



THE PRELIMINARY STUDY OF JOB RELATED CONTENT ON
STAFF SATISFACTION IN HOSPOTALITY INDUSTRY

By

Sirithan Kraturerk

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

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 “The Preliminary Study of Job Related Content on Staff Satisfaction in Hospitality Industry” submitted by Miss Sirithan Kraturerk as a partial fulfillment of the requirements for the degree of Master of Business Administration in Hotel and Tourism Management.

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STUDY ADVISOR: ARDIPORN KHEMARANGSAN, PH.D. PP.106.

Human resources department is able to find and hire the right people when it needs by following and accessing the company requirement to get a good manpower resource with right employee's qualifications. Thus, it needs to concern with employees' well-being to stimulate and empower them to achieve the organization overall goal.

However people leave the job are not the good things for company to spend more on budget and impact of current worker reducing their own performance. This cause effect of staff satisfaction and dissatisfaction of the work as well.

Job satisfaction refers to positive personal feeling that responses to the job. It is a major topic to be concern of which relate to staff feeling and how well there are which means that job satisfaction has ability to influence of productivity, job performance, behavior and etc (Oshagbemi, 1997). Herzberg's (1966) has identified two-factor theory suggests that only job context-related factors lead to job dissatisfaction. Meanwhile, job content-related facets lead to staff satisfaction. So Job satisfaction refers to positive personal feeling that responses to the job. By the way, there is a concept theory of job content-related facets or motivation factors lead to job satisfaction.

The aim of this research is investigate the relationship between the job satisfaction and job description in an opening new chained hotel. The objective of this research is to analyze and improve the content of job description, and to investigate the relationship between job satisfaction and the job description among staffs by using qualitative method of interview to ask for in-depth information of standard recruitment process and job description and also using quantitative method of questionnaire survey to clarify staff satisfaction related with job content.

The research find out that an opening chained hotel, It can be seen that the process of interview doesn't follow the standard of hotel policy due to hospitality industry trend keep changing that why the interview process is not standard as it used to be. Moreover, the evidence from this research suggests the content of work is important for the staff's satisfaction by more understanding of their work responsibility. If the job content can be explained clearly, the job satisfaction can be increase. A presence of good job description but without giving out to the employees, it does not serve the purpose of job description.

Program of Hotel and Tourism Management Graduate School, Silpakorn University Academic Year 2011

Student's signature.....

Independent Study Advisor's signature.....

ACKNOWLEDGEMENTS

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CHAPTER I

INTRODUCTION

1.1 Company Background

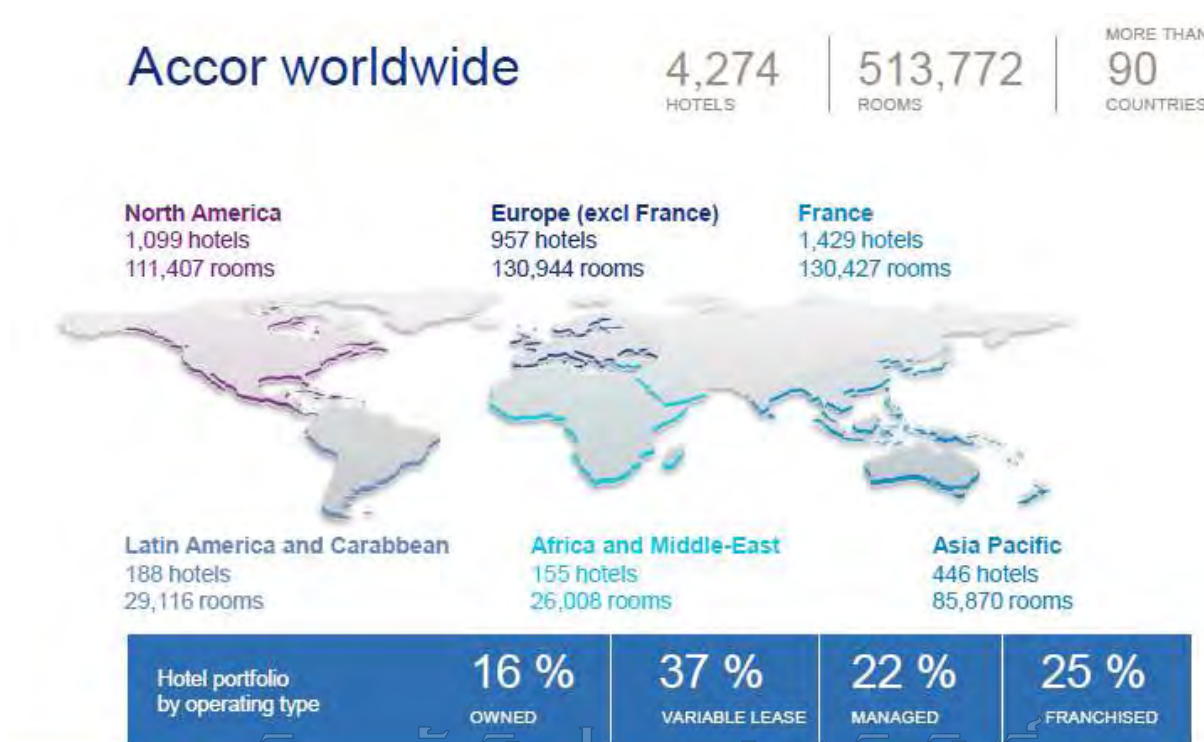
Accor, The world's leading hotel manager and market leader in Europe, Accor is unique in offering an extensive range of accommodations, from luxury to budget.

Accor was founded in 1967 by Paul Debrule and Gerard Pelisson, the world's largest hotel operator and the undisputed leader in Europe has 4,229 hotels and 507,306 rooms. In today's rapidly changing world, we're developing at an ever-faster pace by forging high-quality partnerships, while taking into account the need to preserve our planet and its resources and to meet the expectations of our host communities.

Ambition

Our ambition is to become the European franchise leader and one of the world's three leading hotel operators, while respecting the values that have always informed the Accor spirit—a pioneering spirit of conquest shaped by a commitment to high performance and a constant concern for people—customers, employees and host communities—and for their environments.

Accor, the world's largest hotel operator and leading hotel employer



มหาวิทยาลัยศิลปากร สังกัดบัณฑิตวิทยาลัย

Accor's strategic vision for 2015

Accor has refocused on its core hotel business and in September 2011 it unveiled several major changes to its brands, operating strategy and financial objectives. The group is now a pure-player in hotels and boasts a unique and universal business model as an owner, operator and franchisor of budget to luxury hotels on all five continents.

- Strengthen our position as leading operator worldwide
- Strengthen our leader's position of the franchisee in Europe
- Become one of the world's three leading hotel groups

Values

Since the opening of the first Novotel in Lille in 1967, team members have been driven by a pioneering spirit of conquest. A key to Accor's success, this attitude has over the years shaped the Group's culture, which is the cement that binds our team members while respecting difference in their ages, cultures and positions within the organization. Our culture is also shaped by a constant concern for people and a commitment to the highest performance standards.

For nearly 45 years, across all brands and regions, Accor's five core values of innovation, a spirit of conquest, performance, trust and respect have been shared and expressed every day by its 145,000 employees. Managers leverage these values to provide support for team members as part of the Group's ongoing transformation and development.

- Innovation is our trademark
- The spirit of conquest is our growth engine
- Performance is the key to our continued success
- Respect is basis of all our relationships
- Trust is the foundation of our management

Commitment

As guests of the Earth, we welcome the world. This sentence, much more than a slogan, expresses the very core of the Accor philosophy, based on hospitality and a respect for diverse cultures.

Our group is expanding its businesses in 90 countries. As a result, our activities make us hosts in very diverse communities with varying levels of affluence. Accor believes it is essential to contribute to their development and well-being, which includes employment and training, contributing to health, local purchasing and, in general, any measure that contributes to local social and economic development. The quality of our local roots also depends on our ability to protect the natural environment. So our employees look for new ways every day to use less water and less energy, to reduce waste, and to preserve biodiversity.

In order to organize and systematize these processes, Accor founded "the Earth Guest" Program in 2006. This program defines eight action areas for the Group, eight priorities to ensure that we assume our share of responsibility in the global sustainable development emergency.

Brand portfolio

The Group's hotel operations include complementary brands -from luxury to budget - that are recognized and appreciated around the world for their service quality: Sofitel, Pullman, MGallery, Novotel, Suite Novotel, Mercure, ibis, all seasons / ibis Styles, Etap hotel / ibis budget, hotelF1, Motel6, Thalassa sea & spa.

Present in 90 countries, with 4,274 hotels and more than 500,000 rooms, Accor's brands offer hotel stays tailored to the specific needs of each business and leisure customer.

MARQUES	INTERNATIONALES	RÉGIONALES
LUXE	 	
HAUT DE GAMME	 	
MILIEU DE GAMME	   	
ÉCONOMIQUE	    	 

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

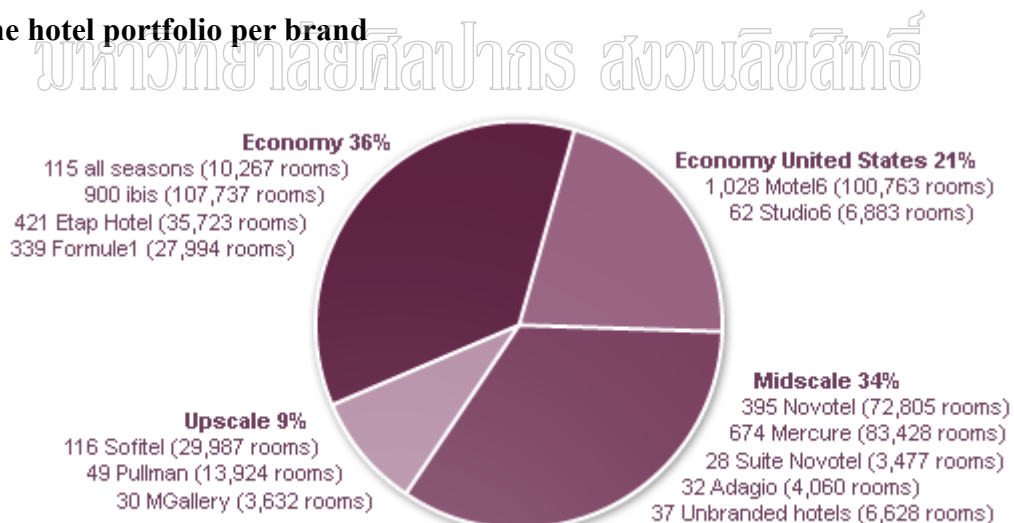
Key figures

In nearly 45 years Accor has built a unique network of 4,200 hotels. Its balanced hotel portfolio is a major asset through growth phases and hard times alike with a range of brands targeting each market segment, international coverage to match worldwide demand, and a preference for direct management.

The hotel portfolio evolution



The hotel portfolio per brand



% based on number of rooms

at 12/31/10

Accor's brands enter a new era of conquest

With a brand portfolio that ranges from luxury to budget hotels, Accor is currently the only hotel group active in all the market's segments. This wide range of products means it can meet the demand for segmentation from customers and owners seeking a "multi-brand and multi-segment" offer.

The group's strategy is intended to assert the strength of its brands a little more in order to cater for the new expectations of consumers eager for status-enhancing brands with distinctive DNA. The bolstered brands will also enable Accor to convince and attract more franchisees, which are vital for its expansion. In addition, it will improve communication with intermediaries tipped to play a determining role in commercializing the brands and which have an unquestionably growing influence over customers.

Whether it is Novotel, the upper-midscale market benchmark, or Mercure, which enjoys strong customer and franchisee allegiance, or Pullman, which focuses on the upscale business market where everything is accelerating, or MGallery, the collection of remarkable upscale hotels with distinctive personalities and identities, each of the group's brands faces its own challenges and is entering a new era of conquest. They will follow the example set by Sofitel, which has been repositioned in the luxury segment very successfully over the last few years and which will continue to expand its network by combining French-style elegance with know-how and refinement on all five continents.

FICO Group Profile

The success of FICO group of companies is attributed to the three generations of Srichawla family under whose guidance and leadership has made a respectable and substantial presence in today's business. Small commercial venture of trading in textile machinery and various textile yarns was the beginning of Srichawla's business since 1947.

FICO group diversified its activities in order to become even more successful. For instance, the Millenium hotel , in the real estate sector with the emphasis on development of commercial, residential, service apartments and hotels. In its short presence in this sector, the name of FICO is associated with various prestigious properties in Thailand. This activity as well as the under progress projects is the evidence of future growth of FICO group.

