



DEVELOPMENT TRAINING PROGRAM FOR UNSKILLED AND SKILLED
EMPLOYEE: A CASE STUDY OF TRAVEL AGENCY
IN BANGKOK THAILAND

มหาวิทยาลัยศิลปากร By สงวนลิขสิทธิ์
Jaturada Pochanajun

An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree

Master of Business Administration Program in Hotel and Tourism Management

Program of Hotel and Tourism Management International program

Graduate School, Silpakorn University

Academic Year 2011

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The Graduate School, Silpakorn University has approved and accredited the Independent Study title of “Development training program for unskilled and skilled employee: a case study of travel agency in Bangkok Thailand” submitted by Miss Jaturada Pochanajun as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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Human Resource is essential to the achievements of a business. The company develops the training program to encourage and improve the employee's productivity. Often, good training is just as important as a good benefits package for an employee.

This research provides the factors to develop the training program that are suitable for developing both skilled and unskilled employee: (1) evaluation the employees' needs, (2) setting the clear goal, (3) delivering Training Channels, (4) selecting Trainers and Trainees, (5) applying Learning, (6) three methods of training, (7) evaluation training.

To decrease the cost and to get more benefit, the company recruits both skilled and unskilled employees, both employees absolutely have a different skill to work. In addition, it can affect the quality of work and the customers' satisfaction. Thus, the development training program is the most important way to improve the employees to work more effective. Actually, the company has created own training program to improve the employees' skills, especially in Travel Agency. However, there is not so much information regarding training in this industry. Research collects the data by interviewing the employees, the employer and the customers to evaluate the current training program. An improved training program has been developed through assessment of their needs. Suggestion from this research will give the improved training program that enhances the skilled and unskilled employee understand their capacity and develop the skill's performance to achieve the company's goals and make more the customer's satisfaction.

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Student's signature.....

Research Project Advisor's signature.....

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TABLE OF CONTENTS

ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	v
LIST OF TABLE.....	viii
Chapter	
1. INTRODUCTION.....	1
1.1 Company Profile.....	1
1.2 Mission.....	4
1.3 Vision.....	5
1.4 External Analysis.....	5
1.5 SWOT Analysis.....	8
1.6 Porter's 5 Forces.....	9
1.7 Problem aims this research.....	10
2. LITERATURE REVIEW.....	13
2.1 Advantage of Human Resources.....	13
2.2 Advantage of Training Program.....	14
2.3 Unskilled and skilled employee.....	16
2.4 Factors for developing the training program.....	18
2.5 Needs Assessment.....	20
2.6 Training Goals.....	21
2.7 The Methods of training.....	25
2.8 Evaluate training.....	28

3. METHODOLOGY.....	32
4. DATA ANALYSIS AND DISCUSSION OF RESULT.....	37
4.1 The reason of the presence of unskilled employee in travel agency.....	37
4.2 The assessment of the current training program.....	38
4.3 The method of training.....	41
4.4 The contents of the training.....	43
4.5 Training Program Improvement.....	48
4.6 Training Program Evaluation.....	59
5. CONCLUSION AND LIMITATION OF THE RESEARCH.....	69
5.1 Summary of Result.....	63
5.2 Implication.....	64
5.3 Limitation.....	64
5.4 Conclusion.....	65
6. APPENDIX	
A. INTERVIEW QUESTION.....	66
B. THE CURRENT TRAINING PROGRAM.....	69
C. CHECK LIST.....	70
REFERENCES.....	71
BIOGRAPHICAL INFORMATION.....	75

LIST OF TABLE

FIGURE	PAGE
1.1 Travelers arrivals to Thailand 1997 – 2011.....	6

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

CHAPTER I

INTRODUCTION

Company Profile

Kangwal Holiday Co., Ltd is a travel agency that has been established in travel industry since 1986. Over the years of establishment, Kangwal Holiday has handled many incentive groups for Inbound, Outbound and Domestic. Mostly, its target group is Outbound and Domestic.

The Logo of Kangwal Holiday is four blades of windmill that means Kangwal Holiday has been established for 25 years, thus its reputation and its success have been accepted from the customer in Travel Industry.



Kangwal Holiday is a member of:

1. Member of Association of Thai Travel Agents (ATTA)
2. Member of Thai Agents Associations (TTAA)
3. Member of The Association of Domestic Travel (ADT)
4. Travel License No.11/3500

Kangwal Holiday specializes in tailor-made program to meet the customers' needs, this organization extend the services including Corporate Meeting, Convention, Conferences, Airline Ticketing, Hotel Worldwide Reservation, Package Tours, Travel Insurance, Car/Van and Boat Rental, and Visa Application.

Kangwal Holiday's main service is to tailor-made program for incentive trip.

Outbound Division has experience in providing the special programs to all destinations around the world. This Travel Agency has organized incentive & convention to popular meeting destination such as The United of America, Australia and Asia, moreover it has organized many different trips to the popular destination such as Korea, Hong Kong, Japan etc.

Inbound Division: Kangwal Holiday has provided tailor-made ultimate travel programs in Thailand such as Bangkok, Phuket, Chiangmai, Hua-Hin, Cha-um and Pattaya. The tourist could enjoy with many tourist attractions, activities and could learn Thai culture though Thai architecture, Thai food and friendly people.

Domestic Division is expert in special activities such as Walk Rally, Team Building, Beach Game, Theme Dinner etc. Some of most popular destinations are Chaingmai, Kanchanaburi, Rachaburi, Rayong, Prachuamkirikun, Nakornnayok.

Incentive & Convention

The most expertise is putting together meeting and gala dinner program and coordinate events in convention destination. Some of service include as following:

1. Conference Registration
2. Open/Close Ceremony
3. Breakout Sessions
4. Awards Presentation
5. Theme Parties and Theme Coffee-Breaks

6. Special Events and Activities: Meet the tailor, Team Building, Beach Game, Handicraft Demonstration, Car/Walk/Cooking Rally, Thai cooking class
7. Special gift items/gimmicks

Package Tour

Kangwal Holiday is a member of Member of Association of Thai Travel Agents (ATTA) and Member of Thai Travel Agents Association (TTAA). It has many partnerships that create the package tour program together and join trip together as well.

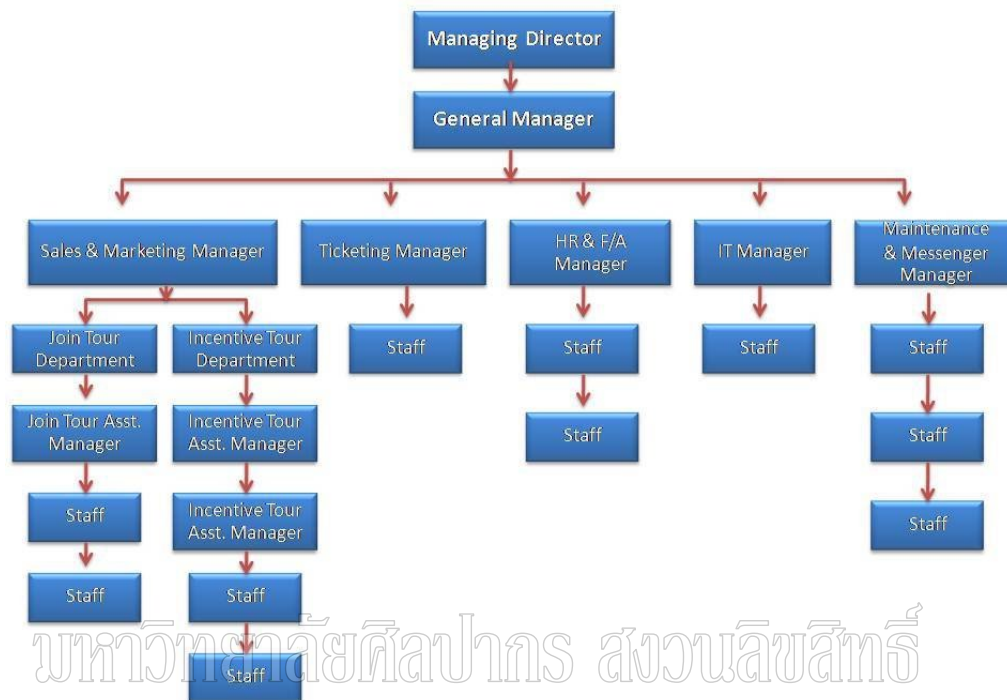
Example of partnership



Hotel and flight booking

Kangwal Holiday is a member of Amadeus System in which allow to book and plan travel flight worldwide for both individuals' ticket and groups. It is also a fully license agents whom can reserve tickets worldwide at a special rates.

