



Improving Interdepartmental Communication in Hospitality Industry:
A Case Study of 4-5 Star Hotel Employees in Phuket

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A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration in Hospitality and Tourism Management
(International Program)

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ชื่อวิทยานิพนธ์	การปรับปรุงการสื่อสารระหว่างแผนกในอุตสาหกรรมการบริการ: กรณีศึกษาของพนักงานโรงแรม 4-5 ดาวในภูเก็ต
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บทคัดย่อ

การศึกษานี้มีเป้าหมายเพื่อประเมินปัจจัยสำคัญที่นำไปสู่การปรับปรุงการสื่อสารระหว่างแผนกในอุตสาหกรรมการบริการในจังหวัดภูเก็ต โดยการทดสอบและประเมินทฤษฎีเกี่ยวกับแนวปฏิบัติทางด้านทรัพยากรมนุษย์ที่มีผลต่อการปรับปรุงการสื่อสารระหว่างแผนกที่พบในงานวิจัยที่ผ่านมา กลุ่มเป้าหมาย คือ พนักงานเต็มเวลาของโรงแรม 4-5 ดาวในจังหวัดภูเก็ต มีการเก็บข้อมูลโดยการแจกแบบสอบถามจำนวนทั้งสิ้น 600 ชุด และได้รับกลับมาและสามารถใช้ได้จำนวน 441 ชุด คิดเป็น 73.5 เปอร์เซ็นต์ ผลการศึกษา พบว่า แนวปฏิบัติด้านทรัพยากรมนุษย์ 4 ด้าน (การทำงานเป็นทีม การฝึกอบรม คุณค่าหลัก และการพัฒนาส่วนบุคคล) มีความสัมพันธ์เชิงบวกกับการสื่อสารระหว่างแผนก โรงแรมควรให้ความสำคัญและดำรงรักษาวัฒนธรรมเชิงบวกขององค์กร จัดการฝึกอบรมเพื่อพัฒนาทักษะ และสร้างบรรยากาศในการทำงานเป็นทีม เพื่อให้พนักงานสามารถทำงานร่วมกันและมีการสื่อสารระหว่างแผนกที่ดีขึ้น จากผลการศึกษา สรุปได้ว่า ประสิทธิภาพของโรงแรมและระดับตำแหน่งงานของพนักงานมีความสัมพันธ์กับแนวปฏิบัติด้านทรัพยากรมนุษย์

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Abstract

This study aims to examine the key factors leading to improving interdepartmental communication in hospitality industry in Phuket. It specifically seeks to test and evaluate a theoretical framework which consists of certain HR practices affecting the improvement of interdepartmental communication that have been found from a literature review. The target population was full time 4-5 star hotel employees in Phuket. 600 questionnaires were distributed and 441 returned and usable that represented a response rate of 73.5%. The results showed that 4 dimensions of HR practices (team work, training, core values and personal development) exerted positive correlation with the interdepartmental communication. Hotels should focus on and maintain a positive organizational culture, provide more training for skills development of their staff and build-up team work atmosphere to ensure that their employees could work together with a higher level of interdepartmental communication. Based on the findings, it was concluded that there was a significant relationship between the types of hotel and levels of job position towards HR practices.

Key words: interdepartmental communication, hotel employees, HR practices.

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Finally, I must express my very profound gratitude to my parents and to my friends for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

Yulia Lozovitskaya

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LIST OF PAPERES

This thesis is based on the following papers

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January 10, 2017

Letter of Submission

Dear **Ms. Yulia Lozovitskaya**

The Editorial Team of Journal of International Studies (JIS) is pleased to inform you that your manuscript entitled "**Improving interdepartmental communication in hospitality industry: Case of study of 4-5 star hotel employees in Phuket**" has been accepted for the submission.

Your manuscript has been in the process of consideration to be published in *Journal of International Studies, Prince of Songkla University, Vol. 7 No. 1 (January – June 2017)*, which is supposed to come out by July 2017. Thank you for your submission.

Kind regards,

(Dr. Supachai Jeangjai)
Executive Editor
Journal of International Studies,
Prince of Songkla University

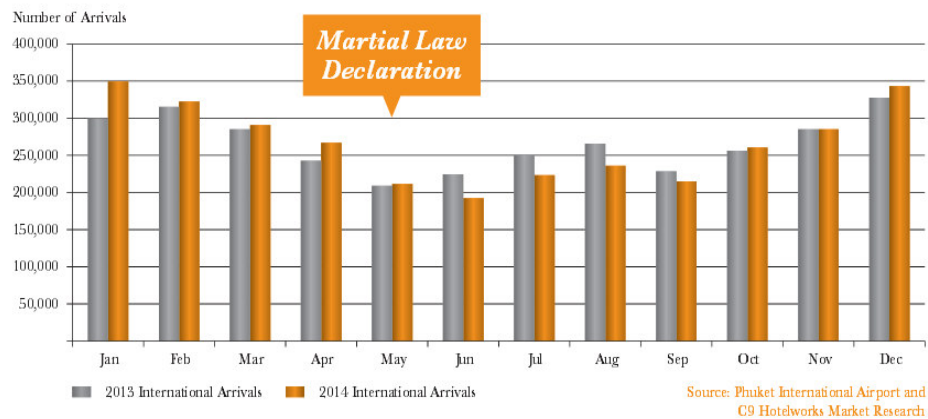
CHAPTER 1

INTRODUCTION

Thailand is often on top of the list for best tourism destinations. It was stated that due to the fast growth of hotel industry in Thailand, where 40 per cent of new hotel rooms are forecasted to open in 2015 and the tendency is tremendously set to continue. It is said that by 2025 Thailand will need a 40 per cent increase of travel and tourism employees. Potential employees must have a strong spirit of hospitality with a passion for service, making others happy. The tourism industry in Phuket will need to get creative in order to focus and expand HR management performance plan. Management of an organization must be focused on such HR strategies as retention and training programs (Phuket News, 2015). Hospitality industry is an industry with high competitiveness between hotels, where human resource practices can create an environment that encourages positive employee behavior, thereby enhancing interdepartmental communication. The hotel industry has become one of the most competitive of all service industries in Thailand, particularly Phuket. The island's pipeline of 32 new hotel projects coming on stream between 2015 and 2018 is set to increase the total supply by 10% (Hotel Market Update, 2015). This study aims to examine the key factors that lead to the improvement of interdepartmental communication in hospitality industry in Phuket. It specifically seeks to test and evaluate a theoretical framework which consists of certain HR practices affecting the improvement of interdepartmental communication.

Phuket still remains a popular tourist destination, in spite of the declaration of Martial Law in May 2014. The most pronounced contraction in year-on-year international and domestic passenger arrivals was registered in June with -14%. Market recovery occurred at the onset of the tradition high tourist season in October and December experienced 2% and 5% year-on-year growth, respectively (C9 Hotel Market Update), that assumed will attract ASEAN region development strategy in regard to services and skilled labor.

Figures 1 Phuket Airport International Arrivals by Month



The ASEAN Economic Community (AEC) shall be the goal of regional economic integration by 2015. The AEC areas of cooperation include human resources development and capacity building; recognition of professional qualifications; enhanced infrastructure and communications connectivity; integrating industries across the region to promote regional sourcing; and enhancing private sector involvement for the building of the AEC. In short, the AEC will transform ASEAN into a region with free movement of goods, services, investment, skilled labor, and freer flow of capital (ASEAN, 2015).

As a result, this increased competition has forced the hotels to find ways to retain current employees, which consequently decrease turnover rates and the hiring costs of new employees, as well as help attract new professionals to the organization, which will be a competitive advantage for a hotel (TAT, 2014). Hence, hotels should focus on improvement of interdepartmental communication which in turn will support in retaining employees and staying competitive within the industry. In terms of the hotel occupancy rate, the CBRE survey found that the average occupancy of high-end accommodation (those hotels charging 2,000 Baht or more per night) reached more than 80 per cent in the first quarter of year 2014 (TAT, 2014). Therefore, the chosen sample of 4-5 star hotels is very suitable for further research.

1.1 Problem Statement

Social skills are needed to effectively interact within organizational and customer situations. Some of the co-workers are pleasure to work with while

others are difficult to work with. Lack of communication between departments causes mistakes, loss of revenue and wasted work. It also impacts on product and image development. Ineffective communication might lead to negative workplace outcomes such as anxiety, workplace frustration, little conviction, low commitment, job loss intent and absenteeism (Gondal & Shahbaz, 2012). Effective management of interdepartmental communication can solve many common problems (Thompson, n.d).

In accordance with the literature reviewed, there are a variety of factors that have a huge impact on the improvement of interdepartmental communication. In this study, qualitative method is used to explore the influence of HR practices highlighted in this research (i.e., organizational culture, organizational climate, employee relations, trainings, knowledge sharing and team work), investigate the relationship between the adoptions of those practices to improving interdepartmental communication, and also hotel type impact on that practices in 4-5 star hotels in Phuket. Other factors can be studied in future researches.

Since research on the relationship between human resource practices and interdepartmental communication improvement is very limited in the field of hospitality, determining the mediating mechanism through which human resource practices influence interdepartmental communication is needed. In the current research, it will be explored which among the human resource practices focused on this research, have more impact on the effectiveness of interdepartmental communication, and whether the hotel types and levels of job position have an impact on HR practices and effectiveness of interdepartmental communication.

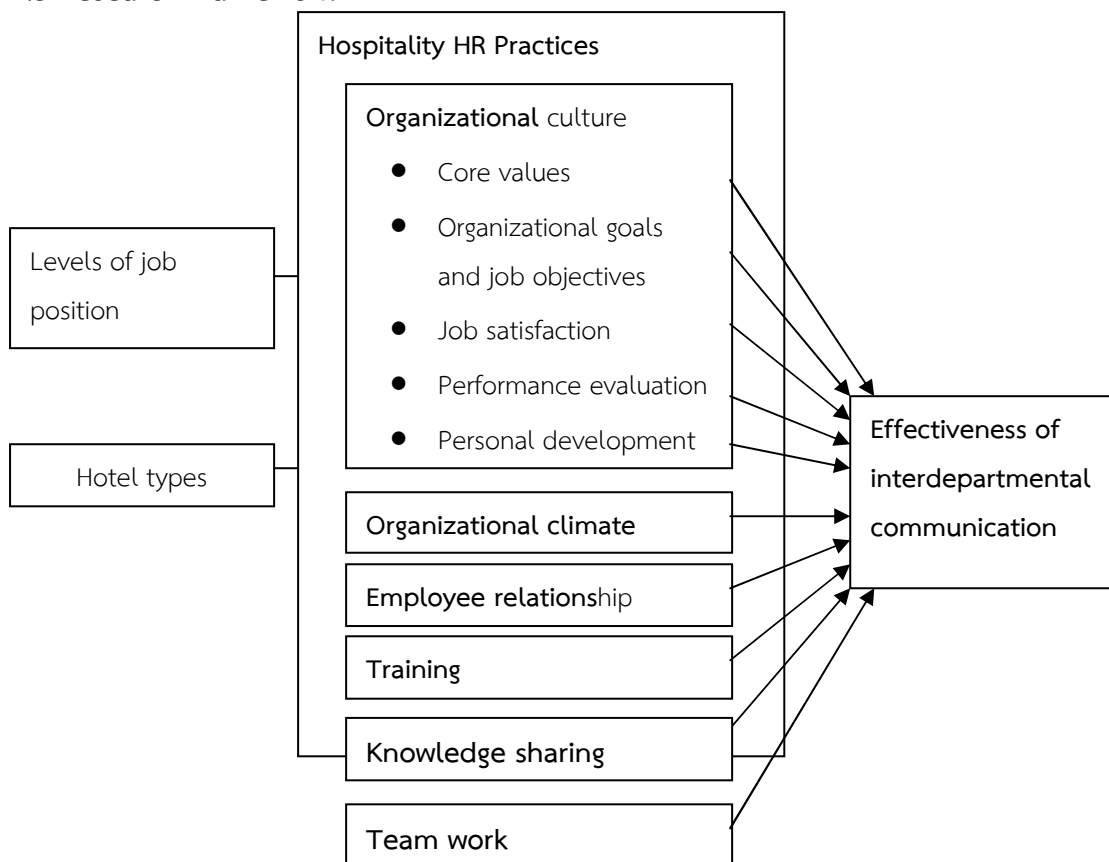
1.2 Objectives

1.To examine current HR practices adopted in improving interdepartmental communication among hotel employees in Phuket.