Le Fenix Sukhumvit Sukhumvit 11

Novotel Bangkok Fenix Silom

Novotel Bangkok Fenix Ploenchit

Hotel Muse Bangkok- M Gallery

Mercure Samui Fenix Resort Lamai Beach KOH SAMUI

Company profile

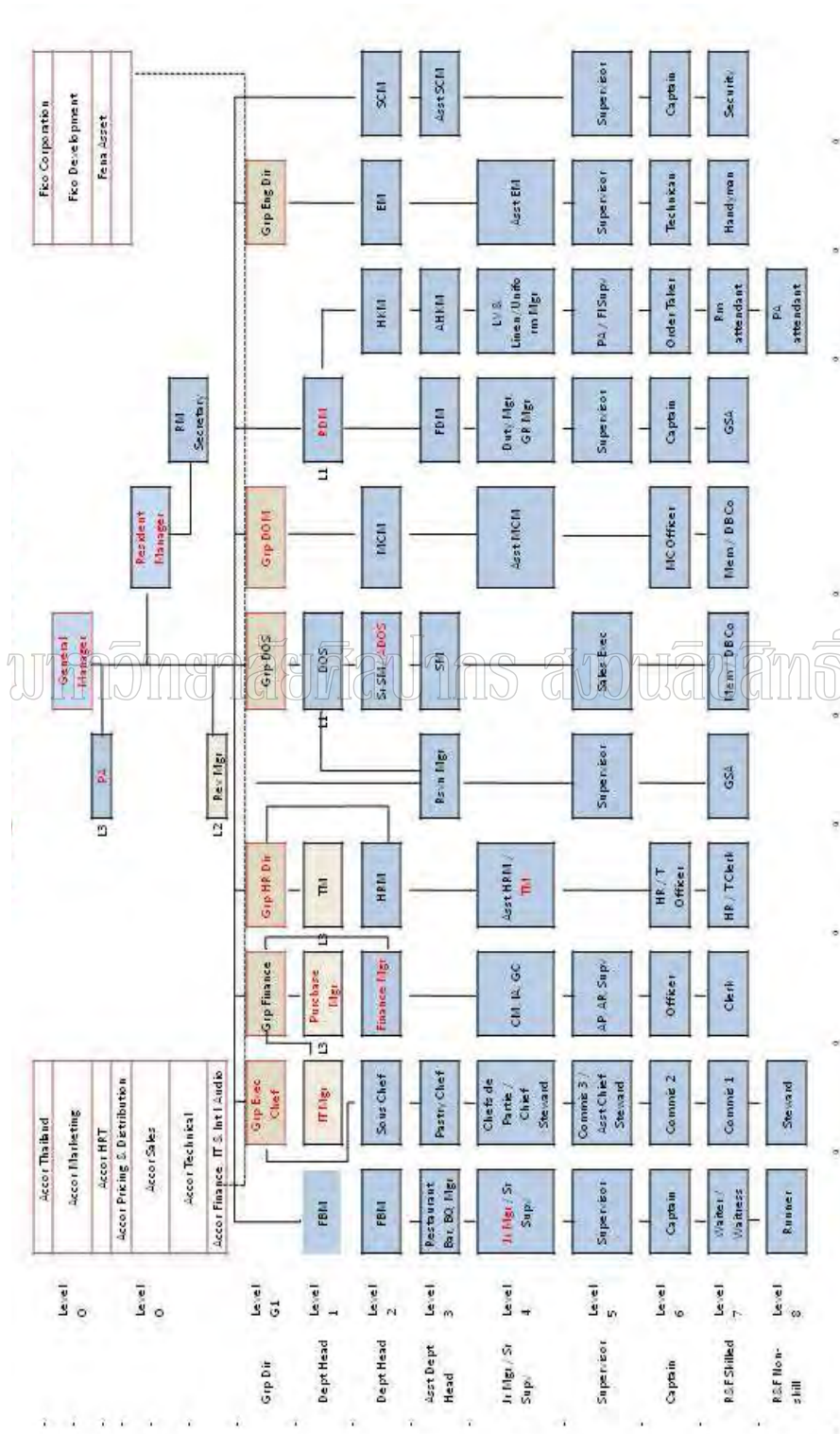
The hotel is a 4-star contemporary hotel ideally situated in the Bangkok centre area. The hotel is easily accessible by major roads and is a stone's throw from BTS sky train station, major embassies, business district, famous shopping areas and the major attractions of sophisticated Sukhumvit road.

Spacious, functional and eminently livable, its 370 stylish guest rooms and premiere suites provide travelers with a bright, cozy interior ambience where they can work in comfort or just relax. All rooms features wireless and wired high speed internet access, multi-media connectivity panel, RFID (Radio Frequency Identification) security door lock, individual air conditioning, satellite TV with radio, electronic in-room safe, mini bar, hairdryer and complimentary coffee & tea-making facilities.

The hotel boasts stylish premiere exclusive club floors and lounge of which features a unique outdoor terrace for enhanced dining and relaxing, four meeting rooms for up to 210 persons, fitness centre with steam room complement the outdoor pool and kids' pool.

For those who enjoy a variety of tasty, healthy-balanced food, The Square, Novotel's signature all-day dining allows you to explore a deliciously authentic international cuisine that harmonize all tastes, along with the chic DEE Lounge where guests can always enjoy a large selection of premium wines by glass, classic cocktails or your favorite drinks complimented by light bites.

Organization chart



NBFP – Organization Chart

1.2 Internal Environment

SWOT

Strength

- Standard chain cooperating within Accor group which is the world's leading hotel management company in the world
- The hotel is well located in business districts and shopping center as tourist attractions.
- Family promotion of giving 50% discount for children under 16 years
- There are over 300 rooms and executive floor for VIP customer, full accommodation and facility in limited area which are parking area/ meeting room/ swimming pool/ fitness/ restaurant and club lounge
- An upper midscale hotel chain with acceptable price and standard products
- Technology has been involved for customer benefit of searching hotel background, seasonal promotion and making reservation via internet
- Main focus group with business individual travelers, individual leisure travelers, and family leisure travelers
- There are over 300 rooms and executive floor for VIP customer

Weakness

- Even provided standard accommodation and facilities with additional option for swimming pool, fitness, restaurant, meeting room, and parking are. However, the area is still limited
- Losing brand awareness of a new image
- Standard cause of invariable room types
- An opening new hotel might not keep management standard of Accor

Opportunity

- Growing of tourism and hospitality industry in Thailand
- Increasing number of travelling from Asia and Middle East

Threat

- Too many competitors to compete with both inside and outside hotel chain
- Politic crisis and global economic slowdown will act as reducing international tourist arrival
- Seasonal fluctuation refer to natural disaster as flooding

1.3 External Environment

Economic Factor

- World economic recession

Political factor

- Politic crisis causes uncertain circumstance
- Thai Government is supporting a campaign “Thailand Unforgettable”

Technology Factor

- Intranet is an internal communication tool as recruitment website
- provided hotel own website and hotel own facebook for global communication between the hotel and customers

Ecological factor

- Sustainable Development

The hotel strategy has anticipated its clients’ expectations of environmental matters and corporate social responsibility within the scope of Accor’s Earth Guest programme of sustainable development

1.4 Porter's 5 forces

Power of supplier (low power)

- The hotel chain cause many supplier for raw material such as food and labor sources

Power of customers (high power)

- Lots of international chain to choose
- They can pay the same price but more variety to choose
- New generation want to try something new

New Entrants (high as lots of hotel coming up)

- Many international & national brand keep coming and located in the area

Substitution (high as variety of accommodation)

- Increasing in hospitality industry so more variety of accommodation give such service such as service apartment, motel, resort, Inn, home stay, and etc.

Industry competitor (high as need to compete with hotel chain and other as well)

- Compete in Accor group
- Compete with other such as Atthine, Four season, Centara grand, and etc...

CHAPTER II

LITERATURE REVIEW

The purpose of this research is to analyze the existing data on the effect of job related content on staff satisfaction in hospitality industry.

This review will contain four main sections as followed:

1. The major problem in Human Resources department
2. Employee turnover rate affecting the staff productivity
3. The relationship between job satisfaction and job content-related facets or motivation factors
4. Creating job description to increase job satisfaction

2.1 Human resources

Sandra and Sotiris (2011:147) mentioned that money is one part of an organization that can't be ignore to set up and involve with many parts of the organization , to manage and operate staff performance, to stimulate personnel, and increase transmission. Moreover, there will be other operation such as recruitment, training, and pension. Human Resources department tasks also include with performance – related bonus scheme development and staffs motivation so the money is an essential part to fulfill and motivate both employee and organization in successfully. Nickels et al (2002:328) stated that Human Resources Management is

accessing and finding people to fit with job requirement and organization itself, the result is to get the best outcome by giving the right encouragement and work climate to employee as to achieve the right goal of the company. Armstrong (1928) argued that Human Resources Management and Human Resources is to give credit to people as a good value property event working in personal or teamwork leading to fit the objective of the company.

From the above definitions, it can be concluded that human resource department involves with staffs and matters concerning them. Human resources department then is a term used to describe the company's department to be able to find and hire the right people when it needs by following and accessing the company requirement to get a good manpower resource with right employees' qualifications. Furthermore, it should be a win-win situation for both company and employees. When the organization providing a good human resources which means it needs to concern with employees' well-being by building a career development plan, developing a good controlling and monitoring system for them carefully, giving incentive, a good environment and salary to stimulate and empower them to achieve the organization overall goal.

2.2 The major problem of Human resources: Staff Turnover

Although, there are many studies showing the importance of human resource in the organization, there is still a major persisting problem that occurs in the hospitality industry. Sellgren et al (2007:169) described that Human Resources are important for health care and staff turnover is a major problem to face with. "In the USA the turnover rate is estimated to reach a level of 29 percent in 2020 (HSM Group, 2002)". Therefore, high staff turnover is a major problem in the human resource department. A high

turnover rate creates many problems such as the impact with quality of care, staff safety, staff satisfaction, budget, and so on. Snell and Taleo(2006) argued that “The vacancy and lost productivity costs for a professional hire can be well over US\$100,000 per opening and the costs of a bad hire are even higher. In the US, managers spend 13 percent of their overall time managing poor performers, which translates into 1.5 percent of the US GDP. In Hong Kong, it’s even higher at 21 percent, equivalent to three percent of its GDP”. That mean human resources department losing more and more expenses with a big effect of staff high turnover through the organization

Xiancheng mentioned that employee turnover is a method of personal issue who decides to stop associate with the company for better advantage. The employee turnover can be divided into voluntary and involuntary turnover. “The latter results from the cost saving , Employee intention in hotels downsizing or restructuring of the enterprise, as well as the employee’s individual reasons such as poor performance. While the voluntary turnover is mainly due to the employee’s initiative to leave their posts for personal reasons”. Sellgren et al (2007:172) stated that turnover members are when both new and present employees decide to leave their job within giving a period of time or during the period of time.

There are number staffs leaving associates with cost. The obvious ones are time and money. Especially in the hospitality, hotels spent their resources such as money and time to train the staffs to meet the requirement. Once, the staffs completed the training, he or she might left the hotels. Hotels have to start the process over again. Staff turnover is therefore a very expensive cost to any organization. This is further supported by Rutherford (1942:470) who described that hospitality organizations have perceived

turnover as additional cost to organization to deal with. When a member of staff leaves, there may be costs related with. Tracey and Hinkin, (2008:13) suggested that employees may reduce a quality of customer service which can damage revenue and profitability. They plan to depart so no motivation to get the job done. Staffs that plan to leave the organization may not stimulate or concentrate to work well and it needs time for new member to require a good knowledge and skills at an average standard performance as present one. Moreover, the costs essentially expand an effect of staff turnover including with hard cost as newspaper advertisement, soft costs as take time to interview and opportunity cost as missed sales. In addition, Turnover is not necessarily undesirable means that more concern on proper staff turnover rate better than decrease rate of staff turnover by catching turnover control strategy reverse U- shaped relationship means each period of staff performance will develop for a short time or in a period of time only. However, staff performance will be reduced or flat if spend longer period of time. As a result, the longer they stay their action will be no developing at all (Rutherford, 2002:470).

Nowadays, many organizations are facing turnover issues causes from many factors. The high staff turnover can give a negative impact for business. The aim of most organizations is to retain the manpower and find ways to increase their staff productivity. To do this, causes of staff turnover needs to be reviewed.

2.3 Cause of staff turnover

Unsupportive leadership

Sellgren et al (2007:180) suggested that The results from the effect of leadership behavior on staff turnover is mediated by job satisfaction then a good leadership can produce a good work environment, increase job satisfaction and motivate worker to work well. A good leadership is required to create and support the work environment that is challenging yet enjoyable.

Disparity in labour market

Employees emphasizes on different rate paid by different employees and position, even in similarly type of job as them. They might compare with market rate. If they found out that an actual payment is less than the normal rate, it will cause staff dissatisfaction and follow by a high turnover rate. This will occur when the industry requires similar skills or standard requirements to complete a position. This will aggravate if there are many existing organizations with limited pools of resources.

Bad work climate/environment

Working stress can identify itself as work action and work environment which has positive and negative aspects leading to employee turnover. If they can not adjust themselves at work, there will be a negative effect for work stress and feeling dissatisfy with the organization till turning into high staff turnover. In addition, providing no work achievement, always perform the same performance, and no any stimulate on work. Those employees will feel exhausted in work and feel not a part of the organization. Hence, there will be a big opportunity for them to leave the company. (Xiancheng,).

Moreover, Reichers and Schneider (1990:22) define organization climate as sharing a clustered opinion, emotion, and manner in the company. Sellgren et al (2007:178) mentioned that when work climate sense as unmoving or inactive, job satisfaction is decrease. The climate variable can bring a negative to turnover.

Job dissatisfaction

Another cause of staff turnover is when staff does not satisfy with the work that he or she is working. There are many reasons to cause this job dissatisfaction such as bad working environment (Sellgren, 2007), no intrinsic values created by the job (Maslow, 1970), and uninteresting job and poor incentives (Denton, 1991). Titus Oshagbemi (1997) argued that actually there is some mention to prove that higher education can lead to job dissatisfaction. As Eggins and Davies (1994) point out, these changes include the institution course extension and financial pressure that students need to invest more to get higher education. As a result, Caudron (2001) stated that growing economy, people have more choice to get a better job so they have more trust to get what they want and more ability to accomplish the company goal that why there will be increasing in job dissatisfaction. Moreover, Intent to leave is referred to replace of turnover. It had been proved in present departure that there are two performance associated between level of job satisfaction and dissatisfaction and the employee's commitment. Consequently, if the level of job dissatisfaction is high, commitment decrease, job attitudes decline so the employee decides to leave the organization (Rutherford, 1942:471).

All of above factors identified in the hospitality industry that staff turnover cause negative impact throughout the organization. Mostly the factors are linked to both

internal and external factor through job dissatisfaction so to make a business run effectively, increasing job satisfaction is a way to reduce staff turnover.

2.4 Job satisfaction

Preparing and providing a proper facilities and tools in working area is important to comfort employees to ensure that work run smoothly and efficiently which effect to staff job satisfaction as well (Capko, 2001:30). Job satisfaction could be identified by how good the job meet the personal goal wants and needs (Maslow, 1970; McKenna, 2000). Taris and Feij (2001), “describe two aspects of values: intrinsic refer to immaterial aspects of the job, such as job variety and autonomy, extrinsic refer to material work aspects, such as salary and opportunity for promotion. Job satisfaction increases when intrinsic work values are met” (Taris and Feij, 2001; Hegney et al., 2006).

Hiring appropriate staff and training them adequately

Hire them by matching applicant in practice by reference checks, find out the reason why they leave the previous job, and matching job description with the right skill of staff. Also evaluate training process by monitoring staff that they completed training class or not if not may lead to problem. Finally, the most productive training and hiring tools should always update (Capko, 2001:30).