Organization Chart



Mission

1. The organization always concerns about the benefit of customer the most.
2. The organization could organize the customer's budget.
3. The cost of each incentive program includes overall, the customer does not pay the extra.
4. The organization has the experience in creating the theme seminar and field trip.
5. The organization always does the insurance for customer before travel, this insurance covers accidental damage to property without intention.

Vision

Building the customer's satisfaction through our best service: Travel Agency is not about airplanes, car rentals, hotels etc. Travel is all about the memories bring back to customer. Experiencing new destinations, visiting family, meeting new people and getting back together with existing friends is what travel is all about. Moreover, the warm service that makes the customer feel same as travel with the family, the customer will memorize all and back to be the loyalty customer.

External Analysis

Tourism Authority of Thailand still use the theme “Amazing Thailand Always Amazes You” to build up the branding of Thailand and positioning as a destination that provides a unique culture, a variety of experiences to visitors and to reinforce the many aspects of Thainess.

Thailand offers the product and service quality, convenience, cleanliness, safety and uniqueness. TAT tries to attract “Quality visitors” and provides “Quality destination”. “Quality visitors” are defined as individuals who are socially and environmentally aware that are responsible travelers with interest in learning about communities and places they visit. “Quality destination” is to identity Thai culture and to promote the conservation of nature and the environment.

Even though in recent year Thailand's tourism has faced many problems including the tsunami in 2004 and a multi-day shutdown of international airport in 2008 , political crisis, red shirt protests in April 2009 and flooding in November – December 2011. The number of inbound tourist decreased of international visitors of

16% over the first six months of 2010, but the last four months of 2010 have seen of foreign travelers to Thailand with a mixed increase during the months of November and December. However, Thailand has attracted 15.8 million visitors, earning the country an estimated 19.3 billion dollars in revenues, an increase of 12% from the 14.15 million visitors who visited Thailand in 2009.

Table 1: Travelers arrivals to Thailand 1997-2011

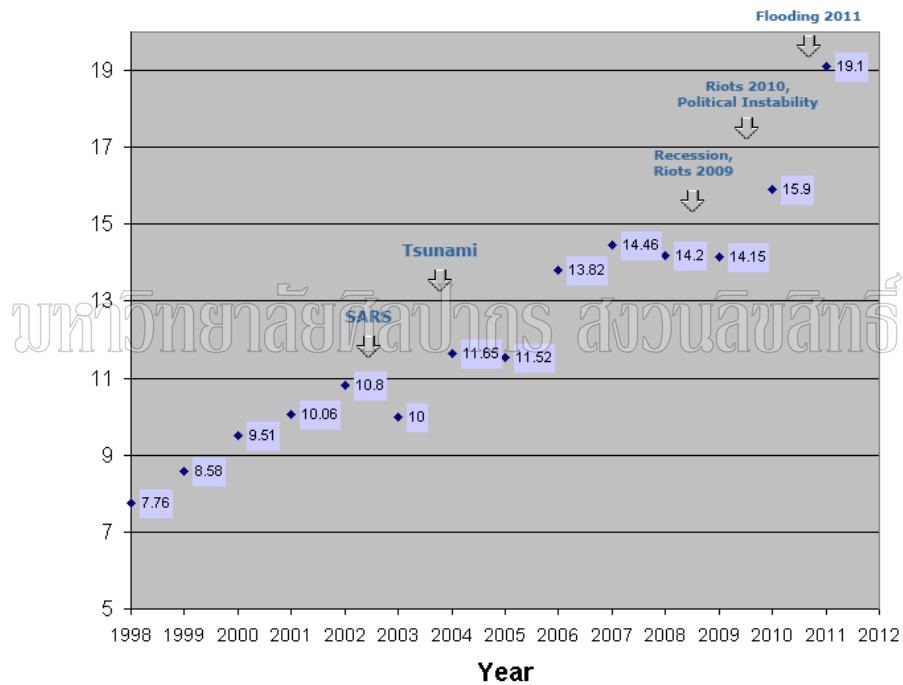


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Domestic Tourism in Thailand

Tourism Authority of Thailand also encourages domestic tourism in order to estimate 91 million domestic trips by the end of 2011, generate income expected to reach 432 billion Baht, or 14.3 billion US dollars.

According to the environmental change, it caused the global warming and natural disaster, the domestic tourism plays an increasingly important role to ensure the long-term sustainability of the Thai tourism sector.

Domestic tourism functions as a robust and sustainable alternative for when there is a shortfall in international visitors. TAT currently promotes domestic tourism as a part of everyday life for Thais and Thailand residents. Domestic tourism also plays another vital role in steering Thailand towards a greener future. TAT announced a new value for domestic travelers, encouraging Thais to "Travel with a New Heart for a Sustainable Thailand." TAT wants the Thai people to explore their homeland with family and friends, enjoying all that it offers while learning more about the Kingdom and each other. TAT is extending this approach by promoting Family and Youth Tourism, cultivating a new generation of responsible travelers.

SWOT Analysis

Strengths

1. Kangwal Holiday has the experiences in incentive tour, domestic tour, outbound and inbound over 25 years.
2. This company is located on Pracharajbumpen Road, It's easy to go to there by car, MRT and public transportation and car parking available.
3. It has a website (www.kangwalholiday.com) and IT support such as the outlook express, the database of customer profile and program tour.
4. It is a member of Association of Thai Travel Agent, so this agency has lots of connections with other travel agency.

Weaknesses

1. Some of employees are not graduated from Tourism Faculty, so they have the problem such as tourism vocabulary and airline ticket reservation on Amadeus Website.
2. Make a decision by Director Manger.
3. During the week, this travel agency does not have the management review including meeting, less communication in the organization.

Opportunities

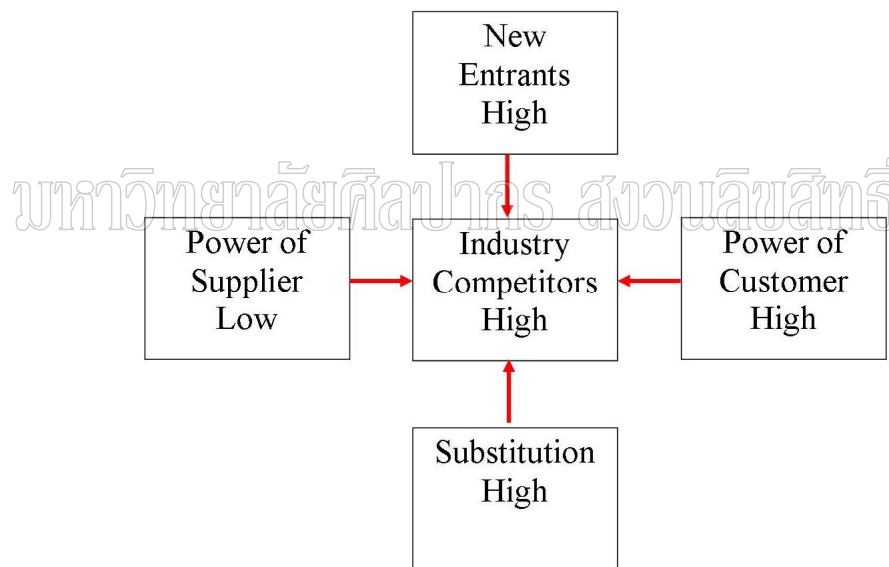
1. This travel agency focuses on Outbound Tourism and Domestic that these markets still expand regularly. Many companies in Thailand have a seminar and training program out-side the organization the whole year, moreover Thai

people still go abroad to the popular destinations such as Korea, Hong Kong, Singapore, Japan etc.

Threats

1. High Competitor because of low investment. The company just has got the license from Ministry of Tourism, the owner can establish the travel agency.
2. The tourist can travel by themselves such as backpacker.

Porter's 5 Forces



1. **New Entrants** – High because of low investment.
2. **Power of Supplier** – Low because the organization has many types of supplier choices which are the price difference. We can choose a supplier such as Freelance Tour Leader, Freelance Tour Guide and

Freelance Staff including the stationary that is suitable for customer's benefit and customer's needs.

3. **Power of Customer** – High because there are lots of new travel agencies that are new generation coming to this industry, so the customers have a right to choose the best one that they prefer.
4. **Substitution** – High because the customer can prepare and organized the travel program by themselves, moreover they can book the accommodation and the airline on website.
5. **Industry Competitors** – High because of low investment, the small and new travel agency can establish easily, addition mostly hotel and airline have created the website that the customer can book it on website and providing the special rates.

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Problem aims this research.

