more challenging and also get higher compensation. Sales Specialist from Hotel B said “I need to be promoted because I will get higher salary; even though, higher position will come up with higher expectation and more responsibility, I still need to grow because now I’m just the beginner in this industry.” Digital marketing from Hotel B mentioned “now I’m satisfy with my job, but if other hotels offer higher positive, I might decide to move.”

4.1.6 Work-life balance

According to the answers derived from the interviewees, two answers from interviewees confirm that work-life balance is the influent key towards employees’ decision. Generally, there is no compensation by money in sales and marketing department, but some hotels compensate by deducting from working and some hotels compensate nothing. Employees have to work overtime more or less is depend on supervisor working style or hotel culture. Normally, employees in sales and marketing department work as routine with specific working hour. Digital Marketing said that some occasion she had to work

until midnight and always work overtime without any compensation because she cannot finish her work within working time, so that can affect her work-life balance, but now she could accept this situation because she needed to gain knowledge and experience as much as she can from her first job. Sales Coordinator from Hotel C mentioned that related to her hotel working style, there is a few days of working overtime. Most importantly, she will receive time compensation for the exceeding time. Therefore, working in her position does not affect her work-life balance. Moreover, Online Marketing Manager from Hotel A explained that because of her position is manager, she encouraged her subordinators to manage and finish their job within working time. In addition, answers from interviewees can support that overtime working will influence work-life balance or not depend on each person's perspective.

4.1.7 Job Security

From the interview, job security could be described in many ways depend on each person perspective and it is not influence directly towards employees' decision. Sales Coordinator from hotel C mentioned "I think this industry is secure because hotel need not to layoff employees especially for big chain hotel." Sales Specialist from hotel B said "I think sales is the position that secure because every hotel need sales for finding customers and generating revenues, not only working in this hotel, but also other hotels."

4.2 The Factors Influence Employees to Resign from the Hotels

The second group of interviewees is the employees from many position in sales and marketing department in three five-star hotel who choose to resign from the hotels. The answers for interview are various, but they have some similarities while some factors are individual reasons. This part represents only the main factors that influence each interviewee to resign from the hotel. The answers could be summarized as following.

4.2.1 Working Environment

As mentioned in previous part, working style in Sales and Marketing department is team-oriented; therefore, team and colleagues are very significant towards resigning

of employees. There are two employees mentioned about working environment problem. Sales Executive from Hotel A said, "I could not get along well with my colleagues that made me feel stressful both from conflicts with my team and also high competition related to my position." Beside this reason, he also explained that I was moved from other chain hotel last year and the working style are much different that made he had to learn new sales system and new working style; moreover, his manager complaint him many times about his working style. Therefore, he decided to move back to his previous workplace. In addition, Sales Coordinator from Hotel D mentioned "overall of working is good especially for my manager is very good for supervising me, but the main reason that I decided to resign is colleagues." He supported his decision that his team separate into two groups, they always gossip each other and when problem occurred, they always said it is not their responsibility, so he decided to quit because he cannot work in this environment everyday.

4.2.2 Less Promotion and Opportunity to Growth

Generally, in sales and marketing department, they always promote employees from inside, but if there is no available position, it is hard for employees to be promoted. There is one employee decided to resign because of this reason. Sales Coordinator from Hotel C mentioned "I was really satisfied with my previous workplace, but I decided to move because I need promotion." She explained that there is less employee turnover in sales and marketing department because they were happy with their job in all dimension; for example, compensation, working environment and also work-life balance if compare with other hotels, but she had worked in position for two years and she felt her job description could not challenge her anymore because she did not learn new things from previous routine job. She would like to be promoted because the higher position she would have a chance to meet with customers directly that good for learning new things. Moreover, if she stays in this position longer, she will lack motivation. Therefore, she decided to move to her existing hotel hotel because this hotel provided her higher position.

4.2.3 Stress and Work-life Imbalance

According to the answers derived for the interview, work-life balance is the main significant factor that influences employees to resign from the hotel. There are two employees mentioned about this problem. Group and Event Manager from Hotel E said “I concern about next five to ten years if I still have to work like this because sometimes I have to work in weekend.” Related to her position, if there were events or wedding on weekend, she had to work. Therefore, even though she received high compensation, she had to exchange with her time. She decided to resign and plan to continue master degree in abroad for explore the new interesting things and the better opportunity. Furthermore, Sales and Marketing Coordinator from Hotel F told “I had to work overtime frequently without any compensation and after I had worked for two years, I have health problem related to stress and sleep deprivation.” Therefore, she resigned her job and now, she is working with her family business.