Job description or job content

Prepare job description correctly following each position requirement to prevent problem occur, imagine that the company hire someone else that not going to create a good benefit to the company the effect of worker turnover might be high (Capko, 2001).

Company commitment

There is the association between job satisfaction and staff commitment to the company. Even if the level of work satisfaction is high so their commitment to the company will high as well, this can be anticipated living longer. Meanwhile, if the level of and work satisfaction is low so their commitment to the company will reduce and tend to depart the company very soon (Rutherford, 2002:471).

2.5 Two factors related with job satisfaction and dissatisfaction

Job satisfaction is the function of condition appearance and condition characteristic by the following factors such as get payment can lead to job satisfaction and dissatisfaction and it doesn't different between job content and job context-related factors. It would rather prognosticate from situation existing (Oshagbemi, 1997). Job satisfaction refers to positive personal feeling that responses to the job. It is a major topic to be concern of which relate to staff feeling and how well there are which means that job satisfaction has ability to influence of productivity, job performance, behavior and etc (Oshagbemi, 1997).

(Herzberg et al, 1956) stated that the major concept of theory is the different between two factors are motivation factors which perform only job satisfaction and hygiene factors which perform only job dissatisfaction. In addition, Herzberg's (1966) has identified two-factor theory suggests that only job content-related facets lead to satisfaction. Meanwhile, job context-related factors lead to job dissatisfaction.

1. Job content-related facets or motivation factors are personal responsible which can be interiorly operated consist of six factors related to job satisfaction as following:

Firstly, achievement is an accomplishment of work can be done before or on time, by the way when met with problem this group of people can solve problem in professionally. Secondly, recognition is an acknowledge take action when employee show their own idea and it has been admitted through colleague and employer. Thirdly, work itself is associated with task and job responsibility that staffs should get an appropriate work tasks meaning that they are not happy when employer giving them too much tasks or they will feel enjoy when employer finding something new to stimulate them. Fourthly, responsibility is be able to decide and make decision on their own, no need to wait for another approval from upper position which reduce the time and make the job done easily. Fifthly, advancement is get promotion or moving up one position, and the last one is possibility of growth is an opportunity to grow for career path by promotion or be able to learn new job

2. Job context-related factors or hygiene factors are the company responsible which can be exteriorly operated consist of eight factors related to job dissatisfaction as following:

Firstly, Company policy is good or bad policies caused influence through employee satisfaction and dissatisfaction. Secondly, supervision is the idea of employer delight to assigns work or not, ability to lead or to explain, and being fair with staffs. Thirdly, relationship with supervisor/ peers/ subordinates

Boss can be interaction by talking about work professionally. Therefore, he or she can be participating taking with staff about personal life as well. Fourthly, Work conditions. The company should provide proper facility and tools in working area. Fifthly, salary is talking about increase and decrease of payment. Sixthly is personal life is personal and family life can cause effect through each duty of job performance.

Sevently, status is referring to additional option of each person linked with salary, position, and background status. Eighthly, job security is the company giving permanent occupation of staffs. In addition, it is essential for employee health and attracting work related a good outcome (Herzberg, 1968).

As illustrated above, to create a fit environment for everyone is difficult. To choose the right person for the right job might be able to smoothen this problem. Human resource department should then set a complete or appropriate job description to attract the right person for the available position. The more accurate human resource department can portray the job, the possibility of the hiring or obtaining the right person will be higher. An outstanding new hotel that located in a city center fully with a nice facility and accommodation, well known reputation, and reliable hotel for both nation and international customers that looking for standard products and service. Meanwhile, it is difficult to run an opening hotel to accomplish a perfect operation and management process, especially with good manpower resources. In this research, the researcher will analyze job content-related facets or motivation factors that have been said to improve worker satisfaction as a possible way to reduce the high staff turnover in the new hotel. (Tietjen and Myers, 1998) stated that “Motivators refer to factors intrinsic within the work itself like the recognition of a task completed”. In addition, Herzberg et al. (1959) also mentioned that “One set of factors caused happy feelings or a good attitude within the worker on the whole, were task-related”. According to Herzberg et al. (1959).”Motivators cause positive job attitudes because they satisfy the worker’s need for self-actualization”. Furthermore, Maslow (1954) suggested that “the individual’s ultimate goal. The presence of these motivators has the potential to create great job

satisfaction". This can prove that to create or rewrite an appropriate job description or job content is to produce worker satisfaction and decrease staff turnover.

2.6 Job description

Mondy(2008:56) mentioned that Job description was defined a written document including with the tasks, duties, and responsibilities of the job. It is essential that job description is both significant and precise. It should give a clear and short statement of what they need to do and what are they expected to do under the duties are taking action. Gan and Kleiner (2005) described that job description is details of job responsibility and tasks of each position that are anticipated of staffs basic function which can reduce staff to perform the same task and job responsibility. Chow and Kleiner(2002) suggested that job description is giving advantage for organization of human resource management . A sufficient of job description is to help worker understand what they have to do for job task and responsibility, also help an organization to correct job description when it has been place, also salary are clarify with a clear job description as well.

How does job description work

To Clarifies job functions and reporting relationships is job responsibility and operation need to be adapted. A job description position clarify worker to understand the job on what they have to do, also help company to achieve the goal. Meanwhile, job description is able to point out where and who are they going to report within the company. In addition, smooth wage and salary administration is when verifying a way for each position, it normally need to compare with market place which means that business not get more advantage or disadvantage than it usually needs. Moreover,

enhances performance management is when job responsibility and task are scope in description. Job description is the one to measure employee's performance. Anyway, if staff attempted to move up, it will show what job description for the next level is. Indeed, simplifies human resource management is recruiting, hiring, paying, retaining, and maintaining, all of it is organization expenses but with job description can assist company to manage people by having worker who supposed to be and who not suppose to be in the organization. A position's tasks and responsibilities can clarify a job's functions and relationships, ensure accurate salary administration, and manage worker performance more effectively(Chow and Kleiner, 2002).

Writing a useful job description requires five steps as following:

1. Job identification
2. Date of the job analysis
3. Job summary
4. Duties performed
5. Job specification

Firstly, begin with job identification, it is considerable to provide ranking of all level to divide each duty and attract different kind of job inquirer to apply for position. An unskilled applicant will comfort to know what employer want from them as well (Gan and Kleiner, 2005). Job identification includes with the job title, the department, the reporting relationship, and a job number or code. Secondly, follow by Date of the job analysis is specify the job diverse that could make a job description out of date. Thirdly, job summary is providing a short and clear overview paragraph of the job that states job content. Fourthly, duties performed is to describe the major duties of job to be

performed, to verify individually and separate in each job responsibility leading to no work frustrate or work overlap between colleague (Gan and Kleiner, 2005). The last one is Job specification is described as a written document composing the maximum agreeable qualification that hold a person performance in particular job. Items regularly consisted of job related such as educational requirements, experience, personality traits, and physical abilities (Mondy, 2008: 57). The essential of job are knowledge and skill that they should performed at minimum level. Items typically consisted of educational (HS diploma, or bachelor's degree), professional/licensed (CPA, MD) or physical (in good health) or specialized skills. (Gan and Kleiner, 2005).

Jago (1997) also stated that job description is the beginning of recruitment process and to identify worker to understand about the job and what is the job requirement for permanent position

For permanent positions providing a job description under six headings as following :

1. Job title
2. Responsible to
3. Responsible for
4. Main purpose
5. Specific responsibility
6. Additional information

Firstly, begin with job title is to identify level of job, status, and position. Secondly, responsible to is a person to whom the job holder reports. Thirdly, responsible for is the number, and titles, of any team members the job holder supervises

or is responsible for. Fourthly, main purpose is a short sentence summarizing the overall objectives of the job. Fifthly, a specific responsibility is giving tasks list to make up the job. Lastly, additional information is including with working hours, salary and benefit.

From the above review, there is a relationship between the job content and job satisfaction. This research will focus on investigating on this relationship based on a new open chained hotel that should have a good job description.

Research Objectives

I. To investigate the relationship between job satisfaction and the job description

II. To analyze and improve job description of a new hotel based on theories from Mondy (2008) and Jago (1997).

CHAPTER III

METHODOLOGY

In this chapter, the research methodology has been presented. It will justify why the method is being proposed to be exercise in this research. It will also clarify with the overall research process of how the research has been conducted. In the first part of this chapter, it will start with research objectives, following by explaining the research instrument and sampling method. Finally, data analysis techniques will be presented.

3.1 Research Objectives

- I. To investigate the relationship between job satisfaction and the job description
- II. To analyze and improve job description of a new hotel based on theories from Mondy (2008) and Jago (1997).

3.2 Research instrument

This research will used both interview and survey to gain the in-depth information portraying the research topic. The research for this study was conducted in April 2012. The topics of the research survey and interview can be divided into two main parts:

The first part decided to gather information regarding the existing recruitment process, the importance of job related description to the expectation of the applied job and the relationship between job expectation and the job satisfaction.

The beginning section would seek out how staffs find out the job vacancy through recruitment process. It will find out the steps of recruitment process. It will identify whether there is any job description (the description of each job) explained during the recruitment or interview process. Furthermore, this research will identify the level of clarity regarding the job that he/she is applying before starting the first day of working.

Following additional section would asked questions related with six elements of motivation factor that has been said to increase staff satisfaction which written in literature review, especially work itself method which is subordinated of motivation factors that has been said to correlated with task responsibilities to ensure that each job responsibilities meets staffs expectation.

The second part will gather information regarding the relationship between job related-description and job satisfaction by investigating the process and step in creating the job content. It will further investigate how much this job related-description affect the staff job satisfaction.

The semi structured interview questions will be distributed to both management level and operation level to give an overview conclusion between job satisfaction and job description to all participants.

3.3 Sampling Method

In this research, its aim is to explore and to assess the relationship between the job content and the job satisfaction in a nearly open hotel. Hence, qualitative and quantitative methods are being proposed. Semi-structured interview is being used to

collect the information to test the research objectives. An interview, the researcher has selected an explanatory interview type for both semi-structured and structured interview by having person-to-person interaction and similar to a face-to-face questionnaire which is easy to access information in deeply detail. This way interviewee can feel free or easy to disclose some information from their own feeling or opinion to get the truth result.

The target populations for this study were respondents from the chosen in an newly open hotel. Two groups will be conducted in order to get a variety of thoughts and responses to the topic in question. First group included employer who working in Human resources department and Food and Beverage Department consists of Assistant training manager and Restaurant and bar manager in this group the interview will be used. Second group included employee who working in the hotel's restaurant start from rank and file to supervisor. All of these members had a chance to become a research participant and were selected through researcher purpose. For this purpose, a self-administered questionnaire was given to the respondents to answer questions.

Therefore, there were 42 respondents from operation level were taking part in this research process. The respondents were given one week to fill in the questionnaire. On the other hand, for the personal interviews, all interviewees were given time according to their convenience. Altogether, there were 2 participants who were willing to share their time, knowledge and experience.

3.4 Data analysis

Data analysis is the problem solving process that give a raw data in ordered to organize so that useful information can be extracted from it. This is the most important aspect to analyze data and describe facts. First of all, the researcher needs to collect data from interview discussion with all respondents by the giving of time limited. After collecting data, the researcher will be transcribed the exact word from the tape cassettes recorder on the paper to make sure and prevent words missing out leading to uncertain result. Lastly the data content will be analyzed, categorized and summarized to find out the conclusion for research objective. As for the survey, the data will be using descriptive statistic and regression technique to find out the relationship between the job content and job satisfaction and the important factors impacting job satisfactio

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CHAPTER IV

RESULTS AND DISCUSSIONS

This chapter presents and discusses the research finding. Details of the data obtained from the completed questionnaires are divided into 4 parts: interview process, the work content, the work environment, and job meaningful. Tables and figures are draw to display the findings with discussion.

4.1 Overview of the sample

Table 1: Overview of sample by Gender (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	28	66.7	66.7	66.7
Female	14	33.3	33.3	100.0
Total	42	100.0	100.0	

There are altogether 42 respondents from F&B Department. As it is shown in the table above, 28 out of 42 (representing 66.7%) is male. The rest which composes of 33.3% of the samples is female.

Table 2: Overview of sample by Status (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	38	90.5	90.5	90.5
Married	1	2.4	2.4	92.9
Widowed	1	2.4	2.4	95.2
Divorce	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Most of the respondents are single, representing 90.5% of the samples. It is followed by divorced (representing 4.8%), widowed and married (representing 2.4%) in each category.

Table 3: Overview of sample by Age (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
21 to 30	27	64.3	64.3	64.3
31 to 40	13	31.0	31.0	95.2
41 to 50	2	4.8	4.8	100.0
Total	42	100.0	100.0	

From the table shows overview sample by age, the employees who work in this company mostly in the age of 21 to 30 years are 64.3%, following with 31 to 40 years are 31%, and 41 to 50 years are 4.8%.

Table 4: Overview of sample by Education (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than Bachelor Degree	19	45.2	45.2	45.2
Bachelor Degree	22	52.4	52.4	97.6
Master Degree	1	2.4	2.4	100.0
Total	42	100.0	100.0	

The table shows the overview result of staff education level, the less amount number of staff's education level is graduated master degree of only 2.4 %, following less than bachelor degree of 45.2%, and graduated bachelor degree approximately 50%.

Table 5: Overview of sample by Period (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 month	5	11.9	11.9	11.9
1-4 months	8	19.0	19.0	31.0
5-8 months	4	9.5	9.5	40.5
9-12 months	10	23.8	23.8	64.3
More than 1 year	15	35.7	35.7	100.0
Total	42	100.0	100.0	

The table represents an overview of the time length that a staff has been working with this company. It shows that 35.7% of the samples work in this company more than 1 year. It is followed by 9-12 months (representing 23.8%), 1-4 months (representing 19%), less than 1 month (representing 11.9%) and 5-8 months (representing 9.5%) respectively.

Table 6: Overview of sample by Interview day (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3 days	18	42.9	42.9	42.9
4-6 days	3	7.1	7.1	50.0
One week	11	26.2	26.2	76.2
More than a week	10	23.8	23.8	100.0
Total	42	100.0	100.0	

The table represents how long the interview process took for each respondent. It shows that most of the respondents took 1-3 days, following by "more than a week", "one week", and "4-6days". So it can be explained that an opening hotel spent a very few days to complete interview process. The firm needs to get staff as soon as possible to fill in vacancy positions.