This Travel Agency uses mixed-labor strategy. There are both unskilled and skilled employees in the same department, skilled employee is graduated from Faculty of Tourism Management in whatever University, unskilled employee is the employee that graduated from other Faculty. Thus these unskilled employees absolutely found the problems in their responsibilities such as Technical Vocabulary, How to speaking English with customer, how to prepare the program tour, how to book the airline ticket on Amadeus System.

Training is a solution to improve the employees' skill. Training program is a factor to develop the future employee's performance and to reach the corporate goals

of fulfilling customer's needs. Loyld & Leslie (2006) explained that manager should carry out the need assessment to help employee decide what kind of training program is needed for the corporation or organization.

But this travel Agency has only one training program without improving for a long time that does not suitable for both unskilled and skilled employees.

Training Program for employee of Kangwal Holidays Co.,Ltd.

<i>No.</i>	<i>Training Course</i>	<i>Frequency/Year</i>	<i>Remark</i>
1	English Conversation for Airline and Travel Agent	1	Employee can search the training course by themselves and propose to HR
2	English Conversation for communication during the trip	1	Employee can search the training course by themselves and propose to HR
3	How to use the IT system in Organization	2	Frequency depends on IT department
4	Participate with the Seminar of Association of Hotel	2	For Sales & Marketing's employee

5	Participate with the Seminar of Association of Spa and Wellness	2	For Sales & Marketing's employee
6	Developing the IT System in Organization	1	For IT's employee
7	Developing Website	1	For IT's employee
8	Amadeus Advance Reservation	1	For Airline Ticket Reservation's employee
9	Participate the Seminar of Airlines	2	For Airline Ticket Reservation's employee
10	Training for Tour Guide License		For employee that does not have Tour Guide License.

Remark: all of training course that each employee can search by themselves and propose to HR Department.

After analyze this training program, the researcher found that is not enough for unskilled employees. They find out many problems in their tasks. Therefore, the training program should provide the necessary knowledge that is appropriate to both skilled and unskilled employee.

CHAPTER II

LITERATURE REVIEW

In this research, the researcher studies related literature and then use it as guidelines on developing the training program for unskilled and skilled employee in Travel Agency. This chapter contains four sections as following:

1. Advantage of Human Resources
2. Advantage of Training Program
3. Unskilled and skilled employee
4. Factors for developing the Training Program

Advantage of Human Resources

Becker & Gerhart (1996) explained “*A rapidly changing economic environment, changing customer investor demands and even increasing product – market competition, has become the norm for most organization.*” Thus, Human Resources play the important role to retain the employee in order to achieve the customer’s needs and develop the product and services followed the social trends (Ayse Bas Collins, 2007).

The duties and tasks of Human Resources include Human Resource planning, recruitment & selection, Human Resource development, compensation & benefits, safety & health, employee & labor relations and Human Resource research (Lloyd & Leslie, 2006).

Human Resources also serve other purposes that they will be actively involved on posting jobs at a company, vetting résumé, and scheduling interviews. Human Resources staff will also keep files on regular and contract employee, mediate problems and firings, and instigate improvements at the workplace, usually related to employee fitness, health and wellness. The role of Human Resources may be slightly different from one company to the next. Finally, the duties and responsibilities of Human Resources will be dictated by a company's CEO (Chief Executive Officer) or perhaps a Board of Directors that means Human Resources is really another branch of corporation, rather than an independent entity (Ruth Mayhew, 2011).

Human Resources training and development is the best solution to improve the specific skill and coordinate an essential step in relationship between employee and employer. The training and development area of Human Resources also provides the training to support the company's fair employment practices and the employee development to prepare aspiring leaders for supervisory and management roles (Ruth Mayhew, 2011).

Advantage of Training Program

Training is the important key that the organization will achieve the goal and be successful because Human resources are a power of individual that can contribute to an organization. Training is usually conducted when employees have a skill deficit or when an organization changes a system and employees need to learn new skills. It concludes about learning better way to do business, and even focus on individuals'

learning skill, moreover the employees can learn from each other (Luis et al, 2001:258).

Lloyd & Leslie (2006:164) define *“Training as a learning process that involves the acquisition of knowledge, skill and abilities necessary to successfully perform a job. Several reasons exist for an organization to conduct training for its employees. Outlined below are some of reasons:*

1. *Economic, social, technological and government changes can make the skills learned today obsolete in the future.*
2. *Planned organizational changes (such as the introduction of new equipment) can make it necessary for employees to update their skills or acquire new ones.*
3. *Performance problems within an organization such as low productivity or large scarp problems can be reduced by training.*
4. *Regulatory, contractual, professional, or certification issues can require an employer to provide training for its employees.”*

Moreover, training is a key process to change employee’s behavior, improve the future employee’s performance and reach to corporate goals of fulfilling customers’ service needs and satisfaction (Longrecker & Fink, 2005). A training program is defined as learning schedules and courses that provides employees with information that employee’s working behavior, skill and professional knowledge (Nixon, 2010). Employees are encouraged to attend training programs regularly and

repetitively. Through, training programs, the corporation could benefit from improving employee's performance and enhancing customer satisfaction (Kirkpatrick, 1996).

Unskilled and Skilled Employee

Employee is the one important part of economic system. Proper employee strategies ensure that business can produce goods at the lowest possible cost and earning a solid share of potential market share. Two types of employee exist in all economies: unskilled and skilled. Understanding the type of employee helps managers run successful companies and produce efficient goods or services.

Skilled employee is the worker that has specific, technical industry skill relating to business and the production of goods, Engineers, welders, accountants and scientists are a few example of skilled employee. These individuals bring specialized skill sets to the marketplace and are essential in advancing industries through developing new techniques or methods of productions. Although skilled workers are more expensive than other workers in the market, they provide tremendous value to companies willing to employ them. Skilled workers can improve many different processes in a company depending on their expertise. Better production processes, financial reporting and research & development are areas that skilled employee can improve for business (Becker, 1964).

Unskilled employee is the cheaper and less technical skill of the workforce. This workforce plays the important part of performing daily production tasks that do not require technical abilities. Unskilled employee is an inexpensive way for businesses to accomplish their production or service goals without raising consumer

costs. Front-line jobs for many companies are not technical or demanding so unskilled employee can complete the tasks with little or no formal education of the positions (Becker, 1964).

Many successful companies use a mixed-labor strategy. Some skilled employees are necessary to improve business operations and develop market strategies for maintaining market share. Unskilled labor is used to perform the daily operation of a company and improve the goods for services in a similar fashion (Allan, 2000).

The use of non-standard skilled workers, rather than standard employment relationship, is an important staffing strategy for many organizations (Deavers, 1997). Because of the ever-increasing need for efficiency, organizations are looking for any means of reducing overhead while maintaining their competitiveness. Non-standard skilled worker, such as independent contractors and outsourcing, provide two options for improving the flexibility of a firm's staffing arrangement (Davis-Blake and Uzi, 1993) and potentially provide a source of higher capability by finding independent contractors or outsourcing firms that specialize in the service needed (Matusik and Hill, 1998). However, the effect of these two staffing options on the organizations' standard employee and job applicants may not always be positive, and the effect may vary depending on which non-standard staffing option is used. Davis-Blake et al (2003) found that non-standard workers decreased standard employees' loyalty and increased their intentions to quit. All of these studies suggest undesirable changes in standard employees' attitudes when their organizations hire non-standard workers.

Some research shows that there is a widening gap between the opportunities available to those without good basic skills. As jobs need more skills, people whose skills are limited are increasingly marginalized (Bynner and Parsons, 1997). In overall terms, people with low basic skills saw themselves as poor at work related skills more frequently than those with good basic skills (Bynner and Parsons, 1997). Mark Addis (2003) found that the low skilled employee had the problem of education, so the company should give them basic skill training.

Moreover, Mark Addis (2003) focused on the way how basic skills affect competitiveness, particularly that of small businesses, and the effectiveness of some facets of recent policy initiatives directed at increasing the level of basic skills. Economic performance is seriously threatened by low standards of basic skills. Basic skills are an element of competitiveness because they are connected with personal development, occupational skills, and information technology skills. The application of market and system failure models offers some insight into the levels of basic skills training provided by employers. It is suggested that there is a substantial way to go before employers are firmly persuaded of the competitiveness benefits of understanding more investment in basic skill training.

Factors for developing the Training Program

Actually, many companies hire both of employees: unskilled and skilled employee, the training program is important to improve the employee's skill. Training program is a factor to improve the future employee's performance and reach the corporate goals of fulfilling customers' service needs. Kirkpatrick (1996) explains that

manager should carry out the needs assessments to help employee decide what kind of training programs is needed for the corporation or organization. The corporation should enact training goals to evaluate whether the training programs should be implemented.