2.To investigate the key factors leading to effective interdepartmental communication among 4-5 star hotel employees in Phuket.

3.To examine whether the hotel types and levels of job position have an impact on HR practices and effectiveness of interdepartmental communication.

1.3 Research framework



1.4 Significance of the study

Hospitality is one of the important and rapidly growing industries in Thailand where difficulties in interdepartmental communication may affect healthy working climate and the entire property image. The research aims to provide information on improving the interdepartmental communication.

1.5 Scope of study

Research Design

Exploration: Quantitative. Questionnaires were distributed to 4-5star full time hotel employees in Phuket.

1.6 Definitions of key terms

“Interdepartmental communication” Relationship between individuals and groups working at different levels in different areas of specialization within an organization (Gondal & Shahbaz, 2012).

“Hotel employees”	In this study refer to full-time 4-5 star hotel employees in Phuket.
“HR practices”	In this study focus on organizational culture (core values, organizational goals and job objectives, job satisfaction, performance evaluation, personal development), organizational climate, employee relationship, training, knowledge sharing and team work.

1.7 Hypothesis

Hypothesis of this research are based on conceptual framework.

Hypothesis 1: There is different perception towards HR practices among hotel employees in different levels of job position.

Hypothesis 2: There are different HR practices between independent hotels and international chain hotels.

Hypothesis 3: There is a relationship between the HR practices and effectiveness of interdepartmental communication.

Hypothesis 4: There is a relationship between the HR practices and the effectiveness of interdepartmental communication in 4-5 star independent hotels.

Hypothesis 5: There is a relationship between the HR practices and the effectiveness of interdepartmental communication in 4-5 star international chain hotels.

CHAPTER 2

LITERATURE REVIEW

2.1 Interdepartmental communication and its importance in hospitality industry

Employees have become a significant asset of an organization, playing an important role through their involvements and contributions, but many organizations concentrate more on how to retain and make existing employees happy by changing the conditions, rather than thinking more seriously about how they communicate with their employees (Gondal & Shahbaz, 2012). Internal communication has been the subject of significant debate in the literature on organizations but research studies on how to measure the aspects of organizational communication are limited (Ballard & Seibold, 2006, Gondal & Shahbaz, 2012, Siano, Vollero, Confetto & Siglioccolo, 2013).

Interdepartmental communication is a formal affair of relationship and interaction with employees from other departments which is more effective when it is supported by good infrastructural facilities such as memorandum, office circulars or code of ethics.

Departments may have communication problems, rivalries or even hostilities with one another. Bottlenecks or roadblocks are often caused by pure communication between departments, and once the need is clarified, interdepartmental communication should improve (Thompson, n.d.).

Gondal and Shahbaz (2012, p. 128) stated that “Employees in the organization often believe that the flow of communication among the different departments in their organizations is poor, which results in decreased quality of products and services delivered by the organization. Individuals’ conflicts... delayed communication processes, communication being not a part of standard operating procedures, physical separations ... affect the organizational performance and customers shifting to other brands. The fundamental problem can be the human resource department in the company, which is the central processing unit of an organization. The main aim of interdepartmental communication in an organization is

basically about connecting people in the organization for better organizational outcomes. However, it is not necessary that employees will perform well only when they are aware of their duties, responsibilities and rights and have an opportunity to share their issues and problems with the management that might affect them. Good communications is crucial to the organization and is essential to the management of organizational change. Departments can no longer work in isolation as the global need for internal communication has increased in order to sustain the competition. Consequently, the need for interdepartmental communication has also increased. Effective communication is the lifeblood of a successful organization. It strengthens the organization's vision, connects employees to the business, advance process improvement, facilitates change and drives business results".

Nebel, Rutherford and Schaffer (1994, p. 90-92) mentioned that "Functional hotel departments can be depicted as watertight cylinders. Each department is designed to perform certain functions and has become efficient in channeling information and work both upward and downward within its cylinder". However, the coordination of activities and the flow of information between the departments is likely to be difficult. Each department becomes immersed with its own activities and goals, and the opportunity for sharing ideas and cooperation between departments becomes more difficult. A major organizational challenge for hotels is coordination of activities where the cooperation of more than one department is required. Hotel General managers can refer to the following list of problematic operational issues:

- Confusion in room assignment set by the reservations department and availability of that rooms;
- Differences between what services sales promises and what can be delivered
- Conflicts between the housekeeping department and room service in regards of responsibility to remove dishware from guest rooms and corridors;
- Whose responsibility is the maintenance of kitchen equipment, engineering or executive chef;

- The difficulty of coordinating the numerous services for convention and meeting groups.

The above examples illuminate the attempts to meet the overall goals of a hotel, which are often frustrated due to the involvement of more than one department to service provision or task execution. Since people work in their own departments, they have limited knowledge of the problems and functions of other departments. For example, convention and banquet sales managers, lacking knowledge of culinary and service skills, might promise customers service that cannot be delivered. An extensive scope of a hotel's services requires the coordination between many people; however, it is difficult to coordinate the activities of functionally separated departments. And due to intangibility of hotel services that must be consistently high quality, a clear understanding of who is responsible for overall performance is important.

There is a significant shift of focus towards customer orientation in hospitality industry over the past two decades; however, the majority of literature researches in hospitality is focused on the external customer neglecting the importance of internal service in the hotel, where one department serves another (Paraskevas, 2001).

A leading cause of all the failures and the flaws in any operations based industry is miscommunication. More than 85% of the blunders are committed post a miscommunicated message. Two out of three employees believe that the flow of communication between departments within their organization is poor, inevitably, this results in the quality of the products and services provided by the organization (Katcher, 2015), thus it is important that departments are communicating and working cohesively together as the actions of one department affect the others (Vircks, 2014). The difficulties in interdepartmental communication may affect on healthy working climate and overall organizational performance and shifting the customers to other brands (Gondal & Shahbaz, 2012). According to Yang (2009, p. 1723-1724), when "one department needs a product from another, the transfer process takes place. This will lead to the building up of the invisible boundaries among departments and as a result, employees among the departments might be

hostile rather than collaborative. Therefore, knowledge collecting, sharing and transferring would become less permeable and more difficult... Social activities and interactive discussions can be organized for employees from cross-departments". In other words, improving communication between departments improves the efficiency of overall operation of the hotel.

One of the major reasons organizations fail is the lack of internal coherence and proper communication systems among various departments. Effective interdepartmental communication should be implemented and maintained in order for a business to be successful (Gondal and Shahbaz, 2012). Accurate and efficient communication between departments builds trust within the organization and when departments trust each other to deliver accurate information, this eliminates the extra fact-checking step that can slow down productivity, thus the departments should ensure that the information they are giving to other departments in the organization is reliable (Root III (n. d.). Paraskevas (2001) also mentioned that internal customers were usually not recognized as such, and that interpersonal relations affect to all internal service encounters in a hotel. Therefore, it is highly recommended that organizations have a more open and effective solution to focus on the communication aspect within their enterprise.

Putting more emphasis on customer needs, the hospitality organizations should give more accents on the internal dynamics of the organization, recognizing that, in order for a hospitality organization to be effective, each department within a hotel should treat another department as an internal customer and provide valuable information for them. As a result, it will lead to a high quality to the service provided to the external customer. Internal service encounters and internal customer satisfaction have received very little attention, as the extensive research has been conducted in the hospitality industry focused on external service encounters and external customer satisfaction (Paraskevas, 2001). Thus, communications between the departments play a significant role (Bardi, 2006; Agarwal & Garg, 2012; Siano, Vollero, Confetto & Siglioccolo, 2013) in balancing individual and organizational objectives; each situation involves communication problems between departments, traces the source of miscommunication, and

analyzes the communication system and present methods that will help improve communications. Li, Gray, Lockwood, and Buhalis (2013) also stated that open communication is critical and hospitality corporations are therefore advised to introduce and implement policies and practices that encourage and enable open communications vertically and horizontally across the organization.

Focusing on developing effective internal customer service will help increase productivity, cut the costs, improve interdepartmental communication and cooperation, harmonize processes and procedures, boost employee morale, replace interdepartmental competition with interdepartmental cooperation and deliver better service to the external customer as excellent service to the external customer is dependent on healthy internal customer service (Earl, 2014).

Most of the previous researches were focused on the impact of interdepartmental communication to service quality and overall organizational performance. This study is investigating what kind of human resource practices have an impact to affective interdepartmental communication.

2.2 Boundaries that impede effective interdepartmental communication

As long as one department needs a product from another, the transfer process takes place. This can lead to the building up of the invisible boundaries among departments, consequently, employees among the departments might be hostile rather than collaborative, therefore, knowledge collecting, sharing and transferring would become less permeable and more difficult, thus Yang (2009) hold the view that social activities and interactive discussions can be organized for employees from cross-departments.

2.3 Human Resource management and its effect on interdepartmental communication

Human resource department is responsible for the effective implementation of internal communications as human resource is considered as a central hub in an organization that is in charge to focus on the links between employees behavior and business outcomes (Gondal and Shahbaz, 2012). A very important role played by human resource managers who apply different techniques and methods towards the improvement of employees' abilities by continuing training

and courses or creating team work programs which will have an impact on appropriate communication working environment and atmosphere (Nestoroska & Petrovska, 2014).

Hospitality corporations are advised to introduce and implement policies and practices that encourage and enable open communications vertically and horizontally across the organization (Li, Gray, Lockwood, & Buhalis, 2013).

2.3.1 Organizational culture

A study by Ashkanasy, Wilderom, and Peterson (as cited in Blomme, Sok & Tromp, 2013) emphasized that an organizational culture is a socially learned and transferred group-level phenomenon, comprising conscious and visible, unconscious and invisible, cognitive, behavioral, and emotional aspects. These attributes configure a cognitive and affective framework from which organization members perceive and experience the work environment and act accordingly.