4.2 Survey Result

From the survey results, it can be categorized to 3 groups from the following: as the work environment, the work content, and job meaningful

4.2.1 The working environment

Table 7: Overview of sample by Problem solve (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	9.5	9.5	9.5
Neither agree nor disagree	8	19.0	19.0	28.6
Agree	19	45.2	45.2	73.8
Totally agree	11	26.2	26.2	100.0
Total	42	100.0	100.0	

The table above states the ability of the staff to solve the problem. Overall, 70% of the respondents think that they are able to solve the problem quite well. Meanwhile, there is 19% of the respondents are neutral on this statement. The rest which is 10% of the respondents thinks that they are unable to solve the problem. This might be due to the experience they have while they are working for this hotel as more than half of them work more than 9 months. Hence, they have experience in solving the problem to get things done. There are still inexperience staffs which cannot solve their problem. They might need training or guidance from the heads.

Table 8: Overview of sample by Team (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	1	2.4	2.4	2.4
Disagree	1	2.4	2.4	4.8
Neither agree nor disagree	6	14.3	14.3	19.0
Agree	14	33.3	33.3	52.4
Totally agree	20	47.6	47.6	100.0
Total	42	100.0	100.0	

The above table identifies the level of teamwork in the work environment. Overall staffs can get along well with team from the satisfaction results shows 80% of the samples agree with this statement. There are 14.3% of the respondents either agree or disagree with the statement. There are 4.8% of the respondents disagree that they can work as a team. This showed that the staffs see themselves as a team players when they have experience and knowledge if the work. However, if the staffs are not clear of the

responsibilities and not much experience, they might not see themselves as a team player.

Table 9: Overview of sample by Idea (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	4	9.5	9.5	11.9
Neither agree nor disagree	12	28.6	28.6	40.5
Agree	15	35.7	35.7	76.2
Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

The table shows that more than 50% of staffs be able to express their idea regarding the work. However, there is 29% of the respondents feel that they sometimes can express the idea. Accordingly, staffs feel unable to express the idea up to 10%. Hence, it can relate with most staffs who stay longer have learnt which part of work should be improved. That is why they are able to share an idea with the manager. Meanwhile, staffs that just start working with less experience might not know their work that well; therefore there is not so much idea to share.

Table 10: Overview of sample by Accepted of idea (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.8	4.8	4.8
Neither agree nor disagree	14	33.3	33.3	38.1
Agree	16	38.1	38.1	76.2

Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

The result of this table identifies that while staff be able to give an idea but whether their employer and colleagues has accepted their idea. Overall, most staffs feel that everyone accepted his/her idea quite well. The result rose up to 60% of the respondents. Thus, there is 30% of the respondents are neutral on this statement. 5% of the respondents agree that their idea hasn't been accepted from employer and colleagues. This result corresponds to the result above. Experienced staffs with enough knowledge of the work can express idea and be accepted by the managers, whereas the inexperienced with lack of knowledge feel otherwise.

Table 11: Overview of sample by Approval (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	5	11.9	11.9	16.7
Neither agree nor disagree	12	28.6	28.6	45.2
Agree	16	38.1	38.1	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

Refer to job approval; the above table gives an explanation that only 10% of staffs think that they don't feel much about the power of making a decision on their own. Meanwhile, more than half of them (54.8%) think that every time before making

decision they don't have to ask for any approval from their supervisor. On the other hand, there is around 29% of the samples either agree or disagree with the power of decision making before asking for an approval.

Table 12: Overview of sample by Opportunity (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
no opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	5	11.9	11.9	16.7
Neither agree nor disagree	4	9.5	9.5	26.2
Agree	21	50.0	50.0	76.2
Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

The table shows the result of staffs more than 70% stated that they have opportunity to learn new things. Meanwhile, there is around 14% of the samples do not feel that they have new opportunity in learning the new things. About 9% of the respondents either agree or disagree that they can learn new things from this job. This might be due to new staffs have more opportunity and more things to learn. However an experienced staffs might do the same duty in everyday. Therefore, some of them might feel that they have less opportunity to learn.

Table 13: Overview of sample by Promote (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8

Disagree	8	19.0	19.0	23.8
Neither agree nor disagree	13	31.0	31.0	54.8
Agree	16	38.1	38.1	92.9
Totally agree	3	7.1	7.1	100.0
Total	42	100.0	100.0	

The above table shows the level of staffs see a chance to promote in the position. Overall, only 45.2% of the samples agree that there is an opportunity for them to promote to the higher position. However, there is about 30% of respondents either agree or disagree that they see a chance of any promotion. Around 20% of samples believe that they have no opportunity to get promote at all. Refer to New staffs might need more time to gain more knowledge and experience. Thus, those experienced staffs that already perform the work well, might see themselves to move up to higher position.

Table 14: Overview of sample by Training (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	3	7.1	7.1	7.1
Disagree	5	11.9	11.9	19.0
Neither agree nor disagree	11	26.2	26.2	45.2
Agree	16	38.1	38.1	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

The result shows the volume of staffs more than 50% feel that they are satisfy with the training courses that the company provided for. In contrast, there is number about 25% of respondents either agree or disagree. Including the 10% of staffs think

that training course doesn't give any benefit to them at all. Regarding to new staffs, they who concern more about work performance, might feel training is not that important. As they can get more experience from work place so training doesn't give any benefit to them. Thus, experienced staffs who already gain more work experiences might concern more knowledge for career development.

Table 15: Overview of sample by Support (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	4	9.5	9.5	9.5
Totally disagree	4	9.5	9.5	19.0
Disagree	3	7.1	7.1	26.2
Neither agree nor disagree	9	21.4	21.4	47.6
Agree	10	23.8	23.8	71.4
Totally agree	12	28.6	28.6	100.0
Total	42	100.0	100.0	

From the table chart shows the level of work support from the manager. Overall staffs feels satisfy of their manager in giving the support to them very well (50% of the respondents). However, there is 20% of the samples feel neutral on the supports given by the manager. However, 17% of the samples feel that they do not satisfy with manager's support.

In conclusion, the work environment consists of solving the problem, being in teamwork, be able to show an idea, idea has been accepted, asking for approval, opportunity to learn new things, be able to get promote, training, and being support from manager.

An experiences staffs who stay longer working period might find themselves having a good teamwork; whenever they express their idea most of the idea have been accepted quite well. Otherwise, there still have more task responsibilities asking for supervisor approval is required. Work opportunities as well that the job is quite stable so regular duty being done in everyday. However, Training is very important as more focus with knowledge for future career development

Less experiences staffs who stay shorter working period might find themselves not having a good teamwork; whenever they express their idea most of the idea have not been accepted refer too just start working so don't know the overall work that why no opinion haven't been share. Otherwise, there still have ability to solve the problem for less job responsibilities so no need to ask any approval from supervisor. Less experiences means there are lots of thing to learn and improve. However, training isn't that important to staffs who just start working as more skill and experience are required than knowledge for future career improvement. Staffs think that their supervisor doesn't give more intension of career support and being promote leading to their supervisor might need more time to evaluate to check their work performance.

4.2.2 Work content

Table 16: Overview of sample by on time (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	2.4	2.4	2.4
Neither agree nor disagree	13	31.0	31.0	33.3
Disagree	20	47.6	47.6	81.0

Totally agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

From the above table shows ability of time achievement, which expresses how they complete the task in time. More than half of them think that their work can be certainly done on time, representing 66.6%. However, there is around 30% feel that their work could be achieved on time. Thus, one (representing 2.4%) of the samples agreed that he/she could not achieve the work. This might be able to explain that the staffs basically understand their work or they know what they have to do to complete their task on time.

Table 17: Overview of sample by Overwhelm (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	6	14.3	14.3	14.3
Disagree	8	19.0	19.0	33.3
Neither agree nor disagree	13	31.0	31.0	64.3
Agree	14	33.3	33.3	97.6
Totally agree	1	2.4	2.4	100.0
Total	42	100.0	100.0	

The result shows the staffs' opinions regarding the level of understanding of the current responsibilities. 35.7% of the respondents agreed that they understand their responsibilities. 31% of the respondents are neutral on this statement. However, there are 33.3% of the samples agree that they do not understand the job details that well.

Table 18: Overview of sample by Work amount (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	2	4.8	4.8	9.5
Neither agree nor disagree	16	38.1	38.1	47.6
Agree	19	45.2	45.2	92.9
Totally disagree	3	7.1	7.1	100.0
Total	42	100.0	100.0	

The result shows the amount of work that each staffs need to do in each day. From the table more than half of them feel satisfy with amount of work (52.3%). However, there are 16 samples (representing 38.1%) either agree or disagree with this statement. The rest (representing 7%) thinks that the quantity of work might be too much for them to handle. This further explains the other above results. Results can indicate that given the amount of work, the staffs agree that this level is acceptable and they can still handle it on time.

Table 19: Overview of sample by work suit (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	3	7.1	7.1	9.5
Neither agree nor disagree	14	33.3	33.3	42.9
Agree	18	42.9	42.9	85.7

Totally agree	6	14.3	14.3	100.0
Total	42	100.0	100.0	

The above table shows the opinion of the respondents on the suitability of the job whether it is exactly what they expected from job description. The result shows that 57.2% of the respondents feel that their jobs fit the job description. 33.3% of the samples feel that they are either agree or disagree. There are 7% of samples feel that their jobs do not fit the job description. This shows that there are staffs who do not understand their job responsibilities, feeling that what they are doing now is not fitting the job description.

Table 20: Overview of sample by Describe (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	12	28.6	28.6	35.7
Agree	22	52.4	52.4	88.1
Totally agree	5	11.9	11.9	100.0
Total	42	100.0	100.0	

The table shows the result of the interviewer has described the job very well during the interview process. 60% of samples think that they learned about their interviewer has described the work well during the interview process. In contrast, there is around 29% located in the neutral and 5% think that the interviewer and their employer haven't described the job well. This indicates that interviewers should be

more discreet about the job details during the interview process. The hotel should provide certain document describing the responsibilities to the staffs.

Table 21: Overview of sample by Work expectation (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	1	2.4	2.4	4.8
Neither agree nor disagree	15	35.7	35.7	40.5
Agree	19	45.2	45.2	85.7
Totally agree	6	14.3	14.3	100.0
Total	42	100.0	100.0	

The above table identifies the level of expectation regarding their work after learning the job description. Overall, 59.5% of the respondents agree that after they have learned about the job description, it affects their expectation of the job. However, there is about 35% of the samples do either agree or disagree with the statement. The rest 2% of the samples is disagreeing that there is any impact of job description on job expectation.

Table 22: Overview of sample by Work understanding (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	10	23.8	23.8	31.0
Agree	21	50.0	50.0	81.0

Totally Agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

The result of this table shows more than 60% of the respondents agree that they are able to understand clearly when work has been assigned. In contrast, there is more than 20% of the respondents either disagree or agree that they truly understand the assigned work. 5% of the samples think that after work has been assigned they don't know what to do. This might be due to the length of time that they are working in the hotel and the amount of experience they have while they are working there. Furthermore, the above results show that there are some staffs who do not understand their responsibilities. This might be the reason of why some samples do not understand their work well.

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In conclusion, the work content consists of time achievement, work overwhelm, amount of work, job suits well with job description, job described, expectation regarding to job description, and work understanding.

An experiences staffs who stay longer working period might agrees that the interviewer did not describe work and responsibilities of job description clear enough. They learned about the job content from experience. Therefore, spending longer of working period can improve the level of work understanding and time achievement without any effect in amount of work because they already know what to do. Being professional in the area so be able to complete all responsibilities in the limited time causing an increased in staff's job satisfaction.

Less experienced staffs who stay shorter working period might agreed that the interviewer did not describe work and responsibilities of job description clear enough. Without a good understanding of the job content, some inexperienced staffs find the amount of work to be too much and can not finished the work on time.

4.2.3 Job meaningful

Table 23: Overview of sample by Meaningful (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	12	28.6	28.6	35.7
Agree	19	45.2	45.2	81.0
Totally agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

The result from the table shows opinion regarding the meaningful of their work. The table shows that most of the respondents agree that their work is quite meaningful to them (representing 50% of the samples). In contrast, there is number located in the neutral around 29%. 5% of samples think that their work is less important and less meaningful.

Table 24: Overview of sample by Job satisfaction (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	2	4.8	4.8	7.1

Disagree	2	4.8	4.8	11.9
Neither agree nor disagree	8	19.0	19.0	31.0
Agree	20	47.6	47.6	78.6
Totally agree	9	21.4	21.4	100.0
Total	42	100.0	100.0	

The table shows volume of staff's satisfaction with their work. The result shows that more than 69% staffs feel satisfy with the work, however, there are 19% of the samples either disagree or agree with this statement means. This might mean that staffs satisfy with work to a certain extent. 10% of samples feel dissatisfy with work. This might be due to experienced staffs being able to share their idea that idea most likely to be accepted with good teamwork. With more understanding of work can also increase staffs' satisfaction. However, an inexperienced staffs have no information to share an idea and no clear idea of the job contents leading to work overload. Furthermore, work time couldn't be achieved that is why the level of staffs' satisfaction is low.

Table 25: Overview of sample by Job challenge (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	2	4.8	4.8	7.1
Disagree	2	4.8	4.8	11.9
Neither agree or nor disagree	13	31.0	31.0	42.9
Agree	17	40.5	40.5	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

The table above explains the level of work challenge. Overall 57.2% of the samples agree that their work is challenging. Meanwhile, there is 30% of the samples either agree or disagree with the statement. 10% of staffs think that work doesn't feel any challenge at all. This corresponds to the satisfaction level of the work or teamwork of the work, it represents that about 30% of the respondents who are either neutral or dissatisfied also do not feel that their work is challenging. This might be the cause of the staff turnover for an inexperienced staffs.

In conclusion, the job meaningful consists of work meaningful, job satisfaction, and work challenging

An experienced staffs who stay longer working period might find their work meaningful, greater adaptability of work, environment, ability to achieve the company goal and looking forward for career growth level of staff satisfaction is quite high in this group. However, challenging work is not as great anymore due to the stability of routine work.

Less experienced staffs who stay shorter working period might find themselves of work might not being meaningful refer to less work experience, inadaptability of work so the level of job satisfaction is quite low. However, they still found the work is being challenge in everyday refer to lots of things to learn.