Customer service is one of the key element in the field of business management, because customer are the vital strategic resource of any business organization. From managers' and leaders' perspective, customer service problems might resolved effectively by developing a training program designed to mentor their employees in way to improve their service concepts, service attitudes, and service skills (Light, 2008).

Developing training program to address various strategic issues has become increasingly important for contemporary managers and leaders. Managers are constantly required to improve their skills in resolving customer service problems through mentoring and coaching employee effectively and efficiently. With organizational training programs, employee could learn what skills constitute good service behavior and subsequently provide good service for their customers. By ensuring customer satisfaction, the corporation could create competitive advantages and profits by improving customer service for its customers. Thus, developing an effective training program becomes an important factor for managers. Such a program can improve their employees' skills in resolving customer service problems in situation where time and resources are limited (Kirkpatrick, 1996).

Strategic Plans of Training Program

Lloyd and Leslie (2006) state that the manager should focus on the quality of this initial training can have a significant influence on the new employee's productivity and attitude toward his or her job.

The steps to a successful training program include the following:

1. Perform needs assessment
2. Establish training objectives
3. Conduct training program
4. Evaluate training outcomes

Needs Assessment

Lloyd and Leslie (2006) define that Needs Assessment is a systematic analysis of the specific training activities the organization requires to achieve its objectives. In general, five methods can be used to gather needs assessment information: interviews, surveys or questionnaires, observations, focus groups, and document examination.

Kirkpatrick (1996) addresses that before setting up a training program, managers should carry out a needs assessment then decide what kind of training program is needed for corporation or organization. The needs assessment includes evaluating personal, organizational, and task-oriented needs in order to implement the training program more accurately and effectively (Lucier, 2008). First, personal assessment is conducted to decide which employee are required to take the training program and adjusting the training content based on differences in personal situations.

Second, organizational assessment involves determining how the training programs can be executed successfully based on the organization's policy, mission, resources and time. Finally, the task-oriented assessment includes identifying how the strategic decision is made based on task conditions, such as task information, resources and knowledge (Brown, 2002). This information could be used to improve the employee's task performance. The needs assessment is used to evaluate what kind of training are required, who should participate, when training programs, should be implemented, and whether the training programs effectively impact the employee's performance (Cekada, 2010).

Training Goals

Kirkpatrick (1996) and Gómez-Mejía et al (2001) explain that clear training goals provide an organization for organizing the training outline, choosing effective method, and determining the best way to deliver the training efficiency and the success of training. The design of training program should be customized according to corporate development plans, organization strategy, and corporate culture. The long-term plan should be identified with the process of excavation needs in order to enable the training goals. Explicit and distinct training goals could not only bring convenience, for the training efficiency to track result assessment, but also increase the trainee's self-confidence and service performance (Hu & Yang, 2010). After conducting a needs assessment, the corporation should enact the following training goals to evaluate whether the training programs should be implemented and whether it can be accomplished efficiently within the domain of organization (Kirkpatrick,1996).

Lloyd and Leslie (2006) explain that the organization should set the effective training objectives should state what will result for the organization, department or individual when the training is completed. The outcomes should be described in writing. *“Training objectives can be categorized as follows:*

1. Instructional objectives.

- *What principles, facts, and concepts are to be learned in the training program?*
- *Who is to be taught?*
- *When are they to be taught?*

2. Organizational and departmental objectives.

- *What impact will the training have on organizational and departmental outcomes such as absenteeism, turnover, reduced costs, and improved productivity?*

3. Individual performance and growth objectives.

- *What impact will the training have on the behavioral and attitudinal outcomes of the individual trainee?”*

Delivering Training Channels

In today’s diverse, dispersed and multi-generational working force, delivering training channels may include the following way: (1) the operation manual; (2) instructor-guided training; (3) field-based seminar; (4) periodical training convention; (5) video-or audio-assistance training; (6) e-learning; (7) experiential-learning; (8) mentoring; and (9) self-managed curricula (Monson, 2010). With limited budget and

resource, technology-based training programs provide organizations an effective way to offer sustained training. However, pre-training and post-training programs are essential instruments to pursue extended and influential success. Web-based learning system allows trainers and trainees to track job completion, measure behavior performance, and personalize training content rapidly and effectively.

Selecting Trainers and Trainees

The following selection criteria are suggested to select the proper trainers and trainees required to participate in the training programs within the organization:

Selecting trainers. Successful training programs are based on selecting appropriate trainers who have the capabilities to construct the entire training program; to express themselves and speak effectively; and to inspire performance among trainees (Whitmore, 2002). The criteria of appropriate trainers are based on the trainer's professional knowledge, experience, and personal characteristic to reach the corporate desired objectives. The proper role of trainers is typically management level because they have the professional knowledge and experience that enable them to prepare the training program material more easily. In some situations, the corporation should hire professional consultants that work outside of the organization to fulfill the role of trainers. However, in choosing inside or outside trainers, however, the corporation may make different decisions based on the needs and resources of their specific organization.

Selecting trainees. Another critical factors of a training plan is selecting appropriate trainees who have low level of performance in the areas of learning ability,

job execution, job motivation, job knowledge, and job –related technology (Schwartz, 2002). Some training programs are designed for the new staff members to help them adapt to the new job environment. In addition, some training programs are proposed to help specific trainees acquire updated skill and technologies. Other training programs are designed for some staff members seeking promotions or higher rewards in their organization.

Applying Learning

Because training is type of learning through education, the following learning principles should be applied to enhance the efficiency of trainee’s training (Sawyer & Eastmond, 2005).

The motivation to learn. Motivation is the trainees’ ambition regarding what they want to learn. To expand the effectiveness of training, the corporation should enhance trainee motivation to focus on the learning and training process by influencing their conceptions and beliefs regarding the program (Waters, 1999).

The ability to learn. The ability to learn is essential for a trainee to understand and apply knowledge gained to job-related performance. With the proper ability to learn, trainees should be able to absorb what they have learned in the training program.

Reinforcing learning. The effect of learning could be expanded by reinforcing learning in proper ways, such as higher rewards and promotions. The corporation could also enact a measure of performance by providing trainees with a level of standards that must be met in order to evaluate the trainee’s performance.

Communicating learning. The training process is a type of communication based on learning. Learning is not a one-way transaction, but a two-way process between trainers and trainees. An effective process of two-way communication will enhance the effect of learning.

Transforming learning to the job. Learning theory and knowledge absorbed through training programs should be transformed and applied to the trainee's job. Indeed, applying what a trainee has learned to his or her job is really the major accomplishment of training programs.

The Methods of Training

Gómez-Mejía et al (2001) and Lloyd & Leslie (2006) classified the methods of training that are used to enhance training in three methods as following:

1. Role Playing Model
2. On the job Training Model
3. Off the job Training Model

Role Play Model

Role playing is a situational model in which each trainee is asked to play a situational role and react to the role of other players (Adam & LaMothe, 2002). Before situational role playing begins, trainers provide background information for the role player to simulate the responses based on the subject under consideration. The background information could be introduced, for example, by showing videotape or an analysis from the trainers. The purpose of role playing is to help trainees develop

the sufficient capabilities to analyze, think, and respond to changes or responses from other role player under a certain situation.

On the job Training Model

Most training content is related to job issues. Thus, most organizations adopt some form of on-the-job training to develop competencies within their employee in real work places and situation (Cobb & Bibbs, 1990). The advantage of this model is that it is easy to accomplish training programs and it costs less because the additional purchase of machines or appliances for training is not necessary.

Job instruction training. The job instruction training (JIT) system was developed to enhance job efficiency (Viale, 1997). General Electric (GE), for example, used an on-the-job training approach to train its employee and improve its customer service by implementing toll-free telephone lines, which were open 24 hours a day (Lee, 1990). Through JIT, employees were trained in the area of listening, thinking, and reacting so that they could handle most of the actual problems in the workplace effectively.

Coaching and Advice. Managers may hold a conference with employees to share procedures for decision-making. During such meeting, superiors or manager must give the trainees sufficient power to make critical decisions, whether the decisions are wrong or right (Capelin, 2010). This approach not only allows employees to experience the process of decision-making, but also helps trainees build self-confidence in the process of training. Though employee will make mistakes, managers can give them effective advice and counseling in the process of job-related training.

Off-the-job Training Model

Although on-the-job training has been applied extensively by most corporation because of its simplicity and lower costs, off-the-job training has also been applied by larger corporations such as Fortune 500 companies. The most frequently used methods of off-the-job training are computer assistance instruction (CAI) and lecture learning (Agochiya, 2002).