Organizational culture plays one of the most important role in the organization (Blomme, Sok, & Tromp, 2013; Cumberland & Herd, 2011; Rahimi, 2014) and should be compared and improved based on the required cultural characteristics. The evidence on sustained change is confirmed that internal communication has improved immensely by implementing effective human recourse functions focused on organizational culture characteristics across the organization (Rahimi, 2014). The organization should also keep an open and honest communications (Dawson & Abbott, 2011; Li, Gray, Lockwood, & Buhalis, 2013; Manohar & Pandit, 2013; Molineux, 2013; Rahimi, 2014) with staff and encourage them to talk about their concerns and problems. Having staff satisfaction surveys or monthly meetings for solving the problems and providing the staff with pleasant working environment should also be in the attention of the organization (Rahimi, 2014). Human recourse must develop a vibrant and trusting corporate culture that fosters effective internal communication between the departments (Gondal & Shahbaz, 2012). Thus, in such organizations relationships and interactions are based on the values of care and trust (Manohar & Pandit, 2013). There is evidence that employees' attitudes and relations within a hotel with strong organizational culture can be a source of a company's sustainable competitive advantage (Cerovic &

Tomasevic, 2009; Dawson & Abbott, 2011; Gondal & Shahbaz, 2012). Awareness of the organization's goals become part of their employees' job objectives, performance evaluation and feedback, whether they perform good or bad, and personal development opportunities would influence their job satisfaction, turnover and employee attitudes (Lindholm, 1999-2000).

According to Rahimi (2014), there is an importance of sharing the organization's mission and vision among the staff; it can be recommended that mission and vision statements of the hotel should be clearly defined and should be shared with staff both verbally and written, on a regular and consistent basis. Another important organizational culture factor for successful outcomes is adaptability of the organization. Toward having an adaptable organization, quick and efficient response to the needs of the guests should be the main job description of all staff. Consistency is another important factor for having successful outcomes. Toward achieving consistency, organizations should keep their staff updated about the business trends via regular meetings. There should be daily meetings in the organization; explaining what is happening or going to be happening, and what the organization's expectations from the staff are. Having training programs to keep staffs' skills and abilities up to the required standard is important for the consistency of the organization. Empowering the staff to solve the problem and training them to deal with problems in the same way also will result in improvement in consistency in problem resolutions and consequently services. Toward having more involved staff, a supportive management style via standing next to the team and supporting them in the difficult situations is required.

2.3.2 Organizational climate

Previous researchers emphasize the importance of organizational climate in the organization's structure (Blomme, Sok, & Tromp, 2013; Dawson & Abbot, 2011; Lu & Lin, 2013; Manohar & Pandit, 2013) that employees exhibit the right attitude (Ilies & Gavrea, n.d.; Molineux, 2013), ethical climate can also improve relationships within an organization, employees' attitudes and behavior (Lu & Lin, 2013). Good communication is dependent on climate within the organization (Davidson, McPhail, & Barry, 2010). Organizational climate is defined as the

employee's belief about working conditions where employees value an organization that provides opportunities to grow, employs competent and knowledgeable co-workers, and allows employees to be involved in decision making (Dawson & Abbott, 2011). It is vital to create positive working climate, where all departments work together cooperatively, agree on processes and procedures, and negotiate expectations, like work productively together to meet common goals, and deliver high quality products and service to the external customer (Earl, 2014).

Manning, Shacklock, Bell, and Manning (2012, p. 6) found the following dimensions important for generalized organizational and service climate "Professional and organizational esprit - How the employee feels the organization compares with others and the image the organization projects; Leader facilitation and support - Support and facilitation provided by immediate supervisors; Conflict and ambiguity - The degree to which responsibilities are well defined, procedures are organized to efficiently use resources, and efficiency of top-down communication; Regulations, organization and pressure - The degree to which excessive regulations impede employee performance, regulations are implemented appropriately, and efficiency of horizontal communication between departments; Job variety, challenge and autonomy - The degree to which there is variety and opportunity to learn skills and knowledge within an employee's job; Workgroup co-operation, friendliness and warmth - Trust and atmosphere within the employee's immediate workgroup; Job standards - Degree of skill and training the employee judges is required for their job"

2.3.3 Employees' relationship

Internal communication is a process which involves a labor relations within an organization (Cumberland & Herd, 2011; Davidson, McPhail, & Barry, 2010; Gondal & Shahbaz, 2012). Personality conflicts can result in people delaying or refusing to communicate, that in turn interfere with effective communication (Agarwal & Garg, 2012). In hospitality industry, interpersonal relationships affect to a great extent, the service encounters both external and internal (Paraskevas, 2001; Siano, Vollero, Confetto, & Siglioccolo, 2013), good working environment with established and well defined relationship between employees is very important issue (Nestoroska & Petrovska, 2014). When there is a high degree of trust among superiors

and subordinates as well as team members, they are all more willing to share valuable and useful information (Hu, Ou, Chiou,& Lin, 2012).

Developing positive personal relationships is a part of communication process (Bardi, 2006). Nickson (2013, p. 220) sees “The organization as a cohesive and integrated team, where everybody shares common values, interests and objectives to achieve the goal of the efficient functioning of the enterprise. Within this approach a key element is the recognition of the managerial prerogative and the unrestrained ‘right to manage’. Managers are the single source of authority and act in a benign rational manner for the benefit of employees. Resultantly, a unitary view of the employment relationship would be framed and constrained by the idea that conflict and dissidence are unnecessary, undesirable, irrational and pathologically deviant behavior. Any conflict that does arise will be rationalized as being a reflection of frictional rather than structural problems within organization”.

2.3.4 Trainings

There are many studies that deal with training staff in different business industries including hospitality sector (Nestoroska & Petrovska, 2014; Tsauro & Lin, 2002). Having training programs to keep staffs’ skills and abilities up to the required standard is important for the consistency of the organization (Rahimi, 2014). Staff training in hospitality sector is very important for continuous training of currently employed staff and for new employees; cross-training of staff is viewed as an important issue in improving the communication and knowledge about other departments that will lead to generally hotel improved service quality (Dawson & Abbott, 2011; Nestoroska & Petrovska, 2014) and assist employees in communicating within a department and between departments (Bardi, 2006) – trainings dependent on good communication, and appropriate organizational culture and climate that promote trust between employees and managers (Davidson, McPhail, & Barry, 2010). Formal and informal training have a great impact to the growing hotel industry, including the worldwide growth, industrial relations, employee turnover, personal development, the need for knowledge improvement and career paths; help boost the quality of customer service (Davidson, McPhail, and Barry, 2010). Trainings and operating resources that are given to an employee are necessary for an individual to

do their job well and react to individual customer needs thus enhancing service quality (Dawson and Abbott, 2011).

A study by Lovelock and Wirtz (as cited in Zeglat, Aljaber and Alrawabdeh, 2014) found that in order for a company to have a competitive and dynamic position in the market, customers have to be satisfied and delighted with the service provided. To produce that result, service organizations should work hand in hand to enhance their customers' satisfaction and loyalty. In this regard, the most powerful tools to achieve this are having the right set of employees and training and empowering them.

Nestoroska and Petrovska (2014, p. 442) stated that "Staff training contributes to increased productivity of the organization, improved service quality and developed professional knowledge. Therefore training is accepted as important element of human recourse management and development, and as a key to motivation of employees to improve their job performance. It can be organized for the following purposes:

- to help everyone to be more united and to respect team work;
- to build stronger ties between managers and operational staff;
- to improve professional knowledge and skills that will help employees to meet clients needs with higher level of service quality;
- to enhance the capabilities of employees and strengthens their competitive advantage;
- to improve the personal characters and professional abilities;
- to improve business performance".

2.3.5 Knowledge sharing

Knowledge sharing was found important for internal communication by different researchers and scholars (Chen & Cheng, 2012; Davidson, McPhail, & Barry, 2011; Gondal & Shahbaz, 2012; Hu, Ou, Chiou, & Lin, 2012; Manohar & Pandit, 2014; Molineux, 2013; Paraskevas, 2001; Sinclair & Sinclair, 2009; Yang, 2009). A considerable gap also exists between employees' and managers' perceptions (Cooke & Saini, 2010).

During the participation in decision making, employees will be capable of recognizing and understanding the concept of knowledge sharing. Inter-departmental interaction refers to the managers' motivating interaction and mutual assistance among employees of different departments. The employees will be willing to provide valuable information to help meet each other's needs when their collaboration is not limited to their own department. When the organizations emphasize on trainings and openness, it enables employees to upgrade their skills and knowledge and to cultivate knowledge-sharing attitudes between their colleagues. Scholars believe that by implementing education programs and trainings, organizations may engrain the value of knowledge sharing in employees and develop their communication skills that are necessary for knowledge sharing. Moreover, an open organizational climate, during education and training with interactive discussions contribute to sharing of knowledge between employees (Chen & Cheng, 2012).

Yang (2009) reviewed several studies on obstacles of knowledge sharing, including lack of motivators such as attractive or appropriate rewards, a climate unsupportive of sharing and the presence of interdepartmental or team rivalry. He also found that individual attitude is more important to knowledge sharing than motivations, thus, hotels' managers should concentrate on figuring out how organizational members want to improve work systems and cultures, rather than looking towards additional motivators such as financial rewards.

2.3.6 Teamwork

It was stated by the researchers and practitioners (Gondal & Shahbaz, 2012; Katcher, 2015; Siano, Vollero, Confetto & Siglioccolo, 2013; Vircks, 2014) particularly in hospitality industry (Alleyne, Doherty, & Greenidge, 2006; Agarwal & Garg, 2012; Nebel, Eddystone, Rutherford, Denney, Schaffer & Jeffrey, 1994; Paraskevas, 2001; Zeithaml, Berry, & Parasuraman, 1988) that team work is very important as it enhance the communication among employees within the organization. Team working is a multi – dimensional concept which has gained recent popularity and some success in manufacturing, but there is little evidence that large

numbers of firms in the service sector have used team working methods (Ingram & Desombre, 1999).

Zeithaml, Berry, and Parasuraman (1988) have studied that value of teamwork, that is, employees and managers pulling together for a common goal. In high performing groups, people function as a team and achieve the goals by allowing group members to participate in decision making and to share it in the group. When employees are involved in setting standards and improving work procedures, that sense of teamwork is fostered. Employees in various departments work together to analyze the work of each department, identify opportunities, and seek improvements. They propose the following aspects as being critical to teamwork: the extent to which employees view other employees as customers, employees feel management cares about them, employees feel they are cooperating rather than competing with each other, and employees feel personally involved and committed. Moreover, when a good relationship exists within a team this can help enhance cohesiveness, thereby resulting in increased willingness of team members to share their experiences at work with other members (Hu, Ou, Chiou & Lin, 2012).

2.3.7 Hotel type and HR management practices in chain and independent hotels

Defining the meaning of international HR management, a study by Torrington (as cited in Nickson, 2013) suggested that 'In many ways international HRM is simply HRM on a larger scale; the strategic considerations are more complex and the operational units more varied, needing coordination across more barriers.'

Bruns and Waterhouse (as cited in Hodari & Sturman, 2014) stated that as larger hotels employ more people, it follows that there would be a greater number of HRM issues at these properties. Smaller firms, however, generally rely on interpersonal control, where the mechanisms used to control, coordinate, and communicate are more personal and informal. Similarly, Wiesner, McDonald, and Banham (as cited in Hodari & Sturman, 2014) found that owners and managers of small firms, who tend to have closer interaction with operations and employees, are more likely than their counterparts in larger organizations to influence management practices through their personal preferences and attitudes.