Result for regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.839 ^a	.703	.652	.68290	.703	13.814	6	35	.000
2	.893 ^b	.797	.667	.66811	.094	1.157	10	25	.363
3	.941 ^c	.885	.796	.52354	.088	8.857	2	23	.001

a. Predictors: (Constant), the work content

b. Predictors: (Constant), the work content and work environment

c. Predictors: (Constant), the work content, work environment, and job meaningful

The table above shows that these factors can explain 79.6% of staff satisfaction level with significant level of 0.000. This shows that when all factors combine together, staff job satisfaction can be increased. The job/work content can explain 70.3% of the job satisfaction with significant level of 0.000. This is very important factor in defining the job satisfaction. The work content consists of time achievement, work overwhelm, amount of work, suitability of job, description of job during the interview, job expectation, and the level of work understanding. The work content shows that if staffs understand the job responsibilities and the suitable workload, their job satisfaction can be increased. The work environment can explain 9.4% of the job satisfaction with insignificant level of 0.363 consists of teamwork, ability to show an idea, accept ion of idea, asking for approval, opportunity to learn new things, ability to get promotion, training, and support from manager. Job meaningful can explain 8.8% of the job satisfaction with significant level of 0.001. It consists of work meaningful and work challenging. It indicates that if the staffs feel that their work is meaningful and challenging, the job satisfaction can be increased.

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.654	6	6.442	13.814	.000 ^a
	Residual	16.323	35	.466		
	Total	54.976	41			
2	Regression	43.817	16	2.739	6.135	.000 ^b
	Residual	11.159	25	.446		
	Total	54.976	41			
3	Regression	48.672	18	2.704	9.865	.000 ^c
	Residual	6.304	23	.274		
	Total	54.976	41			

a. Predictors: (Constant), the work content

b. Predictors: (Constant), The work content and work environment

c. Predictors: (Constant), the work content, work environment, and job meaningful

d. Dependent Variable: SATISFY

From the table above, it can be seen that when three factors combine together, it can predict the job satisfaction level with significant level of 0.000.

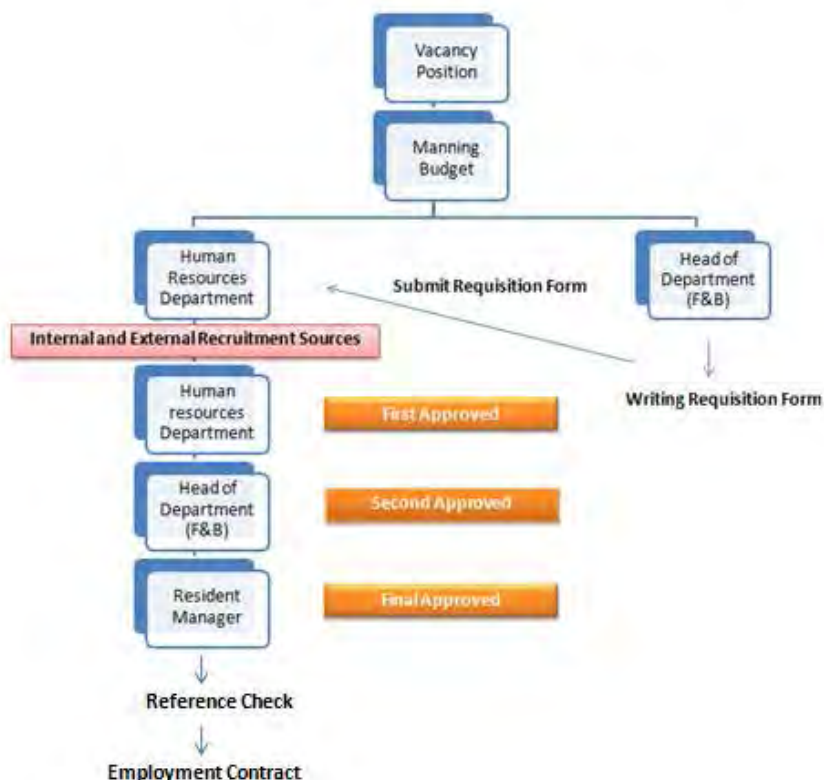
4.3 Interview Result

4.3.1 Recruitment process

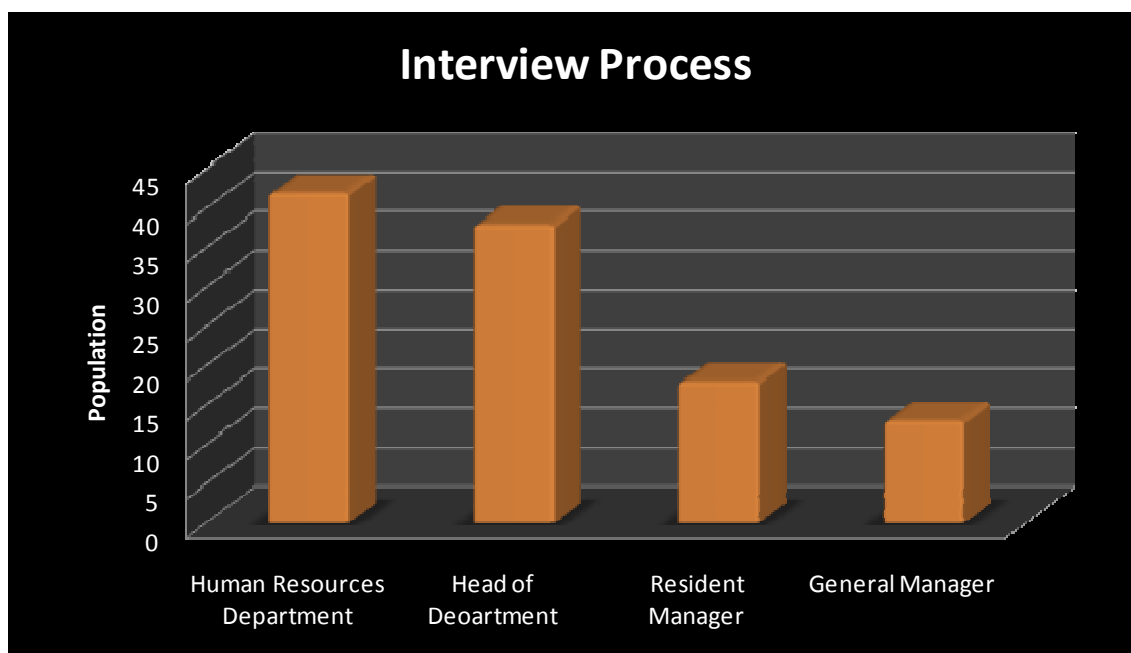
Finding 1: the standard recruitment process is known to the management level starting from the heads of department position to General Manager

Starting from when vacancy positions occur, both interviewees check the volume of manning budget to fill in the vacancy position. Human Resources Department will do a first screen if candidate have been approved then will pass candidate to Head of Department to screen second round. If both Human Resources and Head of Department approved for candidate, Human Resources Department will send those candidates for final interview with Resident Manager and General Manager.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์ Recruitment Process



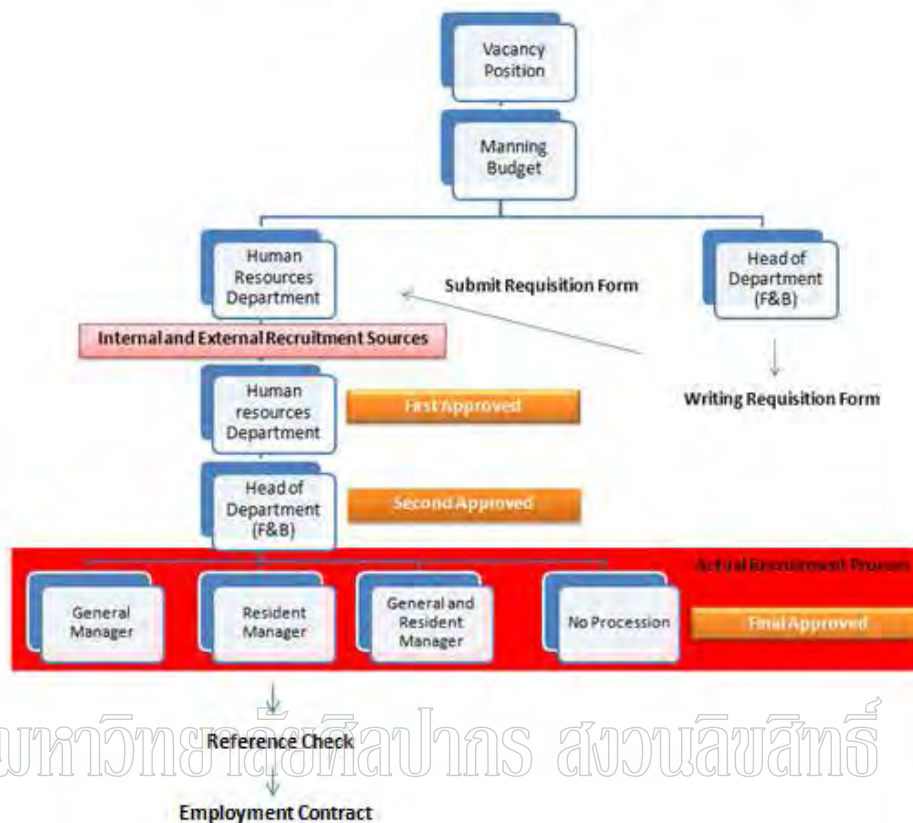
The interview process



Basically in the normal procedure, there are three to four steps of interviews before any position is hired. It usually starts with an interview with Human Resources Department, if the applicant was qualified; he/she would be interviewing with head of department, resident manager and followed by general manager respectively.

The result of this bar chart shows number of recruitment process that staffs have gone through during the interview process. It is clearly seen that all of the employed staffs were interviewed by the human resource department. Then Head of department got the second highest volume of staffs who have been interviewed with. The result further showed that employed staffs were interviewed by Resident Manager and General Manager were nearly the same number. This indicated that not all processes was followed during the recruitment process.

Recruitment Process



•The results from interview confirmed that for every candidate, interview process normally starts from Human Resources Department, following by Head of Department, and then Resident Manager. It consists of three steps before F&B position is hired. General Manager should make a final interview, excluding Security Department and F&B Department

But after the researcher have done the survey by giving staffs questionnaire. The result shows there is a difference between the two results. (See picture 3)

- Not everyone have been interviewed with Resident Manager

- Staffs who have been interviewed with General Manager might be in case of time schedules which Resident Manager might not be available. The hotel really need manpower in that period of time so the final interview process might skip from Resident Manager to General Manager.
- Case of candidates did both interview with Resident Manager and General Manager because an opening hotel they really need to screen the position is match well with candidates so better screen as double check from Resident Manager and General Manager.
- However, there is staffs have not been interviewed both Resident Manager and General Manager means recruitment contract has been signed without making final interview.

To conclude, in an opening hotel, it can be seen that the process of interview doesn't follow the standard of hotel policy due to hospitality industry trend keep changing that why the interview process is not standard as it used to be.

Finding 2: Each interviewer focuses on different content in the interview process.

When ask for interview type that the interview use to screen candidate, the respondent A stated, *"we do only first screen interview such as overall, attitude, behavior screen (do they reliable or not, sincere enough, can control the level of temper or not, work background) but mainly focus with candidate attitude"*. The answers show that the similarities of interview type; they mainly focused on candidate attitude so candidate should have a good attitude of open mind. For work skill and knowledge they need an experience people however it's not that important if they get staffs that have a good attitude means they can groom them to work in the way we want it to be.

However, the differences of interview focus; Human Resources Department only do first screen, Head of Department more focusing with job detail as we set the actual work testing to look for their personality and characteristic.

Finding 3: Human Resources find candidate from many sources of job recruitment: both internal and external

The result is linked with the job recruitment sources from bar chart that reflect candidates the most between top three level inform through in-house posting and friend referral.

Internal recruitment source

Respondent A informed that *“When we need more manpower, we will get a candidate from internal and external recruitment advertisement sources, usually we looking from current staff first to put in a vacancy position if not we will find more sources from outside”*. Refer to hotel policy stated that *“Intra-Hotel Applications is where a vacancy occurs within a property, it is mandatory that all permanent positions for department manager or below which become vacant must be advertised to current employees before they are advertised externally. The relevant position details are to be advertised within the property”*. (See picture 6 and 7)

Looking for current staff first to fill in a vacancy position that corresponds, are they appropriate with organization or not, do they fit with organization culture or not. For work skill and knowledge we need an experience people to work in the company but it could be just some part of it for Human Resources Department to select them. As an opening hotel, there is something for the firm to adapt and changing a lot we would

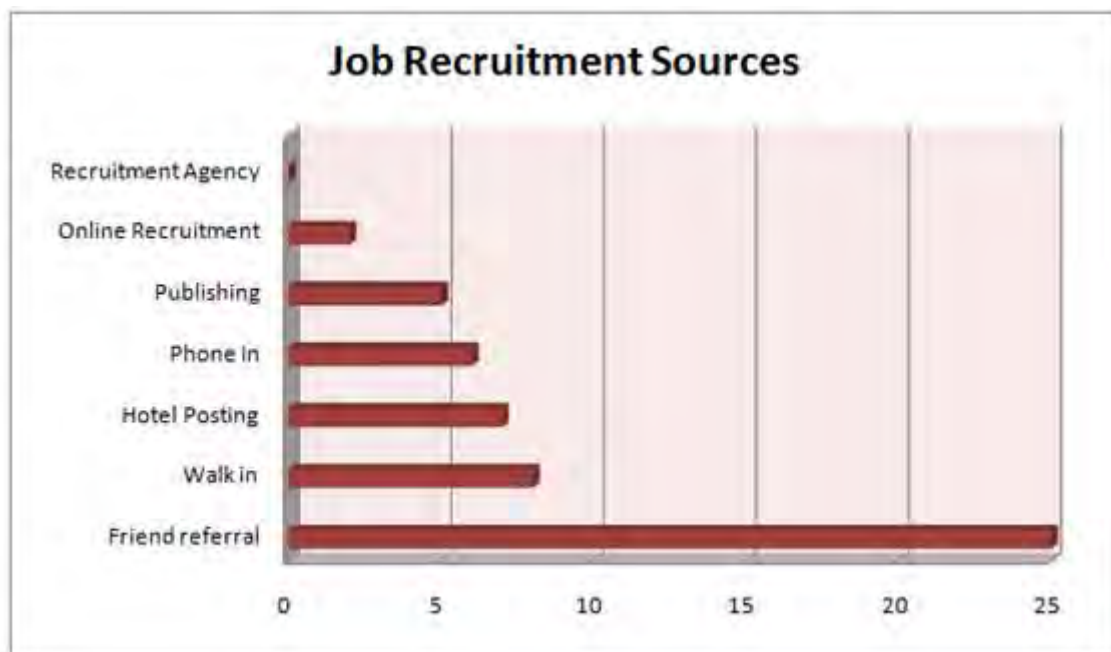
better find flexible people following firm trend. As for the respondent B who stated *“We focusing with attitude for both front of the house and Back of the house. Staffs, who work in F&B department need to be patient with a high volume of work, handle with different type of customers so candidate should have a good attitude of open mind. Knowledge we prefer to have staff that is able to speak and write in English as need to communicate with foreigner. Skill and experience, we take candidate to our restaurant for actual work testing to look for their personality and characteristic while candidate work in the restaurant do they serve the right way, how about grooming, communicate well with staffs and supervisor, taking care of customer, can they serve it in the real life.”*

The finding from survey which indicates that in-house hotel posting is the third highest recruitment source. Therefore, Human Resources Department will recruit the vacancy from the current staffs in the organization first. In this way, employees will be appreciated from their head of Department to supporting their career path.