Computer Assistance Instruction. With the rapid development of computers, more and more corporations are applying CAI to help train their employee. The strength of CAI allows trainees to accept computer-assisted training programs without the limitations of time and space (Ellis, 2002). The development of training model through computer systems and the internet is growing rapidly. Anyhow, the traditional model of learning, which dominates mentor-led training program, is slowly replaced by high technology of computer. Training professionals are finding the best solutions for today's workers to create new training approach. Through accessing the internet, trainees gain knowledge, share information, and acquire job-related resources beyond their organization. Also, trainees can use the Internet to obtain more training knowledge through e-mail, on-line courses, and real-time conferences.

Lecture learning. Lecture learning is common training method in which trainers provide a series of lectures that include the material for trainees and trainers to discuss related training knowledge. The modern lecture classroom provides both trainees and trainers to share information by installing video and audiotape equipment.

Moreover, using projectors and computers provides training programs with a more effective training environment for advanced lecture learning.

Evaluate Training

Although the performance of evaluation could access in job-related situations, managers might have difficulty knowing if the training has improved performance in resolving crisis situation with customers. Because crisis situation vary considerably with customers, the employee's temporary performance in resolving the crisis situations might depend on the employee's past experiences and his or her capabilities with problem-solving (Pace & Brannick, 2010).

Lloyd & Leslie (2006) divide “*the evaluation of training into four areas:*”

1. *Reaction: How much did the trainees like the program?*
2. *Learning: What principles, facts, and concepts were learned in the training program?*
3. *Behavior: Did the job behavior of the trainees change because of the program?*
4. *Result: What were the results of the program in terms of factors such as reduced costs or reduction in turnover?”*

Even when great care is taken in designing evaluation procedures, it is difficult to determine the exact effects of training on learning, behavior, and result. Because of this, evaluation of training is often limited and superficial.

Reaction: evaluation should consider a wide range of topics, including program content, program structure and format, instructional techniques, instructor abilities and style, the quality of learning environment, the extent to which training objectives were achieved, and recommendations of improvement by using the questionnaire.

Learning: learning evaluation concerns how well the trainees understood and absorbed the principles, facts, and skill taught. In teaching skills, classroom demonstrations by trainees are a fairly objective way to determine how much learning is occurring. Where principles and facts are being taught, paper-and-pencil tests can be used. Standardized tests can be purchased to measure learning in many areas. In other hand, the trainers must develop their own tests. To obtain an accurate picture of what was learned, trainees should be tested both before and after program.

Behavior: Behavior evaluation deals with the nature of the change in job behavior of the trainee and is much more difficult than reaction learning evaluation. Lloyd & Leslie (2006) showed “*the following guidelines can help evaluate behavioral change.*”

1. *A systematic appraisal should be made of on-the-job performance on a before-and-after basis.*
2. *The appraisal of performance should be made by one or more of the following groups (the more the better):*
 - a. *The trainee.*
 - b. *The trainee’s superior or superiors.*

- c. *The trainee's subordinates.*
 - d. *The trainee's peers or other people thoroughly familiar with his or her performance.*
3. *A statistical analysis should be made to compare performance before and after training and to relate changes to the training program.*
 4. *The post-training appraisal should be made several months after the training so that the trainees have an opportunity to put what they have learned into practice.*
 5. *A control group (one not receiving the training) should be used."*

Results: result evaluation attempt to measure changes in variables such as reduced turnover, reduced costs, improved efficiency, reduction in grievances, and increases in quantity and quality of production (Sandi Mann, 2003). As with behavior evaluation, pretests, posttests, and control groups are required in performing an accurate results evaluation.

Research Objectives

1. Analyze the current training program that this Travel Agency has one type of training program.
2. Improve the training program to formulate the new training course for unskilled and skilled employees to develop their performance.

Research Methodology

The research represents the way to improve the training program for skilled and unskilled employees in Travel Agency. The researcher collects the information by

observing the employee's responsibilities and by interviewing the employee in three departments: (1) Incentive Tour, (2) Join Tour and (3) Airline Flight Reservation. The researcher will interview at least 2 – 3 employees in each department to find out the employee's needs and the opinion how to develop their training program.

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CHAPTER III

METHODOLOGY

This research is a case study of a travel agency to improve the training program for skilled and unskilled employees. It collects the data by qualitative method by interviewing three groups convey a travel agency: employee, employer and customer. The researcher uses this methodology because of limited literature and information regarding this industry. Furthermore, due to the limitation of time and population in this travel agency, qualitative research is being adopted. There are 11 employees, 7 managers and a managing director. This travel agency separates the management into two divisions as below:

1. Operation Division consists of two departments: Sales & Marketing Department and Airline Ticketing Reservation Department. Additionally, Sales & Marketing Department has two services: Join Tour and Incentive Tour.
2. Management Division consists of Human Resources & Accounting Department, Information & Technology Department and Maintenance Department.

The researcher will interview:

1. Three employees in Incentive Tour Department.
2. Three employees in Join Tour Department.

3. Two employees in Airline Ticket Reservation Department.
4. A Managing Director.
5. Three Customers.

The researcher chose interviewing all employees of Operation Division because three departments are the front office that has to contact directly with customer.

Firstly, the researcher start gathering the data by assessing the employees' needs based on the current training program. The questions used for assessing the needs of employees are as following:

What is your current job?

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

How long do you work here?

Where do you graduated from? Which faculty?

Does this company train you before filed trip?

How you prepare yourself before filed trip?

Have you ever been complained by customer? What kind of complaint?

What kind of problems do you find during working?

What type of training do you usually participate?

In your opinion, Is this training program suitable for develop your skill in term of your responsibilities?

What kind of training is suitable for your job such as role play training, on the job training or off the job training?

In your opinion, what is the objective of the training in your organization?

What kind of training course and activity do you expect in your training program?

What kind of skill do you want to improve? What kind of skill is necessary for your job?

What do you expect from the training program?

Are there evaluate your skill before work?

How does this company evaluate your skill?

After assessing the employees' needs, the next step of the data collection is to interview the top management to get the strategy of organization and the training goal.

What way do you want to develop your travel agency?

Have you ever got the complaint from the customer?

Why do you recruit both skilled and unskilled employees?

In your opinion, skilled and unskilled are different? How?

What do you expect from the employees' work performance?

Who plan the training program?

Do you agree with the current training program that can improve the employees' skill?

What kind of training course do you want to add into the current training program?

What do you expect from training program?

Who evaluate the employees' performance?

The last step, the researcher gathers the data from the customers that used to travel with this travel agency to evaluate the satisfaction level of a travel agency as a work. There are the questions as following:

How often do you ever travel with this travel agency?

Why do you choose this travel agency?

Which trip do you travel and when?

What kind of service do you expect from travel agent?

What kind of information do you expect from travel agent before and after a trip?

Do you have any problems during contact, during travel with this travel agency?

Do you satisfy the service of this travel agency?

Do you have any suggestions to improve the service?

Data analysis

To analysis the data, the researcher separates the data from the employee in two groups: skilled and unskilled employee and evaluate the different training course that they want to learn. The employer's data is used for establish the training goal. The data from customer showed the expectations that the travel agency meets their needs. The data is analyzed step by step as following:

1. Transcript the data
2. Categorize into group
3. Uniting data by coding, finding themes, patterns and relationship
4. Summarize to answer the objectives of this research.

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CHAPTER IV

DATA ANALYSIS AND DISCUSSION OF RESULT

After collecting the data by interview three employees in Incentive Tour Department, three employees in Join Tour Department, two employees in Airline Ticket Reservation Department, a Managing Director and three customers. The researcher found that there were unskilled employees in all departments. Furthermore, research found out that the training program should be improved in several ways such as content, methods of training to increase productivity of the staffs. At the end of the chapter, an improved training program and evaluation form are designed.