After conducting interview, the factors that mainly influence employees to stay with the hotels are compensation and benefits, working environment, promotion and opportunity to growth, and work-life balance. Other factors are also important to affect their motivation, but they are not the main reasons. On the other hand, the factors that mainly influence employees to resign from the hotels are dissatisfied working environment, less promotion and opportunity to growth, and stress and work-life imbalance.

CHAPTER V

RECOMMENDATION AND CONCLUSION

5.1 Comparison Between Primary Data and Literature Review

After analyzing information from both primary data and literature review, there are some similarities and differences between them. From interviews, there are four factors that mainly influence employees' intention.

The first factor is related to compensation and benefits. One interviewee mentioned that compensation is the key factor that made her decide to move the current workplace that linked with turnover has negative correlation with compensation in literature (Trevor et al.,1997). In opposite, other interviewees thought differently that compensation and benefits could satisfy them, but they were not the most influence factors like Moncraz, Zhao and Kay (2009) explained that compensation could be the critical factor for decreasing managerial turnover and increasing commitment; even though, it was not one of the top influence factors.

Secondly, every selected interviewee agreed that working environment is the main influence factor towards their decision making because working environment cover anything in their everyday routine work; for instance, organizational culture, supervisors and colleagues. Working environment is the top factor that makes employees stay with their hotels and also resigned from the hotels. There are two interviewees said that supervisors are the most significant factor that impact their work as mentioned in literature review that relationship between supervisors and employees generated significantly effects towards perception of employees (Eisenberger and associates, 1990). Beside from literature review, two interviewees mentioned that they resigned from the hotels because they could not get along well with their colleagues that made them dissatisfied. Therefore, Colleagues and team are also influent elements towards employees' decision because all work task in sales and marketing department are team oriented environment.

The third factor is related to promotion and opportunity to growth. One interviewee explained that she moved to her current hotel for getting higher position because in hotel industry, many employees decide to for higher position and opportunity. And also one interviewee resigned from the hotel because of this reason. She said that she was really satisfied with her previous workplace, but she decided to resign because she felt that her job description could not challenge her anymore and she did not learn new things from previous routine job. This point represents the similarity with literature review as mentioned that promotions have positive correlation with job satisfaction (Pergamit and Veum,1989).

Last but not least, in generally, work-life balance problem is concerned in hotel industry included sales and marketing department because of work overload. There are two interviewees resigned form hotels because they could not tolerate with stress and work-life imbalance. As one of them mentioned that she had to work overtime frequently and after she had worked for two years, she had health problem related to stress and sleep deprivation which similar with literature review that imbalance between work and non-work activities can be cause of reducing psychological and physical wellbeing (Jagun V., 2015). The literature review mentioned that imbalance between work and non-work life can be a cause of dissatisfaction that can lead to turnover and absence in their work (Hughes and Bozionelos 2007), but in some situation is different from literature depend on each person's perspective. To illustrate, one interviewees explained that although she had to work until midnight sometimes, now she could accept this situation because she needed to gain knowledge and experience as much as she can from her first job.

5.2 Conclusion

This research aims to study factors and causes which affected employee retention and employee turnover within sales and marketing department in hotel industry. After analyzing both from literature review and collecting primary data from in-depth interviews, this chapter represents the discussion of the finding and the conclusion of the study related to employee retention strategy that summarized in Figure 5.1.