External recruitment source

Friend referral the most effective way of external recruitment source for the hotel to spread job vacancy news. Accordingly, after current staffs have seen in-house hotel posting if they think that the vacancy position doesn't suit them refer to time, work performance, and self satisfaction. Those group of staffs rather bring their closed relationship or spread job vacancy news through outside to people that they might think it suit for them to become a new candidate for a new vacancy position. Refer to hotel policy stated that *“Advertising externally may only be undertaken if no suitable internal applicant is found. Recruitment advertising is to be handled by the Human Resources Division. Care must be taken to ensure that the advertisement is non-discriminatory and reflects Hotel's Equal Opportunity Employment Policy”*

Overall the way of recruit people inside source is the best way for the hotel to get the appropriate candidate to suit with vacancy position and it's easy for interviewer to screen the candidate which consume less time of interview, already know the work performance, take less risk from the candidate that even their have a good profile but in the real life are their going to work well with this position comparing with the current one that already know the organization, know the culture, know the way to work, nothing much to adapt just more responsibility to work on and see how much they can achieve themselves.



This bar chart 1 showed the sources of information that applicants received regarding job vacancies in the hotel. There are many sources that staffs could learn about the vacancy such as recruitment agency, online recruitment, publishing, phone in, in-house hotel posting, walk in, and friend referral. The result from the bar chart 1 showed that the most used source of information is friend referral. This could indicate that the most effective job recruitment source for company to spread its job vacancy news is through their current/existing staffs. They then will spread news from friend to friend by word of mouth. The bar chart showed that the next source is hotel's in-house posting on job vacancy which corresponds to the above finding. In-house posting is one of the company policy in recruitment process. It should make a job announcement to the current staffs first so usually the company posted job vacancy poster in the announcement board for current staff to know then the company will make a job advertisement to outside later on.

The following most used source of information is "walk in" and "phone in" which received nearly the same amount of respondents as the in-house posting. This indicates that there are people who just phone-in or walk-in to with/without knowing the job vacancy.

However, the data also showed that some of the staffs searched the vacancy through job advertisement sources to find a job. This might be because the hotel is just opened so posting vacancy on newspaper might be one way to gain human resources. However, online recruitment seems to have less effect with workers who search for a job in F&B position. This might be because their works involve mainly with the operation part with not much involve with technology that is why this source of online recruitment might not popular for them. For recruitment agency, there is no respondent from this source. This might be because the company might not prefer to hire recruitment agency as it charges with fee for any successful applicant. Furthermore, from the demand of people who want to work in F&B position still high it's not like revenue manager that is hardly to find. Therefore, recruitment agency might be more suitable for recruitment of higher position. From the result, it can be concluded that F&B positions are subjected to a certain labour group who connect with one another through friends or word of mouth. Hence, the hotel could inform their vacancies through in-house posting or existing staffs to gain the pools of people to fill in the job vacancy.

Intranet advertisement

หน้าแรก > รายชื่อตำแหน่งงานว่าง > ตำแหน่งงานว่าง กลับสู่รายการข่าวสาร

13/10/2011

PREMIER EXECUTIVE CLUB MANAGER

หมายเลขตำแหน่งงาน 101664 • ประเภทงาน Réception - Front office Manager (m/f)

ตำแหน่งงาน
ก่อนหน้านี้


สมัครงานในส่วนนี้

ตำแหน่ง
งานถัดไป

HOTEL NAME OR ENTITY

Novotel Bangkok Fenix Ploenchit

จังหวัด Bangkok ประเทศ Thailand



We are looking for dynamic career individuals to join our team and manage a new Generation of Novotel in the vibrant city of Bangkok.

[แสดงรายละเอียดของโรงแรม](#)

ลักษณะที่สำคัญ

ระดับการศึกษา
Bachelor Degree (BA)

สาขาการศึกษา
การจัดการโรงแรม

ประสบการณ์ขั้นต่ำในหน่วยงานที่เกี่ยวข้อง
1-3 years

ภาษาที่สำคัญ
Thai/English

สัญญาจ้างงาน

National under local employment status (หรือ
ระดับงาน ชาวต่างชาติที่มีสิทธิ์ในการรับตำแหน่งงานนี้)

[ข้อมูลเพิ่มเติม](#)

สถานภาพ พนักงานประจำ

วันที่เริ่ม
งาน Immediately

ติดต่อ

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มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

ความรับผิดชอบหลัก

Duties and Responsibilities

- Assign VIP's room to ascertain all the rooms block are vacant clean inspected before guest arrival.
- To check all the details in the VIP guest correspondence versus the Fidelio System and registration card accurately.
- To be present at the hotel's lobby, take an active role to assist and introduced herself to hotel guest and patrons.
- To ensure that all the information provided by Concierge and Guest Relation Officer to guest are accurately.
- Handling of any guest complaint in the most efficient manner

AT NOVOTEL, WE GROW FASTER

ความรับผิดชอบ ความเป็นอิสระ ความสามารถในการปรับเปลี่ยน ความเป็นมืออาชีพ ความท้าทายในการลองสิ่งใหม่ๆ และความต้องการที่จะขยายขีดจำกัดของตัวเอง: คือแนวคิดหลักในการดำเนินงานของโนโวเทล

โนโวเทลเป็นแบรนด์ระดับโลกด้วยเครือข่ายกว่า 400 โรงแรมใน 60 ประเทศ ความสำเร็จของโนโวเทลเกิดขึ้นด้วยความเชื่อมั่นอาชีพและความกระตือรือร้นของพนักงานกว่า 30,000 คน ซึ่งเป็นตัวแทนผู้ถ่ายทอดความเป็นโนโวเทลมากกว่า 40 ปี

สร้างสรรค์และนวัตกรรมใหม่ๆ คือสัญญาที่เราให้กับพนักงาน: "At Novotel, we grow faster" โนวเทลจึงได้กำหนดนโยบายทรัพยากรบุคคลที่ครอบคลุมทั้ง 5 สาขาอาชีพหลักด้วยกัน โนวเทลก้าวเดินไปพร้อมกับพนักงานทุกคนตลอดเส้นทางการทำงาน พนักงานทุกคนได้รับโอกาสที่จะพัฒนาและก้าวหน้าอย่างรวดเร็ว ไม่ว่าจะเป็นการปรับตัว การโยกย้ายงาน การถ่ายทอดความรู้ หรือ การพัฒนาทักษะความสามารถ สำหรับโนโวเทลแล้ว ไม่มีคำว่าเป็นไปไม่ได้

สมัครงานในส่วนนี้

In-house posting advertisement

In terms of external advertisement, the job vacancy's code will be received after posting on the website, and then Human Resources department will announce the same code on the internal website as an external advertisement

Your smile, your future



Novotel teams are attentive and available, establishing natural and friendly relationships on a daily basis, a source of well-being and relaxation for guests.

Novotel Bangkok Fenix Ploenchit is an international recognized, mid-scale brand hotel located in the heart of the fast-paced Bangkok's central business district (CBD) with city sky train BTS at its doorstep and only a few minutes from major embassies, premier offices and the famous shopping paradise. The hotel features 370 refreshingly designed rooms and suites including 3 Premier Executive Club floors, 4 meeting rooms, a concept restaurant "The Square", lobby bar, a fitness and an outdoor pool. Well designed to provide both business and leisure travelers their desirable level of comfort and convenience in a warm, casual yet efficient atmosphere.

We are looking for dynamic career individuals to join our team and manage a new Generation of Novotel in the vibrant city of Bangkok.

Event Manager	101055	Thai Sous Chef	101055
Secretary to Engineer Manager	101084	Chinese Sous Chef	101066
Banquet Manager	101061	Account Receivable Clerk	101067
Restaurant Manager	101063	Sale Executive	101068
Premier Executive Club Manager	101064		

- ✓ Minimum 1-3 years experience in similar capacity in a mid or upper scale hotel.
- ✓ Hotel pre-opening experience will be an advantage.
- ✓ Fluent English and should be able to effectively communicate with diverse groups.
- ✓ Good personality, analytical, patient, creative, energetic, dynamic and CAN-DO attitude.
- ✓ Able to make prompt/good decisions and enjoy working in fast pace.
- ✓ Result oriented and is a self starter.
- ✓ Excellent interpersonal skill and has a hands-on approach.

Interested candidates, please contact:

Name: Manu Chalamyaka (Human Resources and Training Manager)
 Email: MANUCH@accor.com Tel: 021-711-2540
 Date of Issue: February 17, 2011

For Accor employees, if you are interested in the above positions, please discuss the position with your direct supervisor and consult your Human Resources Department, who will give you advice and provide you with additional information.

Check all our offers online **accor.com** **ACCOR**

4.3.2 Job description

Finding 4: the evaluation of existing job description: the content

From literature review, Mondy (2008:56) and Jago (1997:16) stated about Job description as a written document. Mondy proposed that *“it includes with the job identification, date of job analysis, expirations date, job summary, duties performed, and job specification”* As for Jago stated that *“ it’s includes job title, responsible for, responsible to, main purpose, specific responsibility, and additional information.”*

When ask what should be included in the job description, respondent A stated *“Job title, Report to whom, overall responsibility, skill and knowledge, qualification (education, work experience), acknowledge by employee/Head of Department/General Manager”*. As for respondent B, *“duty and responsibility, skill and knowledge, specific work requirement are included in the job description”*. In addition, when ask for how long job description need to be update respondent A stated *“Yes, it should be update annually include SOP to follow hotel policy and hospitality industry trend”*. As for the respondent B who stated *“No limitation it’s up to chain changing or improve hotel standard so we need to review or revise our job description follow standard in hospitality industry trend.”*

The evaluation of existing job description: The necessary and future improvement

When ask to make any suggestions on how to improve job description, the respondent A stated, *“Yes, it should be an example of technique skill (computer skill) or language skill (third language). For example, F&B department using micros system, level of bachelor degree”*. As for the respondent B who stated, *“because we improve*

more standard that why more duty and responsibility need to be add in, normally we improve because of time and trend in hospitality always changing as well".

When ask what should be and shouldn't be including in job description respondent A stated " I don't think there shouldn't be something that shouldn't add it in job description". As for the respondent B who stated " should be put in every positive and negative side as F&B division, staff need to work day and night shift so do they flexible enough to work in this kind of situation. To let candidate know they have to face and handle with an unexpected situation, if they say no, they will decide that they shouldn't be in this position and if they say yes means they ready to work with the company."

The content that job description should improved: 1) English and third languages skill 2) level of bachelor degree 3) duty and responsibility 4) both positive and negative side of job responsibilities.

Author/content	Job title	Department	Report to	Report for	Job number	Date of job analysis	Expiration date	Job summary	Job responsible	Job specification	Additional information	Acknowledged By
Current	✓		✓			✓		✓	✓	✓		
Mondy	✓	✓	✓		✓	✓	✓	✓	✓	✓		
Jago	✓		✓	✓				✓	✓		✓	
Human Resources Department	✓		✓						✓	✓		✓
Food and Beverage Department									✓	✓		

As the table above indicates, the current job description should add in necessary information such as additional information (i.e. salary, work hours, benefit), the new SOP, skill and knowledge, department, expiration date, positive and negative side of job responsibilities, and approved by whom.

The evaluation of existing job description: Job responsibilities

When ask what job responsibility of waiter and waitress are, the respondents B stated, *“Waiter staff need to be flexible with working shift both day and night, main duty is set up breakfast, afternoon, and dinner line, greeting customer, take care customer, be able to serve and clear or reset up table immediately, working both front and back of the house.*

Analyze the current job responsibilities of waiter and waitress

- Serving food and beverage to guests in restaurant.
- Develops high quality relationships with guests.
- Suggests food and beverages to be well versed with the menu, method of preparation and accompaniments.
- Cleans and polishes Glassware, China ware, hollowware and flatware.
- Maintains cleanliness and mise-en-place level at working station and service pantry for smooth operation.
- Replenishes supply of linen and other Operating equipment.
- Obtains requested items from the storeroom.
- Keeps general appearance and maintenance of Restaurant working areas.
- Follows correct sequence of service outlined in the Standard Operating Manual.
- Sets up tables in accordance with Restaurant policy.
- Cleans and removes dishes from the table after service is completed.
- Transports soiled dishes from dining room to kitchen and depositing them in proper placing at the Steward area.

- Cleans all spillage during mealtime and at closing.
- Maintains excellent grooming standard at all times.
- Performs any other duties as may be assigned by your superior.

Add up

- staff need to be flexible with working shift

It found out that job description part seemed to cover most of the responsibilities. According to the interviews and from the theories, there is some point to improved flexibility of work skill in the job responsibility.

Why there is still some job dissatisfaction misunderstanding of the work content and work load?