The reason of the presence of unskilled employees in the travel agency:

This travel agency recruits both skilled and unskilled employees because the managing director believes *“I recruit the employee by interviewing and I do not focus on the university and faculty that the candidate graduated from. I consider the resume, the university activities, the interest and I observe the personality during interview. I think that everyone has same capacity. The skilled employees have the basic knowledge and have been trained from university but the unskilled employees have the enthusiasm and interest in Tourism thus they will try to learn and get more experience.”* Therefore it causes this problem. The managing director states *“I want to develop their skill but there is only one type of training program created by HR Department.”*

The assessment of the current training program:

1. Outdated training program: The training program is not updated for a long time, it should be improved. The managing director also adds *“This training program is created by HR Department but it does not cover the responsibilities of each department, so the HR Department has to assess the employees’ needs and improve the training program. Moreover the goal of training should include the training course that produces a good relation and unity within the organization for develop the organization and meet the customer’s needs.”* Thus he points *“I want to develop the current training program to increase the performance of employee by setting the KPI for each department that if each department can reach the KPI, they will get the commission and bonus.”*

According to interview the employees, many of them think that the objectives of the training program should be as below:

Some employees said *“The training program is used for improve our skill.”*

Other employees said *“The objectives of training program are to develop our skill and to increase the customers’ satisfaction.”*

Some employees said *“The objectives of training program are to develop our capacity, to decrease the customers’ complaint and to decrease the mistakes.”*

2. The training program is not compulsory: The researcher found that there is no compulsory in training program, so the employees have to search the training

course that they want to learn by themselves. It cause the employees do not try to improve their skill.

Some of employees said *“the current training program is quiet good but has to improve by assessing the employees’ needs and by adding the necessary course into the training program.”* Some of employees propose that the HR Department should specific date and time. There is only one employee used to take an English Course, but she does not continue. Nobody take an IT course. Some employee said *“The English Course is also necessary but they do not have enough time to search on internet, moreover they do not want to take a course on week-end because they want to rest.”* Others said *“The English Course is still necessary and also IT Course especially Microsoft Excel because we have to calculate the cost of tour program.”*

They participate always the Conference of Airline and Hotel because they can get the information from each hotel and airline such as facilities, promotion that it is necessary to their responsibilities. Additionally, they can play a game to get the reward. Some employees add *“They prefer to join the Conference because it launch on weekday.”*

The unskilled employees said *“This training program is quiet good but they do not have the opportunities to train yet because they have to search the training course by ourselves. We want that HR department should specific clearly date and time and improve it by adding the other necessary course such as communication and sales techniques.”*

3. No evaluation of the training result: The unskilled employees explain *“There is no evaluation before and after training but the managing director review our performance by our sales.”* The skilled employees state same as the unskilled *“There is no evaluation before and after training but the managing director have set the KPI for each department, he will consider our performance by our sales, if we can reach the KPI, we will get the commission and bonus at the end of year.”*

4. Identification of the problems due to no compulsory and no evaluation of training: the skilled employees have to face with many problems.

For example, they do not use the check list, so they forgot to ask the customers’ passport and to ask whether the customer will have their meat. Therefore, they have to call back to customer twice.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

They cannot use the Microsoft Excel; they have the problems in relation between department and in communication with customer. The unskilled employees found more problems than the skilled employees; they do not understand how to prepare the document for customer such as Name list, immigration form. They do not understand the Tourism vocabulary such as infant. Moreover they do not have the experience, so it is difficult to give the information to customer such as the weather, what kind of food, the detail of tourist attraction, the row of Airline Counter Check In at Suwannabhumi International Airport.

Some customer said that they satisfy the service of this travel agency but they advise as below:

“The travel agent usually calls to her twice times to asking for her passport.”

“The travel agent does not give clearly the information for such as the airline, first time the travel agent told her TG and then she changes to KE. The information is not clear and change all the time.”

The current training program is out of date to improve the performance of employee. Moreover there is no specific date and time. Therefore, employees have to find out the training course by themselves. That is one of reasons of why many employees ignore to develop themselves by attending the courses because they think it is a waste of their personal (weekend) time.

As it clearly seen from the above, it can be concluded that both, skilled and unskilled staffs, want to improve their skill. In order to improve their skill, training program should be updated.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

The development of the training program: the content, method of training and the evaluation technique

The researcher assessed their needs and can separate the need of training course and method of training into two groups through results from the interviews.

The method of training:

The skilled employees prefer off the job training:

Some skilled employees said *“We want HR invites the lecturer comes to our company to teach us”*

A skilled employee said *“I like to have class room training and I prefer workshop.”*

A skilled employee said *“I want HR specific clearly date and time of training course because it is inconvenience to search the course by myself and to be trained on week-end. It is better to invite the lecturer teach us at the office because mostly we have a free-time around 3pm.”*

The unskilled employees prefer on the job training that they want a buddy who consults them during work and teach them how to use the check list.

An unskilled employee states *“I want a buddy to teach me during work.”*

Some unskilled employees explain *“We prefer on the job training because we can see the whole process of work, in addition we can ask a question during practice.”*

According to the information above, the employees prefer that HR Department invites the lecturer come to teach them at the office rather than taking the training course outside the office. Thus, the researcher proposes that the cost of In-house Training is cheaper than Public Training. The cost of Public Training is approximate 2,500 Baht per person. In other hand, the cost of In-house training consists of three parts: lecturer’s cost, document’s cost and operating cost.

1. The lecturer’s cost is 1,200 Baht per hour (Normally, one day training provides 6 hours.)
2. The document’s cost is 250 Baht per person; the training company usually provides the document holder, the manual of training course, some pieces of paper and pen.

3. The operating cost is approximate 10,000 Baht that include the transportation's cost, the assistant lecturer's cost and the operating process's cost.

This travel agency has 30 persons, so the cost of In-House is around 24,700 Baht, but the cost of Public training is 75,000 Baht.

The content of the training:

The unskilled employees want to learn in both internal and external communication because they want to communicate more efficient with customer and other department. They also want to have the activities such as Team Building and Walk Rally to develop the relation inside the organization. Because of lack of experience, they require that the senior employee share the experience about tourist attraction, the weather and food of each country and how to operate tour. Finally, the unskilled employees want to understand the techniques to increase the sales because their commission and bonus depend on their sales.

An unskilled employee explains *“I want to learn how to communicate more efficient with other department because we have many problems with Airline Ticket Reservation Department when we want them to expend the period of time to confirm group airline ticket. In the other hand our manager calls to ask them, they can do it easily.”*

Some unskilled employees said *“We require improving our communication's skill because we have to ask the personal document. The customer used to complain us about our disrespectful voice but we are not moody.”*

Some unskilled employees state *“We are the newer in this company; we want to be close to the senior.”*

Some unskilled employees said *“We did not graduated from Tourism Management Faculty, so we do not have the experience in Tourist Attraction, the operation of group tour and the details of outbound program tour. We would like the senior and manger share these experiences to us.”*

Some unskilled employees explain *“The training program should be added the sales techniques course because it is important to increase our sales.”*

The skilled employee also point that the check list is important to recheck their job. Although most of skilled employees work in this travel agency for a long time, they also found the problems when they have to contact with other departments, so they want to have the Team Building activities and the internal organizational communication. According to the problems in communication with customer, they want to train both internal and external communication. The experience is important when they have to inform the customer, if they used to visit that country, they can inform clearly. Therefore they want to learn the experience from other manager. Both of them skilled and unskilled employees think that the sales are very important for your benefits so they want to take the course that let them understand how to increase the sales and increase the customers' satisfaction.

Some skilled employee said *“The check list is a tool to recheck their job.”*

A skilled employee said *“I do not work by using the check list but I use it to recheck my responsibilities.”*

Some skilled employees state *“We found many problems when we have to draw the budget of the tourism exhibition from Finance and Account Department. If we have the opportunity to participate the Team Building together, it can improve our relation. Moreover, it is very difficult to ask the Airline Ticket Reservation Department to expand the date of confirm airline ticket.”*

Some skilled employees said *“We organized the Team Building Program to many companies, we want to be the trainee and it will be good if all employees of this travel agency join this course together to develop our relation. It can build the good relation and we will work together without conflict.”*

Some skilled employees explain *“Although we work here for a long time but we have not the opportunity to go aboard to get more experience, so we found many problems when we have to give the tourism information to customer. We want that the manager share the experience with us.”*

Some skilled employees also said about the communication with customer *“We usually forgot ask the passport from customer, therefore we have to call back twice times. Because of unclear information of program tour, we sometime gave the incorrect information to customer and we forgot to send the program tour to customer by e-mail.”*

Some skilled employees point *“It should be a course on communication as we have to contact with wholesaler like a Go Holiday Co.,Ltd to cooperate the join tour but we found the net price in document and on website that contrast. We have to call them many times to get the clear information.”*

Some skilled employees explain the importance of their sales *“The sales are important to our commission and bonus, so we want to develop our skill to increase sales. In addition, the communication course can provide how to meet the customers’ satisfaction.”*

From the interview result, it can be concluded that there is a need for an improvement in the current training program. Due to absence of evaluation before and after training, HR Department could not know the employees’ need and improvement. Furthermore, the current training courses are outdated and do not meet employees’ needs. The above results illustrate the employees’ needs assessment that should benefit HR Department in understanding on how to prepare the training program more appropriate for the staffs. The researcher will create the evaluation form to assess the employees’ needs and understanding after training to use for future development of the training program; the evaluation form consists of four parts:

1. Personal Profile Part that provides the gender, department and age. The HR Department will know the basic personal data of each employee that this evaluation is from which department, gender and age. The HR department can group the satisfaction of employee by department.