Boardman and Barbato (2008) emphasized on chain hotels are able to implement good standards of HR practices. Chain hotels recognize and promote the value of good people management and provide more wide training opportunities and development programs for those employees. Moreover, they support recruitment and retention plans. Global HR management programs of chain hotels facilitate communication and consistency across the regions. Most hotel chains recognize and appreciate the diversity of people and cultures, and they believe that diversity is required for their businesses to succeed. In support of diversity management, chain hotels have non-discrimination policies, clear equal opportunities for all employees, anti-harassment policies. Chain hotels review their employment conditions on regular basis to be sure that they stay competitive and offer an ample benefit package including a variety of rewards. Chain hotels also may provide different programs beyond standard package such as welfare programs, stress management programs, fitness and healthy eating programs.

Therefore, it would be interesting to investigate whether there is a significant difference in HR practices in 4-5 star chain hotels and independent hotels in Phuket.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Type of research

This research was a quantitative study which adopted a survey data collection method. The questionnaire was developed both in English and Thai languages, which was used for data collection from full time 4-5 star hotel employees in Phuket, Thailand. Data for the current study is obtained from a non-probability sampling, using convenient sampling method. The target population consists of employees from different departments, different working levels and different hotels and resorts in Phuket. Out of 34 hotels, 31 hotels agreed to support the research and in order to maximize the response rate and get the required amount of samples, 600 questionnaires were distributed to hotel employees through HR managers, 441 were returned usable representing a response rate of 73.5%. Multiple regression method was applied for analyzing the collected data in order to describe the strength and degree of the relationship between more than one independent variable.

3.2 Population

Data for the current study was obtained from a non-probability sampling convenient sample. The population of this study was a full time 4-5 star hotel employees in Phuket. The target population consists of employees from different departments, different working levels and different hotels and resorts in Phuket. Due to the lack of information of hotel rates in Phuket, hotels with 4 and 5 star rating were selected from different areas to cover the entire territory of Phuket island from tripadvisor.com. Tourism Authority of Thailand office in Phuket was personally visited and was requested to provide information on hotel rating in Phuket, but its brochure included only the hotel names located by areas without any rating, therefore that source could not be used. Thai Hotel Association website has a name list for Thailand hotel standard foundation with ratings, having a total of 213 hotels around Thailand, with only 29 of 4-5 star hotels in Phuket, including some

not up-to-date information. Nevertheless, 6 hotels from the list participated in present research.

3.3 Sample size

Although the number of 4-5 star hotel employees in Phuket has not been defined; the national newspaper Tansettakit (2008), however, identified the ratio of hotel rooms to employees in Thailand at 1:1.5. From a survey in Phuket conducted by a Tourism Authority of Thailand in 2014, the total number of rooms in Phuket was 47,112. According to the above-mentioned information, the approximate number of employees was 70,668. The sample size of the study was calculated using Taro Yamani formula:

$$n = \frac{N}{1 + N \cdot E^2}$$

Where n= sample size

N= population size, which is the number of hotel employees in Phuket in 2014

E = the level of precision (the confidence level at 95%), 0.05 population variable

$$n = \frac{70668}{1 + (70,668 \times 0.05^2)}$$

$$n = 398$$

However, the 400 samples are determined for this study as this number allows the researcher to allocate the number of samples to the hotels according to this study.

3.4 Sampling method

The sampling technique used for the study is non-probability sampling. Human Recourse departments of 4-5 star hotels were contacted in person for their support to collect data. The questionnaires were sent to HR department for further distribution among their respective hotels' employees of any level of positions. The samples are conveniently selected from normal population.

3.5 Research instrument

There are 8 sections in the questionnaire.

Section one includes information about the respondents such as type of hotel, department, position level, work experience, gender, age, nationality, level of education and marital status.

Section two consists of 18 statements on organizational culture; first 5 statements were developed from Manohar and Pandit (2014), and the other statements from 6 to 18 were derived from Lindholm (1999-2000).

Table 1 Organizational culture review related to instrument

References in text	Benchmarked in questionnaire
Blomme, Sok & Tromp, 2013	
Cerovic & Tomasevic, 2009	
Cumberland & Herd, 2011	
Dawson & Abbott, 2011	
Gondal & Shahbaz, 2012	
Li, Gray, Lockwood, & Buhalis, 2013	
Lindholm, 1999-2000	Lindholm, 1999-2000
Manohar & Pandit, 2013	Manohar & Pandit, 2013
Molineux, 2013	
Rahimi, 2014	

Section three has 4 selection criteria of organizational climate statements derived from the study by Lu and Lin (2013).

Table 2 Organizational climate review related to instrument

References in text	Benchmarked in questionnaire
Blomme, Sok, & Tromp, 2013	
Davidson, McPhail, & Barry, 2010	
Dawson & Abbot, 2011	
Earl, 2014	
Ilies & Gavrea, n.d.;	
Lu & Lin, 2013	Lu & Lin, 2013
Manning, Shacklock, Bell, & Manning, 2012	
Manohar & Pandit, 2013	
Molineux, 2013	

Section four consists of 5 statements about employees' relationship; first 5 were benchmarked from Hu, Ou, Chiou and Lin (2012).

Table 3 Employees' relationship review related to instrument

References in text	Benchmarked in questionnaire
Agarwal & Garg, 2012	
Bardi, 2006	
Cumberland & Herd, 2011	
Davidson, McPhail, & Barry, 2010	
Gondal & Shahbaz, 2012	
Hu, Ou, Chiou, & Lin, 2012	Hu, Ou, Chiou, & Lin, 2012
Nestoroska & Petrovska, 2014	
Nickson, 2013	
Paraskevas, 2001	
Siano, Vollero, Confetto, & Siglioccolo, 2013	

Section five consists of 5 statements on trainings benchmarked from Tsauro and Lin (2004).

Table 4 Trainings review related to instrument

References in text	Benchmarked in questionnaire
Bardi, 2006	
Davidson, McPhail, & Barry, 2010	
Dawson & Abbott, 2011	
Nestoroska & Petrovska, 2014;	
Rahimi, 2014	
Tsauro & Lin, 2002	Tsauro & Lin, 2002
Zeglat, Aljaber and Alrawabdeh, 2014	

Section six consists of 10 statements about knowledge sharing, first 9 were benchmarked from Hu, Ou, Chiou and Lin (2012), and another 1 was benchmarked from Cooke and Saini (2010).

Table 5 Knowledge sharing review related to instrument

References in text	Benchmarked in questionnaire
Chen & Cheng, 2012	
Cooke & Saini, 2010	Cooke & Saini, 2010
Davidson, McPhail, & Barry, 2011	
Gondal & Shahbaz, 2012	
Hu, Ou, Chiou, & Lin, 2012	Hu, Ou, Chiou, & Lin, 2012
Manohar & Pandit, 2014	
Molineux, 2013	
Paraskevas, 2001	
Sinclair & Sinclair, 2009	
Yang, 2009	

Section seven consists of 11 statements on teamwork; first 7 were benchmarked from Hu, Ou, Chiou and Lin (2012) and 8-11 statements were developed from Zeithaml, Berry and Parasuraman (1988).

Table 6 Team work review related to instrument

References in text	Benchmarked in questionnaire
Agarwal & Garg, 2012	
Alleyne, Doherty, & Greenidge, 2006	
Gondal & Shahbaz, 2012	
Hu, Ou, Chiou & Lin, 2012	Hu, Ou, Chiou & Lin, 2012
Ingram & Desombre, 1999	
Katcher, 2015	
Nebel, Eddystone, Rutherford, Denney, Schaffer & Jeffrey, 1994	
Paraskevas, 2001	
Siano, Vollero, Confetto & Siglioccolo, 2013	
Vircks, 2014	
Zeithaml, Berry, & Parasuraman, 1988	Zeithaml, Berry, & Parasuraman, 1988

Section eight consists of 6 statements on interdepartmental communication; first 5 were developed from Ballard and Seibold (2006) and statement 6 was benchmarked from Katcher (2015).

Table 7 Interdepartmental communication review related to instrument

References in text	Benchmarked in questionnaire
Agarwal & Garg, 2012	
Ballard & Seibold, 2006	Ballard & Seibold, 2006
Bardi, 2006	
Earl, 2014	
Gondal & Shahbaz, 2012	
Katcher, 2015	Katcher, 2015
Li, Gray, Lockwood, and Buhalis 2013	
Nebel, Rutherford and Schaffer 1994	
Paraskevas, 2001	
Root III, n. d.	
Siano, Vollero, Confetto & Siglioccolo, 2013	
Thompson, n.d.	
Vircks, 2014	
Yang 2009	

After the questionnaire in English language was developed based on the literature review, it was pre-tested on twenty four respondents from hotel employees and FHT students and submitted to 3 professors at the Faculty of Hospitality and Tourism, Prince of Songkla University, to check the validity. After receiving the feedback with comments, it was improved and translated into Thai language by a native speaker. In order to check whether the content remains the same, back translation was verified by the faculty member from the Faculty of Hospitality and Tourism, Prince of Songkla University.

3.6 Data collection

The questionnaires were distributed to the participating hotels (Appendix) during November 2015 – April 2016 by email, and personal visits to the human resource office for further distribution of the questionnaires to any level

employees, following a convenience sampling method in their respective hotels. Respondents were asked to evaluate the likelihood of their behavior with regards to human resource practices on a 5-point Likert scale ranging from (1) “strongly disagree” to (5) “strongly agree”. The employees of the participating hotels were requested to fill in the questionnaires and return them back to their respective human resource department.

3.7 Data analysis

Mean value and standard deviation of descriptive statistic were used to analyze the data.

The mean score was defined by interval width as 0.80, following the formula $\frac{5-1}{5}$ and ranged the perceptions as below;

4.21-5.00	Strongly agree
3.41-4.20	Agree
2.61-3.40	Neither agree or disagree
1.81-2.60	Disagree
1.00-1.80	Strongly disagree

Grand means, standard deviation and Cronbach’s alpha were applied to check existence of significant differences among HR practices and interdepartmental communication to hotel type.

Cronbach’s alpha was applied to check the correlation among HR practices having higher impact on the effectiveness of interdepartmental communication.

Then, t-test and ANOVA were calculated to analyze the impact of hotel types and levels of job position on the HR practices.

Finally, Multiple Regression was used to investigate the relationship between each of various HR practices and effectiveness of interdepartmental communication.

CHAPTER 4

RESULTS

4.1 Hotel and job characteristic profile

Among the total respondents of 441, independent hotels represented by 231 (52.4%) respondents and international chain by 210 (47.6%) respondents. The majority of respondents 92 (20.9%) were from F&B department; the second highest rate was from Front office department with 81 (18.4%) respondents, followed by HR department with 74 (16.8%) respondents; housekeeping with 60 (13.6%) respondents; and accounting and finance with 50 (11.4%) respondents. Other departments such as engineering, sales & marketing, administrative and other departments represented rates of 6.1%, 5.9%, 3.2%, 3.6%, respectively. The results also showed that the majority of respondents were supervisors and operation level employees with the rates of 143 (32.7%) and 227 (51.9%) respectively.