Due to the interview result, during the interview the job description hasn't been given to the candidates, only verbal communication is used to describe the work scope. After hiring process, new staffs still did not receive the job description. This cause the limited of work understanding that is why it corresponds with survey result of low level of work understanding and dissatisfaction of work for inexperience staffs.

Even the company has job description but it doesn't been given to staffs so how can staffs know what they really have to do. Furthermore, how can the interviewer be certain that new recruits can understand job before start the actual working.

To conclude, it can be seen that job description content need to be given and improved. The researcher will add more information from the differences interview result that all have been described above, includes job description from recruitment internal sources by using hotel intranet (Picture 6) need to be revised as well.

The revised of job description

ADMINISTRATIVE INFORMATION	
Job Title	Waiter/Waitress
Department	Food and Beverage Department
Responsible To	Captain Restaurant Manager
Responsible For	
Job Code	****
Date of Analyze	January 1,2012
Expiration Date	January 1, 2013
JOB SUMMARY/MAIN PURPOSE	
<ul style="list-style-type: none"> • Responsible for serving food and beverages in restaurant efficiently and in a most courteous manner. • Carries out all duties in accordance with tasks and descriptions with reference to established rules and policies. 	
ESSENTIAL FUNCTION PERFORM	
<ul style="list-style-type: none"> • Serving food and beverage to guests in restaurant. • Develops high quality relationships with guests. • Suggests food and beverages to be well versed with the menu, method of preparation and accompaniments. • Maintains cleanliness and mise-en-place level at working station and service pantry for smooth operation. • Replenishes supply of linen and other Operating equipment. • Keeps general appearance and maintenance of Restaurant working areas. • Sets up tables in accordance with Restaurant policy. • Cleans and removes dishes from the table after service is completed. • Cleans all spillage during mealtime and at closing. • Cleans and polishes Glassware, China ware, hollowware and flatware. • Obtains requested items from the storeroom. • Transports soiled dishes from dining room to kitchen and depositing them in proper placing at the Steward area. • Follows correct sequence of service outlined in the Standard Operating Manual. • Performs any other duties as may be assigned by your superior. • Maintains excellent grooming standard at all times. • Staffs need to be flexible with working shift 	

JOB SPECIFICATION	
Educational Level	High school or Vocational Diploma or Bachelor Degree
Experience	A minimum 1 year of previous experience as a waiter or waitress preferred
Skills Required	<ul style="list-style-type: none"> • Computer knowledge (Windows environment and Micros Fidelio). • Must be able to speak, read, write and understand the primary language. • Fluent in the national language and good command of English.
ADDITIONAL INFORMATION	
<p>The company has a no-smoking policy.</p> <p>Hours of work: 48 hours per week, but occasionally during busy periods, flexible schedule maybe required at short notice.</p> <p>Salary: 6,500 Baht exclude monthly service charge</p> <p>Benefits: Holiday and sick leave, health insurance, staff restaurant, bonus, exchange program, laundry and dry cleaning.</p>	
Approved By	
(Department Manager's signature)	Date
(General Manager's signature)	Date
(Employee's signature)	Date

CHAPTER V

CONCLUSION

The evidence from this research suggests the content of work is important for the staffs to understand their work responsibility. If the job content can be explained clearly, the job satisfaction can be increase. Therefore, writing a job description is important in recruitment process in an opening hotel. The results of the primary research support the literature review that Job description causes effect the level of staff satisfaction. The understanding of the job responsibility is not the only important factors. The other factors such as work challenging, work meaningful, training, being support and promote, opportunity to learn new job, be able to solve the problem, show the idea. All of these can increase satisfaction of staffs as well.

5.1 Implication of the study

This research find out that job description can cause an effect on staff understanding of their work. To improve staff satisfaction the hotel should provide appropriate job description. As employees are able to understand the actual work. In conclusion, job description should be given to staffs during the interview process or before signing contract for prior work understanding. This can be applied to any industry.

5.2 Recommendations for future studies

- This current study only investigated the job content in the hotel as a case study. Therefore, further research could be carried out more case to confirm the result.
- Only Food and Beverage department has been observed, moreover, additional department should be conducted for the future studies.
- Due to the limitation of time for the research, there were respondents who could not be interviewed such as human resource manager and F&B manager. Furthermore, the staffs who work in night shift were not included in the survey.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

APPENDIX A

มหาวิทยาลัยศิลปากร ส่วนลิขสิทธิ์
SERVER STUDY

Appendix A

Survey Study

Table 1: Overview of sample by Gender (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	28	66.7	66.7	66.7
Female	14	33.3	33.3	100.0
Total	42	100.0	100.0	

Table 2: Overview of sample by Status (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	38	90.5	90.5	90.5
Married	1	2.4	2.4	92.9
Widowed	1	2.4	2.4	95.2
Divorce	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Table 3: Overview of sample by Age (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
21 to 30	27	64.3	64.3	64.3
31 to 40	13	31.0	31.0	95.2
41 to 50	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Table 4: Overview of sample by Education (N=42)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Bachelor Degree	19	45.2	45.2	45.2
	Bachelor Degree	22	52.4	52.4	97.6
	Master Degree	1	2.4	2.4	100.0
	Total	42	100.0	100.0	

Table 5: Overview of sample by Period (N=42)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 month	5	11.9	11.9	11.9
	1-4 months	8	19.0	19.0	31.0
	5-8 months	4	9.5	9.5	40.5
	9-12 months	10	23.8	23.8	64.3
	More than 1 year	15	35.7	35.7	100.0
	Total	42	100.0	100.0	

Table 6: Overview of sample by Interview day (N=42)

		Frequency	Percent	Valid Percent	Cumulative Percent
	1-3 days	18	42.9	42.9	42.9
	4-6 days	3	7.1	7.1	50.0
	One week	11	26.2	26.2	76.2
	More than a week	10	23.8	23.8	100.0
	Total	42	100.0	100.0	

Table 7: Overview of sample by Problem solve (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	9.5	9.5	9.5
Neither agree nor disagree	8	19.0	19.0	28.6
Agree	19	45.2	45.2	73.8
Totally agree	11	26.2	26.2	100.0
Total	42	100.0	100.0	

Table 8: Overview of sample by Team (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	1	2.4	2.4	2.4
Disagree	1	2.4	2.4	4.8
Neither agree nor disagree	6	14.3	14.3	19.0
Agree	14	33.3	33.3	52.4
Totally agree	20	47.6	47.6	100.0
Total	42	100.0	100.0	

Table 9: Overview of sample by Idea (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	4	9.5	9.5	11.9
Neither agree nor disagree	12	28.6	28.6	40.5
Agree	15	35.7	35.7	76.2
Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

Table 10: Overview of sample by Accepted of idea (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.8	4.8	4.8
Neither agree nor disagree	14	33.3	33.3	38.1
Agree	16	38.1	38.1	76.2
Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

Table 11: Overview of sample by Approval (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	5	11.9	11.9	16.7
Neither agree nor disagree	12	28.6	28.6	45.2
Agree	16	38.1	38.1	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

Table 12: Overview of sample by Opportunity (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
no opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	5	11.9	11.9	16.7
Neither agree nor disagree	4	9.5	9.5	26.2
Agree	21	50.0	50.0	76.2
Totally agree	10	23.8	23.8	100.0
Total	42	100.0	100.0	

Table 13: Overview of sample by Promote (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	8	19.0	19.0	23.8
Neither agree nor disagree	13	31.0	31.0	54.8
Agree	16	38.1	38.1	92.9
Totally agree	3	7.1	7.1	100.0
Total	42	100.0	100.0	

Table 14: Overview of sample by Training (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	3	7.1	7.1	7.1
Disagree	5	11.9	11.9	19.0
Neither agree nor disagree	11	26.2	26.2	45.2
Agree	16	38.1	38.1	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

Table 15: Overview of sample by Support (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	4	9.5	9.5	9.5
Totally disagree	4	9.5	9.5	19.0
Disagree	3	7.1	7.1	26.2
Neither agree nor disagree	9	21.4	21.4	47.6
Agree	10	23.8	23.8	71.4
Totally agree	12	28.6	28.6	100.0
Total	42	100.0	100.0	

Table 16: Overview of sample by on time (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	2.4	2.4	2.4
Neither agree nor disagree	13	31.0	31.0	33.3
Disagree	20	47.6	47.6	81.0
Totally agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

Table 17: Overview of sample by Overwhelm (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	6	14.3	14.3	14.3
Disagree	8	19.0	19.0	33.3
Neither agree nor disagree	13	31.0	31.0	64.3
Agree	14	33.3	33.3	97.6
Totally agree	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 18: Overview of sample by Work amount (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	1	2.4	2.4	4.8
Disagree	2	4.8	4.8	9.5
Neither agree nor disagree	16	38.1	38.1	47.6
Agree	19	45.2	45.2	92.9
Totally disagree	3	7.1	7.1	100.0
Total	42	100.0	100.0	

Table 19: Overview of sample by work suit (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	3	7.1	7.1	9.5
Neither agree nor disagree	14	33.3	33.3	42.9
Agree	18	42.9	42.9	85.7
Totally agree	6	14.3	14.3	100.0
Total	42	100.0	100.0	

Table 20: Overview of sample by Describe (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	12	28.6	28.6	35.7
Agree	22	52.4	52.4	88.1
Totally agree	5	11.9	11.9	100.0
Total	42	100.0	100.0	

Table 21: Overview of sample by Work expectation (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	1	2.4	2.4	4.8
Neither agree nor disagree	15	35.7	35.7	40.5
Agree	19	45.2	45.2	85.7
Totally agree	6	14.3	14.3	100.0
Total	42	100.0	100.0	

Table 22: Overview of sample by Work understanding (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	10	23.8	23.8	31.0
Agree	21	50.0	50.0	81.0
Totally Agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

Table 23: Overview of sample by Meaningful (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Disagree	2	4.8	4.8	7.1
Neither agree nor disagree	12	28.6	28.6	35.7
Agree	19	45.2	45.2	81.0
Totally agree	8	19.0	19.0	100.0
Total	42	100.0	100.0	

Table 24: Overview of sample by Job satisfaction (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	2	4.8	4.8	7.1
Disagree	2	4.8	4.8	11.9
Neither agree nor disagree	8	19.0	19.0	31.0
Disagree	20	47.6	47.6	78.6
Totally disagree	9	21.4	21.4	100.0
Total	42	100.0	100.0	

Table 25: Overview of sample by Job challenge (N=42)

	Frequency	Percent	Valid Percent	Cumulative Percent
No opinion	1	2.4	2.4	2.4
Totally disagree	2	4.8	4.8	7.1
Disagree	2	4.8	4.8	11.9
Neither agree or nor disagree	13	31.0	31.0	42.9
Agree	17	40.5	40.5	83.3
Totally agree	7	16.7	16.7	100.0
Total	42	100.0	100.0	

WALK

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	34	81.0	81.0	81.0
1.00	8	19.0	19.0	100.0
Total	42	100.0	100.0	

PHONE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	36	85.7	85.7	85.7
1.00	6	14.3	14.3	100.0
Total	42	100.0	100.0	

FRIEND

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	17	40.5	40.5	40.5
1.00	25	59.5	59.5	100.0
Total	42	100.0	100.0	

AGENCY

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	42	100.0	100.0	100.0

ONLINE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	40	95.2	95.2	95.2
1.00	2	4.8	4.8	100.0
Total	42	100.0	100.0	

POSTING

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	35	83.3	83.3	83.3
1.00	7	16.7	16.7	100.0
Total	42	100.0	100.0	

PUBLISH

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	37	88.1	88.1	88.1
1.00	5	11.9	11.9	100.0
Total	42	100.0	100.0	

ANY

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	42	100.0	100.0	100.0

HR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	42	100.0	100.0	100.0

HD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	4	9.5	9.5	9.5
	1.00	38	90.5	90.5	100.0
	Total	42	100.0	100.0	

RM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	24	57.1	57.1	57.1
	1.00	18	42.9	42.9	100.0
	Total	42	100.0	100.0	

GM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	29	69.0	69.0	69.0
	1.00	13	31.0	31.0	100.0
	Total	42	100.0	100.0	

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
PERIOD * ONTIME	42	100.0%	0	.0%	42	100.0%
PERIOD * OW	42	100.0%	0	.0%	42	100.0%
PERIOD * SOLVE	42	100.0%	0	.0%	42	100.0%
PERIOD * AMOUNT	42	100.0%	0	.0%	42	100.0%
PERIOD * TEAM	42	100.0%	0	.0%	42	100.0%
PERIOD * SHOW	42	100.0%	0	.0%	42	100.0%
PERIOD * ACCEPT	42	100.0%	0	.0%	42	100.0%
PERIOD * MEANING	42	100.0%	0	.0%	42	100.0%
PERIOD * SATISFY	42	100.0%	0	.0%	42	100.0%
PERIOD * CHALLENG	42	100.0%	0	.0%	42	100.0%
PERIOD * SUIT	42	100.0%	0	.0%	42	100.0%
PERIOD * DESCRIBE	42	100.0%	0	.0%	42	100.0%
PERIOD * EXPECT	42	100.0%	0	.0%	42	100.0%
PERIOD * UNDERSTA	42	100.0%	0	.0%	42	100.0%
PERIOD * APPROVAL	42	100.0%	0	.0%	42	100.0%
PERIOD * OP	42	100.0%	0	.0%	42	100.0%
PERIOD * PROMOTE	42	100.0%	0	.0%	42	100.0%
PERIOD * TRAINING	42	100.0%	0	.0%	42	100.0%
PERIOD * SUPPORT	42	100.0%	0	.0%	42	100.0%

PERIOD * ONTIME Crosstabulation

		ONTIME				Total
		2.00	3.00	4.00	5.00	
PERIOD	1.00	1	1	1	2	5
	2.00	0	2	6	0	8
	3.00	0	0	2	2	4
	4.00	0	5	4	1	10
	5.00	0	5	7	3	15
Total		1	13	20	8	42

PERIOD * OVERWHELM Crosstabulation

		OW					Total
		1.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	2	2	1	0	0	5
	2.00	0	0	3	5	0	8
	3.00	0	2	1	1	0	4
	4.00	2	1	4	3	0	10
	5.00	2	3	4	5	1	15
Total		6	8	13	14	1	42