2. Program Evaluation Part is to evaluate the efficiency of training course. The HR Department could gather the data to analysis how much employees absorb the knowledge and whether the course is suitable for their responsibilities.

3. Lecturer Evaluation is to evaluate the efficiency of lecturer. The HR Department could analyze how the employees satisfy with the lecturer. This

corresponds to the literature review that a suitable skillful lecturer can increase the intake of the employees.

4. Suggestion Part that the employee can write the opinion against this course and can give the recommendation to improve the next course.

The data of evaluation form is useful to decide when choosing the lecturer and the training course.

The training program is important to develop skill of employee, this travel agency has it but HR Department does not specific date and time because it does not know the period of time that each department is free. The employees want to be trained, specially the training course is to increase their sales that link to their commission and bonus; some of employees said *“This travel agency has not used any evaluation technique to check the staff performance before and after work but the Managing director will set KPI for each department, if we can increase the sales that while we will get more commission. Moreover the internal and external communications in the organization also develop the relation between the departments.”* Therefore, human resource department should set the dates and times that are both applicable for all staffs to join the course at the same time. In addition, the employees said that the check list is a key point of work; it should be included in the training program as one of the control system.

Training Program Improvement

This travel agency should establish the effective training objectives to conduct the training program, after summarize the needs of Managing Director and employees. The objectives of training program are *“to improve the employees’ skill, to decrease the customers’ complaint, to decrease an error of work, to increase the experience, to increase the amount of sales that is the KPI of each department and to meet the customers’ needs.”*

The new training program should be added the training program that is necessary to the responsibilities and the benefits of employees. Moreover, HR Department may specific date and time and should announce it on board or send to employees by e-mail. After that HR Department try to encourage them apply the training course, HR Department will know the total number of interested employee and can organize the training.

The researcher proposes the new training program as following:

Training Program for employee of Kangwal Holidays Co.,Ltd.

No.	Training Course	Frequency/Year	Remark
Fundamental Course			
1	How to use Check list		For unskilled employee
2	English Conversation for Airline and Travel Agent	1	

3	English Conversation for communication during the trip	1	
4	How to use the IT system in Organization	2	
5	Participate with the Seminar of Association of Hotel	2	For Sales & Marketing's employee
6	Participate with the Seminar of Association of Spa and Wellness	2	For Sales & Marketing's employee
7	Participate the Seminar of Airlines	2	For Airline Ticket Reservation's employee
Specific Course			
1	Team Building	1	
2	Sales Techniques	1	
3	Effective internal and external communication	1	
4	Marketing Plan	1	
5	Art Work to promote program tour	1	

The researcher divides the training course into two groups: the fundamental course and the specific knowledge. The fundamental course refers to the basic

knowledge that the employees should learn to increase the capacity and to develop their performance. The specific course is to increase the number of sales that link to their performance and their commission, in addition it can produce the better relation between department and the internal communication is better.

Specific Date and Time

According to the researcher was the management trainee for 6 months, found that the low season of this travel agency start at June until September because this travel agency focuses on Incentive Tour and Outbound Tour, Thai people prefer go aboard on October until February because of cool weather and on October is the end of government budget using.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

No.	Training Course	Frequency /Year	Date	Time	Place
Fundamental Course					
1	How to use Check list				
2	English Conversation for Airline and Travel Agent	1	Week I of June 1 Day	09.00 – 16.00	Meeting Room on 4 th floor
3	English Conversation for communication during the trip	1	Week I of June 1 Day	09.00 – 16.00	Meeting Room on 4 th floor
4	How to use the IT system in Organization	2	Week II of June 1 Day	09.00 – 16.00	Meeting Room on 4 th floor
5	Participate with the Seminar of Association of Hotel	2			
6	Participate with the Seminar of Association of Spa and Wellness	2			
7	Participate the Seminar of	2			

	Airlines				
Specific Course					
1	Team Building	1	Week I of September 2 Days On Week- end		Outdoor
2	Sales Techniques	1	Week I of July 1 Day	09.00 – 16.00	Meeting Room on 4 th floor
3	Effective internal and external communication	1	Week II of July 1 Day	09.00 - 16.00	Meeting Room on 4 th floor
4	Marketing Plan	1	Week I of August 1 Day	09.00 - 16.00	Meeting Room on 4 th floor
5	Art Wok to promote program tour	1	Week II of August 1 Day	09.00 - 16.00	Meeting Room on 4 th floor

Course outline of Specific Course

1. Professional Sales Techniques

Objectives

The competition in the marketplace is increasing as margins decrease and consumers become more discerning. This Sales Training course will help to increase sales, gain loyal customers, overcome objections, and grow a business with professionalism and enthusiasm.

Training Course Outline

09.00 – 12.00	13.00 – 16.00
Basic Lecture Globalization Profitability Through Revenue Growth Technology Intellectual Capital	Analysis the customer behavior and Solve these problems How to control your emotion and customers' emotion Excellent Service Mind
Seven steps to achieve Sales Understand yourself and product Understand the customers' needs How to assess the customer How to make the customers' satisfaction Propose the product Finish the sales Follow up your sales	Sales Techniques on phone Prepare yourself before sales Professional procedure sales on phone Communication techniques on phone Caution of communication on phone How to success in sales Work Shop in sales situation Answer and Question

Duration of training 1 Day 09.00 – 16.00 (6 hours)

Method of training Lecture Work Shop and Role Play

Cost Lecturer's cost is 1,200 Baht per hour

Document's cost is 250 Baht per person

Operating cost is 10,000 Baht

2. Professional Service Communication and Complaint Management

Objectives

1. To encourage the employee understand the expectation of Management level and make the customers' satisfaction.
2. To communicate efficiency with customer for develop the service.
3. To let the employee adapt the knowledge to its responsibilities and can decrease the customers' complaint.

Training Course Outline

1. To understand the customers' behavior.
2. To understand the expectation of customer.
3. To understand the different of customers' behavior.
4. To justify the good or bad service.

5. Service Proactive to reach the customers' needs.
6. Psychology of communication to attract the customer and make the customers' satisfaction.
7. Activities to produce the positive thinking.
8. Efficiency Communication in term of service.
9. Listening Practice.
10. Speaking Practice to use a friendly speech.
11. Communicate on phone Practice.
12. Efficiency Communication in Body Language.
13. Greeting Customer Practice.
14. To understand CRM and CEM to manage the customers' complaint.
15. To Analysis the cause of customers' complaint.
16. Mind Training Activities to develop EQ of employee.
17. To analyze the case study in the service industry.
18. Answer and Question.

Duration of training 1 Day 09.00 – 16.00 (6 hours)

Method of training Lecture, Work Shop, Role Play and Case study

Cost Lecturer's cost is 1,200 Baht per hour

Document's cost is 250 Baht per person

Operating cost is 10,000 Baht

3. Team Building

Objectives

In this course, the participants will focus on how teamwork can have a positive impact on accomplishing tasks and on conflict resolution in work teams. Participants will define their roles in improving the quality of services/products that the company provides, and they will build teamwork skills.

1. Link team efforts to department or functional goals.
2. Recognize when a team is working well or not.
3. Use techniques for helping a team assess how well it is functioning.
4. Understand why people behave the way they do in groups.
5. Use tools that result in more effective meetings.
6. Create a plan for using the techniques they have learned on the job.

Training Course Outline

1. Improving team performance and quality of the service/product.
2. Characteristics of high performing teams: key factors in team effectiveness.
3. Group dynamics: what happens in a group and why.

4. Strategies for improving teamwork: leadership skills.
5. Problem solving in groups: working together to get things done.
6. Feedback: a key element in opening up communication.
7. Walk Rally Activities.

Duration of training 2 Days

09.00 – 16.00 (6 hours)

09.00 – 16.00 (6 hours)

Method of training Lecture, Work Shop, Role Play and Outdoor Activities

Cost Lecturer's cost is 1,200 baht per hour

Document's cost is 250 baht per person

Operating cost* is 30,000 baht

* The operation's cost includes the transportation's cost, the assistant lecturer's cost and the equipment of Walk Rally activities.