Regarding the work experience, the results specified that there were 59 (13.4%) who had worked in the hotel industry for less than 1 year, 136 (30.8%) for 1-2 years, 90 (20.4%) for 3-4 years, 51 (11.6%) for 5-6 years and 105 (23.8%) for more than 6 years in the industry.

Table 8 Hotel and job characteristic profile

Variable	Description	Frequency	Percentage
Type of hotel	Independent	213	48.3
	International chain	210	47.6
	Domestic chain	18	4.1
Department	FO	81	18.4
	F&B	92	20.9
	HK	60	13.6
	A&F	50	11.4
	HR	74	16.8
	S&M	26	5.9

Table 8 Continued

Variable	Description	Frequency	Percentage
	Engineering	27	6.1
	Admin	14	3.2
	Other	16	3.6
Level of work position	Management	67	15.3
	Supervisor	143	32.7
	Operation	227	51.9
Working in hotel industry	Less than 1 year	59	13.4
	1-2 years	136	30.8
	3-4 years	90	20.4
	5-6 years	51	11.6
	More than 6 years	105	23.8

4.2 Respondents' demographic profile

The demographic profile is shown in Table 9. Of the total number of respondents, 165 (37.7%) were male and 273 (62.3%) were female. The majority of the respondents were aged between 21-30 years with 197 (45%) respondents, and 31-40 years with 186 (42.5%) respondents. Most of the respondents were Thai with 406 (94.4%) respondents, and only 24 (5.6%) were international respondents.

In terms of educational qualification, only 5 (1.2%) respondents had primary school background, while the biggest part of the respondents had Diploma 116 (26.9%) and Bachelor degree 287 (66.2%); and only 24 (5.6%) had Master degree.

Out of 441 respondents, 239 (56.9%) were single, 161 (38.3%) were married, 14 (3.3%) were divorced, and 6 (1.4%) were widow.

Table 9 Respondents' demographic profile

Variable	Description	Frequency	Percentage
Gender	Male	165	37.7
	Female	273	62.3
Age	Younger than 20	4	0.9
	21-30	197	45
	31-40	186	42.5
	41-50	45	10.3

Table 9 Continued

Variable	Description	Frequency	Percentage
	More than 51	6	1.4
Nationality	International	24	5.6
	Thai	406	94.4
Education	Primary school	5	1.2
	High school/Certificate/Diploma/Vocational	116	26.9
	Bachelor Degree	287	66.2
	Master Degree or Higher	24	5.6
Marital status	Single	239	56.9
	Married	161	38.3
	Divorced	14	3.3
	Widow	6	1.4

4.3 Organizational culture

Five dimensions were investigated to evaluate the organizational culture of 4-5 star hotel employees in Phuket. The respondents were asked to rate eighteen attributes using 5-point Likert scale from “strongly disagree” to “strongly agree”. The results are presented in Table 10. Even though there is one negative statement in the research instrument, it was evaluated in reverse order in SPSS program, thus giving the positive meaning to all variables.

Core values: Five attributes were rated. The highest mean belongs to “Relationships and interactions are based on the values of care and trust” (mean 4.02, SD 0.69), followed by “Rewards like promotion, status, or recognition are directly linked to effective performance” (mean 3.92, SD 0.76), “Core values help us to gain real clarity about who we are and what we stand for in business” (mean 3.88, SD 0.77), and “Core beliefs and values are commonly practiced by all employees in the organization” (mean 3.80, SD 0.78). The lowest mean was “There is no congruency between what senior managers speak and what they actually do” (mean 3.36, SD 1.06)

Organizational goals and job objectives: Three attributes were rated. The highest mean belongs to “I have a clear understanding of my job objectives”

(mean 4.19, SD 0.70), followed by “I have a clear understanding of the goals and objectives of my department” (mean 4.14, SD 0.72). The lowest mean was “I have a clear understanding of the goals and objectives of the organization” (mean 4.09, SD 0.71).

Job satisfaction: Three attributes were rated. The mean scores were almost the same among 3 attributes with the same agreement level: “I have opportunity to use my skills and abilities in this job”, “I get a feeling of personal accomplishment from this job” and “I am satisfied with my involvement in decisions affecting my job” (mean 4.08, SD 0.77; mean 3.99, SD 0.79, and mean 3.98, SD 0.75 respectively).

Performance evaluation: Four attributes were rated. The mean scores were almost the same among four attributes: “I understand how my performance is evaluated”, “I get regular feedback on my performance from my immediate manager”, “I think that my performance is evaluated fairly” and “I get recognition for work done well from my immediate manager” (mean 4.06, SD 0.74; mean 3.98, SD 0.78; mean 3.96, SD 0.85, and mean 3.93 SD 0.83 respectively).

Personal development: Three attributes were rated. The highest mean belongs to “I am satisfied with the career opportunities in this organization” (mean 4.10, SD 0.74), followed by “I believe that I have the opportunity for personal development and growth in this organization” (mean 4.03, SD 0.82), and the lowest mean was “I have opportunities to receive training to improve my skills in my current job” (mean 3.98, SD 0.84).

Table 10 Organizational culture

Organizational culture	Mean	S.D	Agreement level
Core values			
Core beliefs and values are commonly practiced by all employees in the organization	3.80	0.78	Agree
Core values help us to gain real clarity about who we are and what we stand for in business	3.88	0.77	Agree
Rewards like promotion, status, or recognition are directly linked to effective performance	3.92	0.76	Agree

Table 10 Continued

Organizational culture	Mean	S.D	Agreement level
Relationships and interactions are based on the values of care and trust	4.02	0.69	Agree
There is no congruency between what senior managers speak and what they actually do	3.36	1.06	Neither agree or disagree
Organizational goals and job objectives			
I have a clear understanding of the goals and objectives of the organization	4.09	0.71	Agree
I have a clear understanding of the goals and objectives of my department	4.14	0.72	Agree
I have a clear understanding of my job objectives	4.19	0.70	Agree
Job satisfaction			
I get a feeling of personal accomplishment from this job	3.99	0.79	Agree
I am satisfied with my involvement in decisions affecting my job	3.98	0.75	Agree
I have opportunity to use my skills and abilities in this job	4.08	0.77	Agree
Performance evaluation			
I understand how my performance is evaluated	4.06	0.74	Agree
I think that my performance is evaluated fairly	3.96	0.85	Agree
I get regular feedback on my performance from my immediate manager	3.98	0.78	Agree
I get recognition for work done well from my immediate manager	3.93	0.83	Agree
Personal development			
I believe that I have the opportunity for personal development and growth in this organization	4.03	0.82	Agree
I am satisfied with the career opportunities in this organization	4.10	0.74	Agree
I have opportunities to receive training to improve my skills in my current job	3.98	0.84	Agree

4.4 Organizational climate

Four dimensions were investigated to evaluate the organizational climate of hotel employees in Phuket. The respondents were asked to rate four attributes using 5-point Likert scale from “strongly disagree” to “strongly agree”. The results are presented in Table 11.

The highest mean belongs to “Employees comply with the hotel’s ethical instruction when contacting customers” (mean 4.03, SD 0.72), followed by “Employees take care of each other in the hotel” (mean 3.93, SD 0.87), “Successful employees in the hotel go by SOP” (mean 3.86, SD 0.85). The lowest mean was “Employees strictly obey the hotel policies” (mean 3.84, SD 0.84).

Table 11 Organizational climate

Organizational climate	Mean	S.D	Agreement level
Employees comply with the hotel’s ethical instruction when contacting customers	4.03	0.72	Agree
Employees take care of each other in the hotel	3.93	0.87	Agree
Employees strictly obey the hotel policies	3.84	0.84	Agree
Successful employees in the hotel go by SOP	3.86	0.85	Agree

4.5 Employees’ relationship

The information presented in Table 12 showed the dimensions of employees’ relationship.

The highest mean belongs to “My manager recognizes my potential” (mean 3.97, SD 0.85), followed by “In this team, my working relationship with my manager is effective” (mean 3.96, SD 0.77), “Regardless of how much power my manager has built into his or her position, my manager would be personally inclined to use his/her power to help me solve problems in my work” (mean 3.91, SD 0.84), and “In this team, my manager understands my problems and needs” (mean 3.90, SD 0.84). The lowest mean was “My manager has enough confidence in me that he/she would defend and justify my decisions if I were not present to do so” (mean 3.87, SD 0.80).

Table 12 Employees' relationship

Employees' relationship	Mean	S.D	Agreement level
My manager has enough confidence in me that he/she would defend and justify my decisions if I were not present to do so	3.87	0.80	Agree
In this team, my working relationship with my manager is effective	3.96	0.77	Agree
In this team, my manager understands my problems and needs	3.90	0.84	Agree
My manager recognizes my potential	3.97	0.85	Agree
Regardless of how much power my manager has built into his or her position, my manager would be personally inclined to use his/her power to help me solve problems in my work	3.91	0.84	Agree

4.6 Trainings

Table 13 showed the dimensions of training opportunities in the hotels. The highest mean belongs to “There are formal training courses to teach new employees the skills they need to perform their jobs (e.g. service methods, bomb and fire emergency procedures, etc.)” (mean 4.02, SD 0.81), followed by “My hotel evaluates the training programs to determine whether the training objectives are met” (mean 3.98, SD 0.80), “My hotel conducts systematic analysis to determine the needs for training programs” (mean 3.95, SD 0.81), and “My hotel assess the effectiveness of the training programs by the degree of service behavior have been improved” (mean 3.94, SD 0.82). The lowest mean was “Employees in this hotel normally go through training programs every few years” (mean 3.85, SD 0.92).

Table 13 Trainings

Trainings	Mean	S.D	Agreement level
Employees in this hotel normally go through training programs every few years	3.85	0.92	Agree

Table 13 Continued

Trainings	Mean	S.D	Agreement level
There are formal training courses to teach new employees the skills they need to perform their jobs (e.g. service methods, bomb and fire emergency procedures, etc.)	4.02	0.81	Agree
My hotel conducts systematic analysis to determine the needs for training programs	3.95	0.81	Agree
My hotel assess the effectiveness of the training programs by the degree of service behavior have been improved	3.94	0.82	Agree
My hotel evaluates the training programs to determine whether the training objectives are met	3.98	0.80	Agree

4.7 Knowledge sharing

There were ten variables to measure the knowledge sharing in the hotels with the same level of agreement as presented in Table 14. The respondents indicated that the most important factor with the highest mean was “Various communication forums help to promote friendly working environment and sharing of information and ideas” (mean 4.07, SD 0.72), followed by “Team members should help each other promote knowledge sharing” (mean 4.05, SD 0.76), “Team members are willing to share knowledge that is related to their own job” (mean 4.04, SD 0.77), “Helping other team members resolve their work issues allows team members to feel happy and satisfied” (mean 4.03, SD 0.72), “Team members believe sharing knowledge with other members can help establish their expert image” (mean 4.03, SD 0.75), “Team members are willing to help others” (mean 4.01, SD 0.80); two with the same mean but different standard deviation “Team members are willing to learn and share knowledge” (mean 3.99, DS 0.78) and “Team members focus on maintaining the image of helping others in the eyes of other members” (mean 3.99, SD 0.77); “Each member is willing to use his or her spare time to help other members” (mean 3.92, SD 0.84). The lowest mean was “Each team member proactively helps other members whether or not they ask for help” (mean 3.91, SD 0.86).