PERIOD * SOLVE Crosstabulation

		SOLVE				Total
		2.00	3.00	4.00	5.00	
PERIOD	1.00	1	1	1	2	5
	2.00	0	2	6	0	8
	3.00	0	1	2	1	4
	4.00	2	1	5	2	10
	5.00	1	3	5	6	15
Total		4	8	19	11	42

PERIOD * AMOUNT Crosstabulation

		AMOUNT					Total	
		.00	1.00	2.00	3.00	4.00		5.00
PERIOD	1.00	0	1	0	1	2	1	5
	2.00	0	0	0	3	5	0	8
	3.00	1	0	0	0	3	0	4
	4.00	0	0	1	4	4	1	10
	5.00	0	0	1	8	5	1	15
Total		1	1	2	16	19	3	42

PERIOD * TEAM Crosstabulation

		TEAM					Total
		1.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	1	1	0	2	1	5
	2.00	0	0	3	4	1	8
	3.00	0	0	1	0	3	4
	4.00	0	0	2	3	5	10
	5.00	0	0	0	5	10	15
Total		1	1	6	14	20	42

PERIOD * SHOW Crosstabulation

		SHOW					Total
		.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	2	1	1	1	5
	2.00	0	1	2	4	1	8
	3.00	0	0	1	2	1	4
	4.00	1	0	3	3	3	10
	5.00	0	1	5	5	4	15
Total		1	4	12	15	10	42

PERIOD * ACCEPT Crosstabulation

		ACCEPT				Total
		2.00	3.00	4.00	5.00	
PERIOD	1.00	2	1	1	1	5
	2.00	0	3	3	2	8
	3.00	0	2	1	1	4
	4.00	0	4	2	4	10
	5.00	0	4	9	2	15
Total		2	14	16	10	42

PERIOD * MEANING Crosstabulation

		MEANING					Total
		.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	1	0	3	1	5
	2.00	0	0	3	5	0	8
	3.00	1	0	0	1	2	4
	4.00	0	0	3	5	2	10
	5.00	0	1	6	5	3	15
Total		1	2	12	19	8	42

PERIOD * SATISFY Crosstabulation

		SATISFY						Total
		.00	1.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	1	0	1	2	1	5
	2.00	0	0	1	1	6	0	8
	3.00	1	0	0	0	1	2	4
	4.00	0	0	1	1	4	4	10
	5.00	0	1	0	5	7	2	15
Total		1	2	2	8	20	9	42

PERIOD * CHALLENGE Crosstabulation

		CHALLENGE					Total	
		.00	1.00	2.00	3.00	4.00		5.00
PERIOD	1.00	0	0	1	2	0	2	5
	2.00	0	0	0	2	6	0	8
	3.00	1	0	0	0	2	1	4
	4.00	0	0	0	4	2	4	10
	5.00	0	2	1	5	7	0	15
Total		1	2	2	13	17	7	42

PERIOD * SUIT Crosstabulation

		SUIT				Total	
		.00	2.00	3.00	4.00		5.00
PERIOD	1.00	0	2	1	2	0	5
	2.00	0	0	5	3	0	8
	3.00	1	0	0	3	0	4
	4.00	0	1	3	3	3	10
	5.00	0	0	5	7	3	15
Total		1	3	14	18	6	42

PERIOD * DESCRIBE Crosstabulation

		DESCRIBE				Total	
		.00	2.00	3.00	4.00		5.00
PERIOD	1.00	0	1	1	2	1	5
	2.00	0	0	2	5	1	8
	3.00	1	0	0	2	1	4
	4.00	0	0	3	5	2	10
	5.00	0	1	6	8	0	15
Total		1	2	12	22	5	42

PERIOD * EXPECT Crosstabulation

		EXPECT					Total
		.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	1	1	1	2	5
	2.00	0	0	3	5	0	8
	3.00	1	0	0	3	0	4
	4.00	0	0	2	5	3	10
	5.00	0	0	9	5	1	15
Total		1	1	15	19	6	42

PERIOD * UNDERSTA Crosstabulation

		UNDERSTA					Total
		.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	1	1	2	1	5
	2.00	0	0	1	6	1	8
	3.00	1	0	0	2	1	4
	4.00	0	0	4	5	1	10
	5.00	0	1	4	6	4	15
Total		1	2	10	21	8	42

PERIOD * APPROVAL Crosstabulation

		APPROVAL						Total
		.00	1.00	2.00	3.00	4.00	5.00	
PERIOD	1.00	0	0	2	1	1	1	5
	2.00	0	0	1	2	4	1	8
	3.00	1	0	0	0	3	0	4
	4.00	0	0	1	3	3	3	10
	5.00	0	1	1	6	5	2	15
Total		1	1	5	12	16	7	42

PERIOD * OPPORTUNITY Crosstabulation

		OP						
		.00	1.00	2.00	3.00	4.00	5.00	Total
PERIOD	1.00	0	0	2	0	2	1	5
	2.00	0	0	1	1	4	2	8
	3.00	1	0	0	0	2	1	4
	4.00	0	0	0	1	5	4	10
	5.00	0	1	2	2	8	2	15
Total		1	1	5	4	21	10	42

PERIOD * PROMOTE Crosstabulation

		PROMOTE						
		.00	1.00	2.00	3.00	4.00	5.00	Total
PERIOD	1.00	0	0	3	1	1	0	5
	2.00	0	0	0	4	4	0	8
	3.00	1	0	0	1	2	0	4
	4.00	0	0	1	4	4	1	10
	5.00	0	1	4	3	5	2	15
Total		1	1	8	13	16	3	42

PERIOD * TRAINING Crosstabulation

		TRAINING					
		.00	2.00	3.00	4.00	5.00	Total
PERIOD	1.00	2	1	0	1	1	5
	2.00	0	0	4	3	1	8
	3.00	1	0	1	2	0	4
	4.00	0	1	1	5	3	10
	5.00	0	3	5	5	2	15
Total		3	5	11	16	7	42

PERIOD * SUPPORT Crosstabulation

		SUPPORT					Total	
		.00	1.00	2.00	3.00	4.00		5.00
PERIOD	1.00	1	2	0	0	1	1	5
	2.00	1	0	1	1	4	1	8
	3.00	1	0	0	1	2	0	4
	4.00	0	0	2	1	2	5	10
	5.00	1	2	0	6	1	5	15
Total		4	4	3	9	10	12	42

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

APENDEX B
มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์
REGRESSION

APENDEX B

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.839 ^a	.703	.662	.68290	.703	13.814	6	35	.000
2	.893 ^b	.797	.667	.66811	.094	1.157	10	25	.363
3	.941 ^c	.885	.796	.52354	.088	8.857	2	23	.001

a. Predictors: (Constant), the work content

b. Predictors: (Constant), the work content and work environment

c. Predictors: (Constant), the work content, work environment, and job meaningful

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.654	6	6.442	13.814	.000 ^a
	Residual	16.323	35	.466		
	Total	54.976	41			
2	Regression	43.817	16	2.739	6.135	.000 ^b
	Residual	11.159	25	.446		
	Total	54.976	41			
3	Regression	48.672	18	2.704	9.865	.000 ^c
	Residual	6.304	23	.274		
	Total	54.976	41			

a. Predictors: (Constant), the work content

b. Predictors: (Constant), The work content and work environment

c. Predictors: (Constant), the work content, work environment, and job meaningful

d. Dependent Variable: SATISFY

APENDEX C

QUESTIONNAIRE

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix C
Questionnaire

Job satisfaction questionnaire (แบบสอบถามเพื่อประเมินความพึงพอใจของพนักงาน)

1. What is your gender? (เพศ)

Male (ชาย)

Female (หญิง)

2. What is your current marital status? (สถานภาพ)

Single (โสด)

Separated (แยกกันอยู่)

Married (แต่งงาน)

Widowed (แม่เฒ่า)

Divorced (หย่าร้าง)

3. What is your current age? (อายุ)

Less than 20 (น้อยกว่า 20)

21 to 30

31 to 40

41 to 50

Above 50 (มากกว่า 50)

4. What is your education level? (ระดับการศึกษา)

Less than Bachelor Degree (ต่ำกว่าระดับปริญญาตรี)

Bachelor Degree (ระดับปริญญาตรี)

Master Degree (ระดับปริญญาโท)

PHD Degree (ระดับปริญญาเอก)

If any _____

5. How long have you work in the company? (ระยะเวลาในการทำงาน)

- Less than 1 month (น้อยกว่า 1 เดือน) 1-4 months
- 5-8months 9-12months
- More than 1 year (มากกว่า 1 ปี)

6. How do you know which job is available? (คุณรู้การประกาศตำแหน่งว่างงานจากแหล่งไหนบ้าง)

- Walk In (เดินเข้ามาสอบถามด้วยตนเอง)
- Phone In (สอบถามทางโทรศัพท์)
- Friend introducing (เพื่อนแนะนำ)
- Recruitment agencies (บริษัทจัดหางาน)
- Hotel's online recruiting (เว็บไซต์ประกาศหางาน)
- Hotel posting / flash opportunity (การประกาศตำแหน่งงานว่างภายในโรงแรม)
- Publishing (newspaper, radio, television, and etc...) (จากสื่อต่างๆ)
- If any _____

7. How many process have you been interviewed through? (คุณผ่านขั้นตอนไหนบ้างในการสัมภาษณ์)

Please select more than one (เลือกได้มากกว่าหนึ่งข้อ)

- Human resources department (แผนกทรัพยากรบุคคล)
- Head of department (หัวหน้าแผนก)
- Resident Manager (ผู้ช่วยผู้จัดการทั่วไป)
- General Manager (ผู้จัดการทั่วไป)

8. How many days took you to complete a recruitment process? (คุณใช้ระยะเวลากี่วันในการเสร็จสิ้นกับกระบวนการสมัครงานทั้งหมด)

- 1-3 Days
 4-6 days
 One week (1 อาทิตย์)
 More than a week (มากกว่า 1 อาทิตย์)
 If any, please put number _____

Please select your level of agreement with each of the following statements (เลือกระดับความพึงพอใจ)

- 1 = Totally disagree (พอใจน้อยที่สุด)
 4 = Agree (พอใจมาก)
 2 = Disagree (พอใจน้อย)
 5 = Totally agree (พอใจมากที่สุด)
 3 = Neither agree nor disagree (พอใจปานกลาง)

Factors	Level of Agreement				
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Disagree
9. When work has been assigned I am be able to get work done on time (เมื่อได้รับมอบหมายงานฉันสามารถทำงานเสร็จได้อย่างลุล่วงตามเวลาที่กำหนดไว้)					
10. I feel overwhelmed when work has been assigned (ฉันรู้สึกไม่เข้าใจกับเนื้องานที่ได้รับมอบหมาย)					
11. Be able to solve the problem smoothly (สามารถแก้ปัญหาได้อย่างลุล่วง)					
12. The amount of work is just right for me (งานที่ได้รับมอบหมายไม่มากหรือน้อยเกินไป)					
13. I can work as a team					

(สามารถทำงานและเข้ากลุ่มกับเพื่อนร่วมงานได้เป็นอย่างดี)					
14. Be able to show idea or express any comments (สามารถออกความคิดเห็นและข้อเสนอแนะได้)					
15. Everyone accepted or responded my idea (ทุกคนร่วมมือและตอบรับความคิดเห็นของฉันเป็นอย่างดี)					
16. I feel that my work is very meaningful everyday (ฉันรู้สึกว่าการที่ฉันได้รับมอบหมายมีความหมายและสำคัญกับฉันในทุกๆวัน)					
17. I feel satisfied with my job (ฉันพึงพอใจกับงานที่ได้ทำ)					
18. My work is getting challenge in everyday (งานเป็นสิ่งที่ท้าทายฉันอยู่ตลอดเวลา ดูน่าสนใจและไม่น่าเบื่อ)					
19. The job suits me very well, it's exactly what I expected from job description (งานที่ฉันได้รับมอบหมายตรงกับสิ่งที่ฉันคาดหวังจากคุณสมบัติและหน้าที่ที่ได้รับในตำแหน่งงาน)					
20. Interviewer described me very well about job description (ในการสัมภาษณ์ผู้สัมภาษณ์ได้อธิบายบทบาทและหน้าที่การงานของฉันได้เป็นอย่างดี)					
21. After learnt about job description, it effects my expectation regarding to job (เมื่อได้รับรู้ถึงบทบาทและหน้าที่การงานของฉัน มันทำให้ฉันมีจุดมุ่งหมายและคาดหวังกับงานนั้น)					

<p>22. Be able to understand when work has been assigned</p> <p>(สามารถเข้าใจกับงานที่ได้รับมอบหมายเป็นอย่างดี)</p>					
<p>23. Every time before making any decision I have to ask for approval from my supervisor.</p> <p>(ก่อนที่จะตัดสินใจทำอะไรฉันต้องขอการอนุมัติจากหัวหน้างานทุกครั้ง)</p>					
<p>24. I always have opportunities to learn new things</p> <p>(ฉันมีโอกาสนในการเรียนรู้งานใหม่อยู่เสมอ)</p>					
<p>25. Be able to promote and ability to grow in this position</p> <p>(มีโอกาสนในการเลื่อนขั้นและเติบโตในตำแหน่งของสายงานนี้)</p>					
<p>26. I am satisfied with the training to improve my performance</p> <p>(ฉันพอใจกับการฝึกอบรมที่มีให้เพื่อพัฒนาประสิทธิภาพของตัวเอง)</p>					

APPENDIX D

INTERVIEW QUESTION

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix D

Interview Question

Recruitment process questions

1. Is there a problem of staff turnover occurs in hotel business. Please explain why
2. Does it effect on recruitment process
3. Step of recruitment process
 - When you need more man power what are you going to do/ any process require
 - Who going to interview candidate (interviewer's position)/ Dose it decide by level of candidate
 - What type of interview you are going to use
 - Who going to decide if one say yes and one say no(conflict between interviewer to select one candidate)
 - When you select a candidate are you base on job description

Job description questions

1. What is requirement process of job description/ what does it consist of
2. What should be and shouldn't be include in job description/why
3. What should be improve or any suggestion from job description

4. During job description processing who should be the one to create or the one to involve with
5. Does job description need to be update and how long should it be (in case new position or new role is required)
6. How does job description benefit to you and employee
7. How effective of job description/ Does it help to select an appropriate employee (to put the right man in the right job)

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