Source: Training Course Outline from Human Capital Development Center, Suan Dusit Rajbhat University

Evaluate Training

After training, the evaluation is the best method to assess the employees' satisfaction among the training course that HR Department can collect the data to

improve the training program. Because of no evaluation nor compulsory, the employees do not have the inspiration to improve their performance, so the researcher created the training program evaluation form and the reward and control strategy to encourage the employees:

1. Add the check list into the training program because it is necessary to unskilled employee.
2. Use the check list as the control system
3. Set the meeting hour in every week to report and share the experience
4. Link the evaluation to reward, commission and bonus
5. Promote the employee that interest in training

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



Training Program Evaluation

Training Course

Personal Profile

Please tick in the circle the category that best applies to you.

1. Gender Male Female
2. Department Sales & Marketing Airline Ticket
Reservation
 HR & F/A IT
 Maintenance
3. Current Age 20 - 25 26 - 30
 31 - 35 36 - 40
 41 - 45 46 - 50
 51 - 55 56 - 60

Program Evaluation

Please use the following scale to indicate your response to statements below:

(SA = strongly agree, A = agree, N = neither agree/disagree, D = disagree, SD = strongly disagree)

1. The information was SA A N D SD

presented effectively.

2. The information SA A N D SD

presented was practical.

3. The program provided a SA A N D SD

good working knowledge

of the subject matter

presented.

4. The program has allowed SA A N D SD

me to acquire practical

skills and knowledge to

manage my

responsibilities more

effectively and

efficiently.

5. The program attended SA A N D SD

was sufficient for my

purpose.

Lecturer Evaluation

Please use the following scale to indicate your response to the statements below:

(VG = very good, G = good, U = undecided, P = poor, VP = very poor)

1. The first lecturer (Lecturer's Name

- a) capacity to hold your interest VG G U P VP

was:

b) organization of the program was: VG G U P VP

c) level at which the topic was VG G U P VP

presented was:

d) communication skills were: VG G U P VP

2. The second lecturer (Lecturer's Name)

a) capacity to hold your interest VG G U P VP

was:

b) organization of the program was: VG G U P VP

c) level at which the topic was VG G U P VP

presented was:

d) communication skills were: VG G U P VP

3. The third lecturer (Lecturer's Name)

a) capacity to hold your interest VG G U P VP

was:

b) organization of the program was: VG G U P VP

c) level at which the topic was VG G U P VP

presented was:

d) communication skills were: VG G U P VP

Suggestion.....

.....

.....

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Conclusion and limitation of the research

Human Resource management is one of the most important part in organizational management, thus the training program is a key factor to develop the staffs' skill and to increase the profit. Travel Agency Business influence by external situation such as flooding, political demonstrations, airport closed. Therefore the owner has to change the strategy all the time and to keep the positive image of Thailand. These situations affect directly to Tourism, many travel agencies try to solve these problems by creating the campaign and decreasing the price but the manager ignore to develop the employees' skill that is the best solution to increase sales. According to this study, the researcher found that the employee want to improve his/her skill and his/her performance. Moreover most of travel agency recruits the unskilled employee, so the company may improve the training program to decrease the problems due to lack of experience and knowledge and to help them to develop skills to complete their tasks efficiently and promptly.

Summary of Result

The researcher was as a management trainee for six months; found that the managing director has hired unskilled and skilled employees, therefore the different experience of employee cause the problems. After that, the researcher recognizes that the training is the best solution. In this research, the current training program was analyzed and found out that it was out of date and there was no specific date and time for the employees to attend. That is the weakness of current training program.

The researcher decided to assess the employees' needs to improve the current training program. The data of employees' assessment is very useful to identify the training's needs. The improved training program presented the necessary courses, such as communication courses and marketing courses, to develop the unskilled and skilled employees' capacity and skills to reach the goal of training. Finally, an evaluation form has been developed, since presently there was no evaluation in this travel agency.

Implication

This research illustrates that in a company which has both skilled and unskilled staffs, suitable training program is necessary. It is required for the programmer of the training course to assess the trainee's needs to form the appropriate course outline. Furthermore, research showed that evaluation system is required for the full participation of the staffs and also as a way to give feedback to the staffs for future improvement.

Limitation

A major limitation in this study is the limited sample size. The researcher only collected the data by interviewing three employees in Incentive Tour Department, three employees in Join Tour Department, two employees in Airline Ticket Reservation Department, a Managing Director and three customers. Moreover the internship finished on December, so the researcher cannot contact the customer. Because of limited time, the researcher can only gather the data from three departments. Researcher could not interview all employees in this travel agency to collect the data.

Conclusion

The unskilled and skilled employees of this travel agency have to face many problems in internal and external communication. Moreover, the commission and bonus are the reward if they can reach the KPI, so they want to be trained in the techniques of sales. After assessment the needs of employee, they also require the training but HR Department created only one type of training program that not specific date and time. The researcher realizes that it should be improved by adding the necessary training course related to the employees' needs. In addition, the researcher also created the evaluation form that is useful to collect the feedback for developing the training program in the future.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix A
Interview Question

Employee's Question:

1. What is your current job?
2. How long do you work here?
3. Where do you graduated from? Which faculty?
4. Does this company train you before filed trip?
5. How you prepare yourself before filed trip?
6. Have you ever been complained by customer? What kind of complaint?
7. What kind of problems do you find during working?
8. What type of training do you usually participate?
9. In your opinion, Is this training program suitable for develop your skill in term of your responsibilities?
10. What kind of training is suitable for your job such as role play training, on the job training or off the job training?
11. In your opinion, what is the objective of the training in your organization?
12. What kind of training course and activity do you expect in your training program?
13. What kind of skill do you want to improve? What kind of skill is necessary for your job?

14. What do you expect from the training program?
15. Are there evaluate your skill before work?
16. How does this company evaluate your skill?

Managing Director's Question

1. What way do you want to develop your travel agency?
2. Have you ever got the complaint from the customer?
3. Why do you recruit both skilled and unskilled employees?
4. In your opinion, skilled and unskilled are different? How?
5. What do you expect from the employees' work performance?
6. Who plan the training program?
7. Do you agree with the current training program that can improve the employees' skill?
8. What kind of training course do you want to add into the current training program?
9. What do you expect from training program?
10. Who evaluate the employees' performance?

Customer's Question

1. How often do you ever travel with this travel agency?
2. Why do you choose this travel agency?
3. Which trip do you travel and when?
4. What kind of service do you expect from travel agent?
5. What kind of information do you expect from travel agent before and after a trip?

6. Do you have any problems during contact, during travel with this travel agency?
7. Do you satisfy the service of this travel agency?
8. Do you have any suggestions to improve the service?

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix B

The current training program

Training Program for employee of Kangwal Holidays Co.,Ltd

<i>No.</i>	<i>Training Course</i>	<i>Frequency/Year</i>	<i>Remark</i>
1	English Conversation for Airline and Travel Agent	1	Employee can search the training course by themselves and propose to HR
2	English Conversation for communication during the trip	1	Employee can search the training course by themselves and propose to HR
3	How to use the IT system in Organization	2	Frequency depends on IT department
4	Participate with the Seminar of Association of Hotel	2	For Sales & Marketing's employee
5	Participate with the Seminar of Association of Spa and Wellness	2	For Sales & Marketing's employee
6	Developing the IT System in Organization	1	For IT's employee
7	Developing Website	1	For IT's employee
8	Amadeus Advance Reservation	1	For Airline Ticket Reservation's employee
9	Participate the Seminar of Airlines	2	For Airline Ticket Reservation's employee
10	Training for Tour Guide License		For employee that does not have Tour Guide License.

Remark: all of training course that each employee can search by themselves and propose to HR Department.

Appendix C

Check List

เอกสารออกกรุป			
โปรแกรมทัวร์ _____		เจ้าของกรุป _____	
วันที่เดินทาง _____		จำนวนลูกค้า _____	
สิ่งที่เบิก	จำนวน	หมายเหตุ	เตรียมแล้ว
NAMELIST			
เพิ่มPass			
หน้าPASS COPY			
ตม.ไทย			
ตม.ต่างประเทศ			
เล่มโปรแกรม ของทาง			
โบว์			
TAXติดกระเป๋า			
TAXเป่า			
ขนม			
แบบสอบถาม+ปากกา			
สติ๊กเกอร์ติดเล่ม			
สติ๊กเกอร์No.			
ใบFirm Land			
ป้ายบัส			
ป้ายรับลูกค้าAirport			
กระเป๋ายา			
กระเป๋าเอกสารส่งกรุป(ดำ)			
เสื้อส่งกรุป			
อื่นๆ			
คืนๆ			

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