Table 14 Knowledge sharing

Knowledge sharing	Mean	S.D	Agreement level
Team members are willing to learn and share knowledge sharing	3.99	0.78	Agree
Team members should help each other promote knowledge sharing	4.05	0.76	Agree
Team members are willing to share knowledge that is related to their own job	4.04	0.77	Agree
Team members believe sharing knowledge with other members can help establish their expert image	4.03	0.75	Agree
Team members focus on maintaining the image of helping others in the eyes of other members	3.99	0.77	Agree
Helping other team members resolve their work issues allows team members to feel happy and satisfied	4.03	0.72	Agree
Each member is willing to use his or her spare time to help other members	3.92	0.84	Agree
Each team member proactively helps other members whether or not they ask for help	3.91	0.86	Agree
Team members are willing to help others	4.01	0.80	Agree
Various communication forums help to promote friendly working environment and sharing of information and ideas	4.07	0.72	Agree

4.8 Team work

Table 15 presented the measurements of team work by eleven variables which have the same level of agreement. According to the results, the most important factor with the highest mean was “The interaction among team members is good” (mean 4.09, SD 0.75), followed by “The high quality of the relationships in the team makes members enthusiastic about their work and the atmosphere keeps them focused on their work all day long” (mean 4.07, SD 0.76), “Team members encourage each other to improve their work performance” (mean 4.05, SD 0.74), “In this team, members are confident in their managers’ trust” (mean

4.05, SD 0.78), “In this team, members maintain their commitment” (mean 4.03, SD 0.73), “In this team, members and managers trust each other” (mean 4.02, SD 0.77), “In this team, members trust each other” (mean 4.02, SD 0.79), “Employees feel personally involved and committed” (mean 3.99, SD 0.79), “Contact personnel feel they are cooperating (rather than competing) with others in the organization” (mean 3.91, SD 0.83), and “Contact personnel feel upper level managers genuinely care for them” (mean 3.86, SD 0.85). The lowest mean was “Employees view other employees as customers” (mean 3.83, SD 0.88).

Table 15 Team work

Team work	Mean	S.D	Agreement level
Team members encourage each other to improve their work performance	4.05	0.74	Agree
The high quality of the relationships in the team makes members enthusiastic about their work and the atmosphere keeps them focused on their work all day long	4.07	0.76	Agree
The interaction among team members is good	4.09	0.75	Agree
In this team, members maintain their commitment	4.03	0.73	Agree
In this team, members trust each other	4.02	0.79	Agree
In this team, members are confident in their managers' trust	4.05	0.78	Agree
In this team, members and managers trust each other	4.02	0.77	Agree
Employees view other employees as customers	3.83	0.88	Agree
Contact personnel feel upper level managers genuinely care for them	3.86	0.85	Agree
Contact personnel feel they are cooperating (rather than competing) with others in the organization	3.91	0.83	Agree
Employees feel personally involved and committed	3.99	0.79	Agree

4.9 Interdepartmental communication

Table 16 showed the dimensions of evaluation of interdepartmental communication in 4-5 star hotels in Phuket. The highest mean belongs to “Satisfaction with quality of communication within my department” (mean 3.99, SD 0.72), followed by “Satisfaction with the extent to which departments work together

effectively to meet the organization’s goals” (mean 3.99, SD 0.69), “Documented procedures often leave out the critically important step of communicating with other departments” (mean 3.95, SD 0.77), “Satisfaction with the extent to which my department is supported by others in the organization in carrying out our work” (mean 3.94, SD 0.74), “Satisfaction with the extent to which other departments know and understand the challenges faced by my department” (mean 3.92, SD 0.79) and “Satisfaction with quality of communication between departments” (mean 3.92, SD 0.79)

Table 16 Interdepartmental communication

Interdepartmental communication	Mean	S.D	Agreement level
Satisfaction with the extent to which departments work together effectively to meet the organization’s goals	3.99	0.69	Agree
Satisfaction with quality of communication between departments	3.92	0.79	Agree
Satisfaction with the extent to which my department is supported by others in the organization in carrying out our work	3.94	0.74	Agree
Satisfaction with the extent to which other departments know and understand the challenges faced by my department	3.92	0.79	Agree
Satisfaction with quality of communication within my department	3.99	0.72	Agree
Documented procedures often leave out the critically important step of communicating with other departments	3.95	0.77	Agree

4.10 Relationship between HR practices and interdepartmental communication

For further analysis, Table 17 showed the grand means, standard deviation and Cronbach’s alpha for each of the factors. There exists significant relationship among HR practices and interdepartmental communication. The first five dimensions in this table belong to the organizational culture, with Cronbach’s alpha value of 86% for organizational goals and job objectives, followed by 85% both for

job satisfaction and performance evaluation, 84% for personal development, and 75% for core values. The reliability of knowledge sharing and teamwork both at 94%, interdepartmental communication at 92%, employee relationship at 91%, training at 89% and the reliability of organizational climate was 85%. The Cronbach's alpha values are quite high for all variables which ensure its reliability for further analysis.

Table 17 Grand means, standard deviation and Cronbach's alpha

HR practices	Mean	S.D.	No of variables	Cronbach's alpha
Core values	3.80	0.58	5	0.75
Organizational goals and job objectives	4.14	0.63	3	0.86
Job satisfaction	4.02	0.68	3	0.85
Performance evaluation	3.99	0.66	4	0.85
Personal development	4.04	0.70	3	0.84
Organizational climate	3.91	0.68	4	0.85
Employee relationship	3.92	0.70	5	0.91
Trainings	3.95	0.69	5	0.89
Knowledge sharing	4.01	0.63	10	0.94
Team work	3.99	0.62	11	0.94
Interdepartmental communication	3.95	0.63	6	0.92

4.11 Different perception towards HR practices among 4-5 star hotel employees in different levels of job position

To test *Hypothesis 1*: "There is different perception towards HR practices among hotel employees in different levels of job position", ANOVA test was conducted. The results in Table 18 showed that hotel employees in different job position levels have significantly different perceptions towards the HR practices in terms of organizational goals and job objectives (F-value = 4.14, p-value = 0.02) and job satisfaction (F-value = 6.29, p-value = 0.00).

Table 18 Different perception towards HR practices among 4-5 star hotel employees in different levels of job position

HR practices	F-value	p-value
Core values	1.42	0.24
Organizational goals and job objectives	4.14	0.02

Table 18 Continued

HR practices	F-value	p-value
Job satisfaction	6.29	0.00
Performance evaluation	1.64	0.20
Personal development	0.56	0.57
Organizational climate	0.67	0.51
Employee relationship	2.41	0.09
Trainings	1.69	0.19
Knowledge sharing	0.76	0.47
Team work	0.49	0.61
Interdepartmental communication	2.33	0.10

4.12 Perception of levels of job position towards HR management practices

For further analysis using LSD, the results in Table 19 showed that manager level employees perceived ‘organizational goals and job objectives in their hotels are clear’ much stronger than the supervisor and operation level employees. Supervisors and managers also had higher job satisfaction than operation level employees.

Table 19 Perception of levels of job position towards HR management practices

HR practices	Manager level (N=67)	Supervisor level (N=143)	Operation level (N=227)
Organizational goals and job objectives	4.34 ^b	4.11 ^a	4.10 ^a
Job satisfaction	4.22 ^b	4.07 ^b	3.91 ^a

4.13 Hotel types and HR management practices

To test *Hypothesis 2*: “There are different HR practices between independent hotels and international chain hotels”, T-test was conducted to determine whether HR practices in independent hotels are significantly different from international chain hotels. From the Table 20, the results showed that international chain hotels performed better in all of the investigating variables: core values, organizational goals and job objectives, job satisfaction, performance evaluation, personal development, organizational climate, employee relationship, trainings,

knowledge sharing, team work, and interdepartmental communication than independent hotels.

Table 20 Hotel type and HR management practices in independent and chain hotels

HR practices	Hotel type	N	Mean	S.D.	p-value
Core values	Independent	191	3.70	0.57	0.001
	Chain	228	3.89	0.59	
Organizational goals and job objectives	Independent	195	4.06	0.60	0.015
	Chain	232	4.21	0.65	
Job satisfaction	Independent	195	3.91	0.65	0.001
	Chain	231	4.12	0.70	
Performance evaluation	Independent	193	3.86	0.61	0.000
	Chain	231	4.10	0.70	
Personal development	Independent	194	3.94	0.68	0.005
	Chain	233	4.13	0.71	
Organizational climate	Independent	196	3.74	0.69	0.000
	Chain	232	4.06	0.65	
Employee relationship	Independent	188	3.79	0.70	0.000
	Chain	227	4.04	0.69	
Trainings	Independent	188	3.80	0.68	0.000
	Chain	228	4.07	0.68	
Knowledge sharing	Independent	192	3.87	0.58	0.000
	Chain	229	4.13	0.65	
Team work	Independent	190	3.88	0.58	0.000
	Chain	230	4.10	0.64	
Interdepartmental communication	Independent	193	3.82	0.55	0.000
	Chain	232	4.07	0.68	

4.14 Relationship between HR practices and effectiveness of interdepartmental communication

To test *Hypothesis 3*: “There is a relationship between the HR practices and effectiveness of interdepartmental communication”, a multiple regression analysis was conducted using “Effectiveness of interdepartmental

communication” as the dependent variable and HR practices dimensions as the independent variables. Table 21 showed that 4 dimensions of HR practices (team work, training, core values and personal development) exerted positive correlation with the interdepartmental communication ($p < 0.00$ and $p < 0.01$). Team work scored the highest beta value (0.46), followed by training (0.21), core values (0.16), and personal development (0.09). Thus, the derived model could explain that the key factors leading to improving interdepartmental communications in hospitality industry in Phuket were: the team work, training opportunity and organizational culture. If the hotels implement the development of HR practices focusing on these dimensions, it could significantly improve their interdepartmental communication.

Table 21 Results of Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
Constant	0.28	0.14		1.95	0.05
Team work	0.46	0.05	0.45	9.95	0.00
Training	0.21	0.04	0.23	4.92	0.00
Core values	0.16	0.04	0.14	3.55	0.00
Personal development	0.09	0.04	0.1	2.57	0.01

a. Dependent Variable: interdepartmental communication

4.15 Relationship between HR practices and the effectiveness of interdepartmental communication by hotel types

To investigate the relationship between HR practices and the effectiveness of interdepartmental communication, multiple regression was applied. The results were shown below.

4.15.1 Independent hotels

To test *Hypothesis 4*: “There is a relationship between the HR practices and the effectiveness of interdepartmental communication in 4-5 star independent hotels”, a multiple regression analysis was conducted using “Independent hotel type” as the dependent variable and HR practices dimensions as the independent variables. Table 22 showed that in the case of the 4-5 star

independent hotels in Phuket, only 3 dimensions of HR practices (team work, training, core values) exerted positive correlation with the effectiveness of interdepartmental communication ($p < 0.00$ and $p < 0.01$). Team work scored the highest beta value (0.46), followed by training (0.23), and core values (0.15). Thus, the derived model could explain that 4-5 star independent hotels in Phuket should pay more attention on team work, training opportunity and core value (one of the dimensions of organizational culture) in order to enhance the effectiveness of interdepartmental communication.