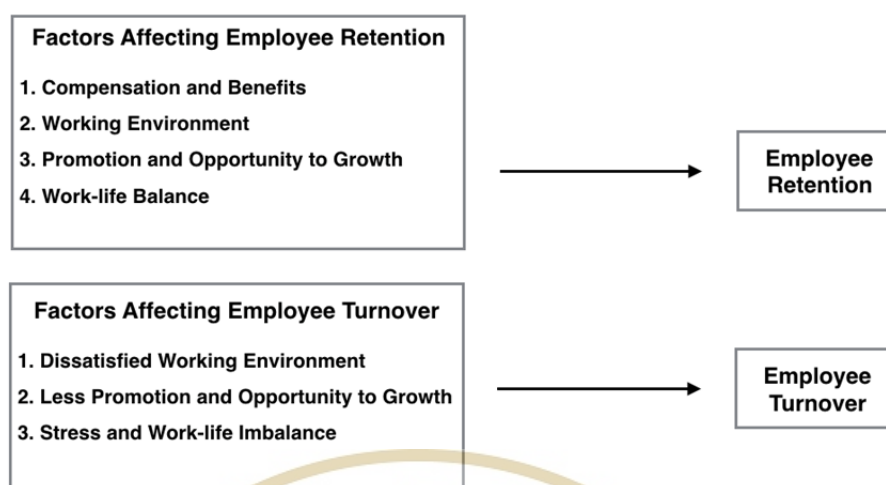


Figure 5.1 Factors Affecting Employee Retention and Employee Turnover

5.3 Recommendation

After analyzing the factors that mainly influence employees' intention to stay in the hotel and the factors that mainly influence employees' intention to resign from the hotel. Those factors from two groups share most similarities which can be concluded that these factors are the most influence towards employees' decision. However, it is not mean other factors of employee retention strategy have less importance, but they do not mainly influence selected sample of interviewees. As mentioned in literature review (MzMahon, F. & Denvir, A., 1992), employee turnover could affect the hotels in negative ways both in terms of cost and performance of the hotels. The recommendations in this paper can help the hotels to decrease employee turnover problem by developing career path, developing recruitment processes and setting individual training program.

5.3.1 Career Path Development

One cause of employee turnover is employees thought they work in the same position too long and hotels did not provide enough opportunity for them to growth and learn new things because working in hotel is routine job and their current jobs could not challenge them anymore. There were no challenges and the associates felt bored with nothing to fight for. Therefore, their resignation was in order.

The hotels should build the stronger career path program to retain employees with clear and strong objectives. Career path program can help employees to see their future clearer; for example, how many phases that they have to pass and what criteria in each phase that they have to achieve. Moreover, the program will set projects the employees have to finish by working as a team for develop their skills through new experience and problem solving and also build strong relationship among team members. In addition, career path program also provides job exposure to work in different fields with job rotation for allowing them to experience more things and gain more opportunity.

5.3.2 Recruitment Process Development

Working environment is a major factor that influence employees to resign from the hotels. The surroundings can be caused from various factors; for instance, supervisor, team and also organizational culture. In terms of organizational culture, there is few possibilities to change culture of the hotel because culture means core value and core competitive of the hotel. The hotels should solve the problem by starting with employee recruitment for selecting the right people who can align with hotel culture and also can work with current employees.

Therefore, hotels should develop recruitment process for testing their attitude and perspective that align with organization culture and existing team or not. Beside criteria from Human and Resource department, Sales and Marketing department should set their own criteria for select new employees not only for testing their specific skills, but also their attitudes. Interview process is very important for recruiting employees, so managers and supervisors in sales and marketing should be the interviewers for seeking the best applicants who compatible with the existing team to avoid conflict among colleagues and supervisors.

5.3.3 Setting Individual Training Program

One of majority causes of work-life balance is employees could not finish their work within working time. This problem is might be caused from their current capability. Therefore, Sales and Marketing department should arrange training problem for individual employees to fulfil the lacked ability and develop their skills to be more advance that can save more time for training all courses which may not relate to their

career fields and also solve the problems of each employee directly. If employees have better skills and performance, their speed of working will be improved and the problem about work-life imbalance will be solved.

5.4 Research Limitation and Suggestions for Future Research

Because of time limitation for research paper, one limitation of this research is the study area because the selected employees are from six five-star hotels that could not represent overall of the hotel industry in Thailand. For the future research, selected employees should be selected from more hotels in order to ensure the more comprehensive study. The second limitation is small number of interviewees that might cause less diversity of answers. There are ten selected samples which are five employees who still stay with the hotels and five employees who resigned from the hotels. With limitation of selected samples, it can affect the variety of demographic characteristics which also influence employees' intention to stay or resign. Thus, future research should correct data from at least twenty employees in Sales and Marketing department and variables of demographic characteristics should be added into factors that affect employees' intention; for example, age, status and nationality because they are also important influent factors.

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