Table 22 Independent hotels' coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
Constant	0.64	0.21		3.10	0.02
Team work	0.46	0.07	0.47	6.98	0.00
Training	0.23	0.06	0.27	3.87	0.00
Core values	0.15	0.07	0.14	2.26	0.25

4.15.2 International chain hotels

To test *Hypothesis 5*: "There is a relationship between the HR practices and the effectiveness of interdepartmental communication in 4-5 star international chain hotels", a multiple regression analysis was conducted using "International chain hotel type" as the dependent variable and HR practices dimensions as the independent variables. Table 23 showed that 4 dimensions of HR practices (team work, training, core values and personal development) exerted positive correlation with the international chain hotel type ($p < 0.00$ and $p < 0.01$). Team work scored the highest beta value (0.45), followed by training (0.20), core values (0.18) and personal development (0.15). Thus, the derived model could explain that in the case of international chain hotel, it is important to pay more attention on: the team work, training opportunity core values and personal development (two dimensions of organizational culture) in order to enhance the effectiveness of interdepartmental communication.

Table 23 International chain hotels' coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
Constant	0.12	0.21		0.58	0.56
Team work	0.45	0.07	0.43	6.88	0.00
Training	0.20	0.63	0.20	3.13	0.00*
Core values	0.18	0.06	0.16	2.99	0.00*
Personal development	0.15	0.05	0.16	2.87	0.00*

CHAPTER 5

SUMMARY

5.1 Summary of key findings and discussion

Objective 1 To examine current practices adopted in improving interdepartmental communication among 4-5 star hotel employees in Phuket.

Organizational culture influence on communication was studied by many researchers (Dawson & Abbott, 2011; Li, Gray, Lockwood, & Buhalis, 2013; Manohar & Pandit, 2013; Molineux, 2013; Rahimi, 2014) showing its importance for any organization. Clear understanding of organizational culture and company goals lead to increased motivation among employees. Dawson and Abbott (2011) supported the argument of the organizational culture's importance, stating that providing plentiful training opportunities to instill the culture of the organization will increase the employee's commitment to the organization. In this study, the organizational culture was divided by different aspects in order to match the results, as shown below.

Core values: This factor was found strongly and positively related to interdepartmental communication in this study, and it is supported by a research on chain hotels from the UK conducted by Rahimi (2014) emphasizing the importance of sharing the mission and vision of the organization.

Organizational goals and job objectives: This variable showed the highest overall mean, but there was no significant effect found on interdepartmental communication in this study. Meanwhile, manager level employees perceived 'organizational goals and job objectives in their hotels are clear' stronger than supervisor and operation level employees. This finding is supported by Savig and Schwartz's study (as cited in Pruvli & Alas, 2014) which claimed that organizations in highly egalitarian cultures are likely to appreciate the importance of cooperative negotiation among members who influence organizational goals. The hotels could pay more attention to this variable to get more united team aiming to achieve the goals of organization.

Job satisfaction: Even though there was no significant effect on interdepartmental communication in this study, manager and supervisor level employees were found to have higher job satisfaction than operation level employees. A study of Schein (as cited in Lindholm, 1999-2000) supported job satisfaction's importance, saying that organizational culture may harmonize the behaviors, beliefs, and values of employees in organization.

Performance evaluation: A study of Lindholm (1999-2000) stated that performance evaluation and feedback proved to be not a significant predictor of job satisfaction in Thailand contradicting previous researchers. The findings of this study also showed that there was no significant effect on interdepartmental communication. A study of Ramamoorthy and Carrol (as cited in Lindholm, 1999-2000) predicted that it may be because Thai employees prefer informal job coaching rather than formal evaluation process.

Personal development: Was found to be strongly positively related to interdepartmental communication in this study, and this fact is supported by the study of Ratto (as cited in Sá, Oliveira, Dias, & Barbosa, 2016), which explained that the aspects in focus are the integration of the employee within the company, qualification to exercise positions of leadership, and leadership skills development.

Two dimensions of organizational culture, core values and personal development were found to be strongly positively related to interdepartmental communication in 4-5 star hotels in Phuket. Hotel employees in different job position levels also perceived 'the HR practices in terms of organizational goals and job objectives and job satisfaction' to be significantly different.

Organizational climate: The value of organizational climate was studied by many scholars such as Davidson, McPhail, & Barry, 2010; Lu & Lin, 2013; Manning, Shacklock, Bell, and Manning, 2012. Likewise, it was stated by Dawson and Abbott (2011) that facilitating a climate of trust, open communication, friendliness, and warm feelings, will increase employee commitment to the organization. However, in this study, there was no significant effect found on interdepartmental communication. A possible reason why it was not shown as important for interdepartmental communication in this study was because of the high turnover

rate in the hotels in Phuket, where the employees can freely move around the island in case they are not satisfied with something.

Employee relationship: The importance of this dimension was highlighted in many studies (Cumberland & Herd, 2011; Davidson, McPhail, & Barry, 2010; Gondal & Shahbaz, 2012; Nestoroska & Petrovska, 2014; Paraskevas, 2001), and it was supported by Paraskevas (2001) stating that interpersonal relations affect external and internal communication and create the right service culture among hotel employees that will result in customer orientation both external and internal. However, in this study, there was no significant effect found on interdepartmental communication in 4-5 star hotel employees in Phuket, probably because of the same reason of high turnover rate in the hotels in Phuket.

Trainings: Was found a very important factor for communication by many researchers (Bardi, 2006; Davidson, McPhail, & Barry, 2010; Dawson & Abbott, 2011; Nestoroska & Petrovska, 2014), and it showed to be positively related to interdepartmental communication in this study. This fact concerning the importance of trainings is also supported by the study of Nyamubarwa (2013) stating that periodic training programs are important in sensitizing employees to stereotyping and discrimination while also promoting communication collaboration.

Knowledge sharing: Was found very important to improve communication quality at work in many studies (e.g. Chen & Cheng, 2012; Davidson, McPhail, & Barry, 2011; Hu, Ou, Chiou, & Lin, 2012; Manohar & Pandit, 2014; Molineux, 2013; Sinclair & Sinclair, 2009; Yang, 2009). It is likewise supported by Dawson and Abbott (2011), stressing that knowledge sharing provided by such practices, which include quality circles, suggestion systems, empowerment on the job, information sharing and the opportunity to communicate with other employees and managers, create opportunities to participate in decision making regarding work and organizational outcomes and will have an impact on overall organizational commitment and performance, through good level of communication between employees within organization. Yang (2009) investigated this factor and found that chain hotels in Taiwan have embraced knowledge sharing to a strong degree. However, in this study, there was no significant effect on interdepartmental

communication. Probably because of unsupportive climate for sharing the knowledge or lack of motivators such as attractive or appropriate rewards. Another reason could be that the majority of the population is operation level employees while the knowledge sharing is coming from higher level employees as more experienced employees.

Team work: Was studied and found as a very important factor for communication in many researches (Gondal & Shahbaz, 2012; Katcher, 2015; Siano, Vollero, Confetto & Siglioccolo, 2013; Vircks, 2014; Alleyne, Doherty, & Greenidge, 2006; Agarwal & Garg, 2012; Nebel, Eddystone, Rutherford, Denney, Schaffer & Jeffrey, 1994; Paraskevas, 2001; Zeithaml, Berry, & Parasuraman, 1988); and based on the results of this study, a higher percentage of participants believe that in order to attain a proper flow of communication between departments, there must be a root that strengthens them, such as through team work. The fact of team work importance is supported by the researchers which found similar results. For example, Paraskevas (2001) ensured that better communication could be enabled by a proper flow of information and collaborative work on potential problems; it will in turn improve the quality within the internal service chain.

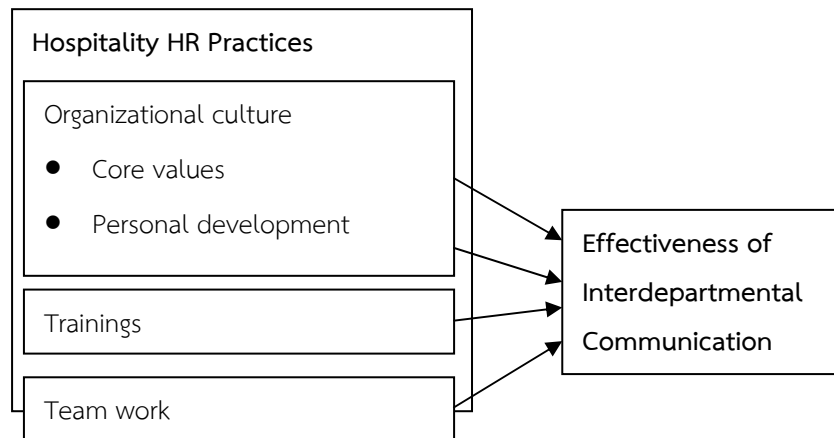
The results of this study showed that both independent and international chain 4-5 star hotels in Phuket represent favorable organizational culture defining core values and personal development with very high team work effectiveness and training opportunities that relate more to the work of the operating managers, and have an impact on interdepartmental communication.

Objective 2 To investigate the key factors leading to effective interdepartmental communication among 4-5 star hotel employees in Phuket.

The theoretical framework consisted of certain HR practices having an impact on the improvement of interdepartmental communication found in the literature review; had been tested, evaluated, and analyzed. The results of this study showed that certain HR practices factors have positive relationships with the interdepartmental communication (Figure 2). These results are supported by Rahimi (2014), Bardi (2006), and Zeithaml, Berry, and Parasuraman (1988). Hotels should focus on and maintain a positive organizational culture, provide more training for

skills development of their staff and build-up team work atmosphere to ensure that their employees could work together with a higher level of interdepartmental communication.

Figure 1 The relationship between HR practices and interdepartmental communication.

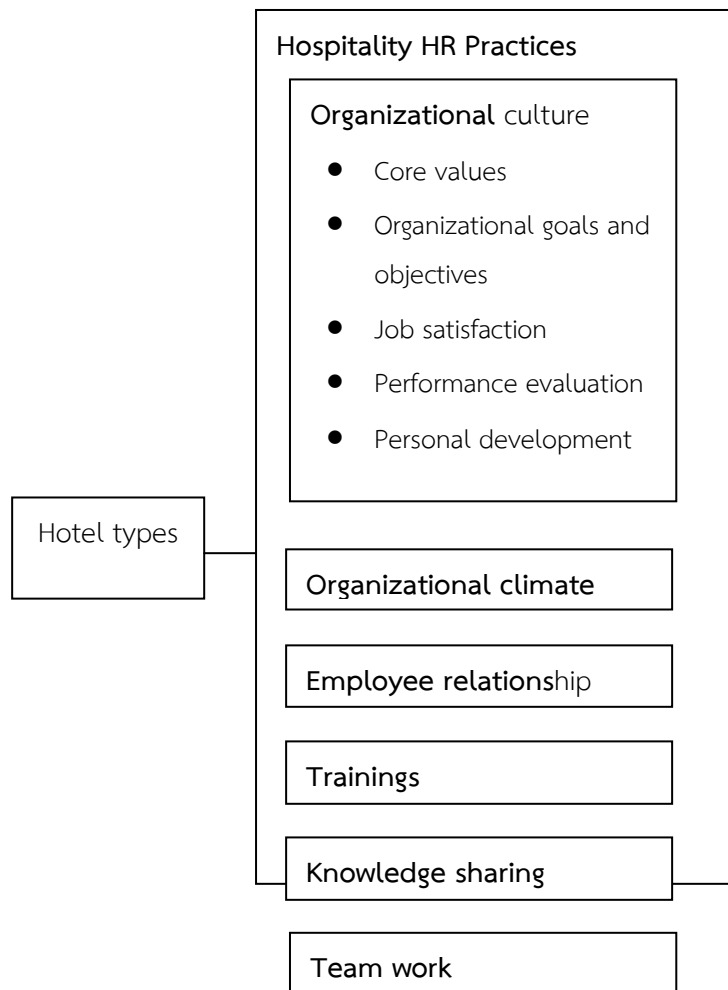


Objective 3 To examine whether the hotel types and levels of job position have an impact on HR practices and effectiveness of interdepartmental communication.

The current research was aimed to examine three types of hotels but due to the small size of domestic chain hotels and probability of getting incorrect data analysis for this group, a decision was made to combine domestic chain hotels with independent hotels for further analysis; hence, the two case study hotels presented two contrasting attributes: one is a part of an international chain, following standardized procedures, policies and practices as required by the chain, and the other is totally domestic and independent. These varying characteristics of the case study hotels presented an opportunity for research into how the employees perceive the impacts of HR practices in their performance. The t-test was employed to examine whether the type of hotel influenced differences in HR practices. Based on the findings, it was concluded that there is a significant difference between the type of hotel and HRM practices. Also, as found, the two hotel types differed in all the practices investigated in this study: organizational culture, organizational climate, employee relationship, training, knowledge sharing and team work, showing the

higher perception of all these practices in chain hotels in Phuket. The results contradicted the findings of Kumar and Sharma's (2016) and Ravichandran (2015-2016) studies, who found HR practices being not significantly different based on type of hotel in India.

Figure 2 The influence of hotel types towards HR practices.



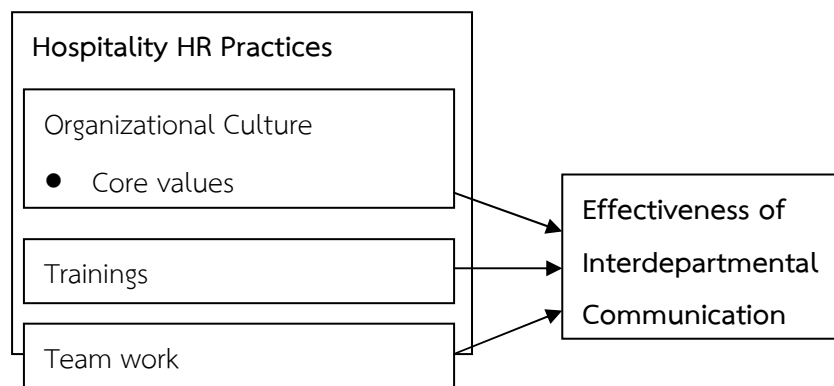
Perception towards HR practices between independent and international chain hotels

ANOVA method and Post Hoc tests were employed to determine if there is any significant difference in perception towards HR practices between independent and international chain hotels. The results showed only minor difference, where such HR practices like core values (attribute of the organizational culture), training and team work have an impact on effectiveness of

interdepartmental communication in independent hotels. The findings, with regard to international chain hotels, fully support the attributes in Figure 1, presenting core values and personal development (attributes of the organizational culture); training and team work have an impact on effectiveness of interdepartmental communication.

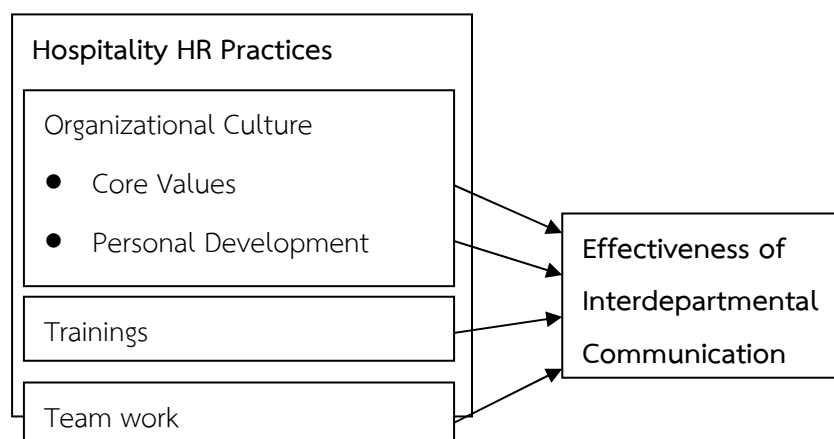
The relationship between HR practices and the effectiveness of interdepartmental communication in independent hotels

Figure 3 Perception towards HR practices in independent hotels.



The relationship between HR practices and the effectiveness of interdepartmental communication in international chain hotels

Figure 4 Perception towards HR practices in international chain hotels.



Difference between levels of job position towards HR practices

ANOVA method was employed to test Hypothesis 1, and LSD was employed to find any differences in perception towards HR practices between the

levels of job position. The results revealed that manager level employees perceived 'organizational goals are clear' stronger than supervisor and operation level employees; whereas the managers and supervisors had higher job satisfaction than the operational level employees.

5.2 Suggestions and recommendations

This study examined the number of current practices; investigated the key factors leading to improvement of interdepartmental communication in 4-5 star hotels in Phuket; and examined the relationship between HR practices, hotel type and interdepartmental communication. Since the tourism industry in Thailand continue to play a vital role and the number of hotels has been increasing, especially in Phuket as a renowned tourist destination worldwide, with its continually growing number of hotel rooms and fast developing transportation system, hotels need to stay competitive. And in order to be able to stay competitive, reduce turnover rate, and attract more professional employees, hotels should implement more competitive HR strategies. Those HR strategies should be linked with the company's strategy to enhance the internal communication.

The results of present study revealed that there was a significant relationship between core values, personal development, training, and team work towards interdepartmental communication. Intervention is needed in those areas in terms of improvement in the communication styles, organizational culture enhancement, employee skill development, training opportunities and more united team work of the organization.

Recommendation 1. Due to economic crisis and high competition, wherein hotels are saving and minimizing their costs, hotel management are possibly not giving enough attention or devoting sufficient resources to the maintenance of the core values and personal development process. This study proposed that emphasis on these criteria will positively affect interdepartmental communication. It is recommended to reevaluate and modify, if needed, the organizational symbolism to emphasize more on corporate communication, strengthen emotional appeal and create positive perception of an organization to be perceived as being more transparent and coherent via the alignment of core organizational purpose, values

and beliefs with employees, managers and CEO behavior. Policies and other related procedures should be spread throughout and practiced by all from top to bottom in the organization. Clear understanding of hotel policies and job descriptions will lead to increased morale and productivity of the employees, thereby enhancing communication transparency and higher profits of a hotel. It is highly recommended that management invest more time and resources towards the maintenance of core values and beliefs of organization.

Recommendation 2. Operation level employees perceived the organizational goals and job objectives not as clear as the managers. Therefore, the research suggested that hotels should communicate the organizational goals to its employees as those goals become part of personal job objectives. Hotels should engage their employees by clearly showing them where the organization is heading and how the organization want to achieve its objectives. Making organizational goals visible and transparent, employees have a better line of sight how they can contribute to the success of a hotel. In order to maximize the performance of employees, they should be well motivated by having the possibility of professional growth, trainings, developing employees' skills and various staff benefits provided by the hotel.

Recommendation 3. Regarding job satisfaction, the research would suggest hotels to communicate with their employees for better understanding of the importance of all job levels and job positions to hotel and its guests; for a more accurate understanding of job tasks; job tasks fit and timeous performance feedback, as it would assist employees in reducing job errors, hence, employees will be less stressed out and will enjoy work in the hotel. Staff benefits plan should be reviewed on a regular basis in order to stay competitive in the market and keep good employees working in a hotel for a longer term.

Recommendation 4. Formal appraisals, informal feedback and open communication will contribute to a personal development of the employees. The performance evaluation for personal development of the employees in chain hotels, where they provide one or more systems for worker/employee consultation and representation, and encourage feedback could be adopted by independent

hotels. The hotels should have a fair evaluation process in order to provide an opportunity for professional growth for employees while they are working in the hotel. It is recommended to include employee development reward system, recognition plan and retention plans that could encourage long-term employment relationships and promote strong internal labor markets.

Recommendation 5. Developing effective training programs is vital to a long-term success in hospitality industry. Training programs, if they are carefully planned and properly implemented, provide multiple benefits not only for their employees but for the hotels as well. Various trainings should be implemented including the importance of communication skills. This study also proposed to have trainings linked with a hospitality culture, as trainings dependent on good communication and appropriate organizational culture and climate, promote trust between employees and managers. For better understanding of other departments' work, the hotels should go one step further from the traditional SOPs and arrange the cross-training for their employees. Cross-training of staff would be an important issue for improving the communication and knowledge about other departments that would lead to generally improved interdepartmental communication. Trainings in communication skills would affect the employee's perceived level of confidence or competence, which would result in overall level of interdepartmental communication. Training programs can be designed for employees to help in solving work-related problems and enhancing their skills. Aggregation of these measures can improve interdepartmental communication.

Recommendation 6. Even though team work scored the highest mean value, it is important to mention that a positive organizational culture with nourished and shared core values and beliefs can also contribute to a more united team, hence affecting the team work in an organization. Based on the results of this study, it is suggested that hospitality organizations should establish good relationships to which employees view other employees as customers, personnel feel upper level managers truly care for them, employees feel they are cooperating rather than competing in the organization and they feel personally involved and committed. For example, this can be reflected on circulation charts of service

delivery, explaining the importance of the teamwork in every department to complete the task cooperatively. Sports activities organized by the organization may help unite the employees together as one team in a company.

5.3 Limitations and suggestions for further research

Due to the limitation of time, this research investigated the key factors leading to improvement of interdepartmental communication and dependency of hotel types and levels of job positions to different HR practices and its effectiveness to interdepartmental communication in 4-5 star hotels in Phuket. For future research, it is also interesting to expand the area of investigation along Thailand, to include 3 types of hotel (independent, domestic chain and international chain), to study an impact of other HR practices on interdepartmental communication, and to investigate different level of education versus the perception towards HR practices and their influence on interdepartmental communication. It is suggested to have a larger sample size that would allow more accurate results and higher confidence in the results.

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Appendix A

QUESTIONNAIRE (ENGLISH VERSION)

IMPROVING INTERDEPARTMENTAL COMMUNICATION IN HOSPITALITY INDUSTRY: A CASE STUDY OF HOTEL EMPLOYEES IN PHUKET

This questionnaire is a part of the graduate study in the degree of Master of Business Administration in Hospitality and Tourism Management (International Program), Prince of Songkla University. This research aims to investigate the effective management of interdepartmental communication in 4-5 star hotels in Phuket. Your responses will be completely kept confidential.

1. Respondents' profile

1. Type of Hotel

Independent Chain

2. What department you are working

Front Office Food and Beverage Housekeeping
 Accounting and Finance Human Resource Sales and Marketing
 Engineering Administration Other _____

3. Level of work position

Management level Supervisor level Operation

4. How long have you been working in the hotel industry

Less than 1 year 1-2 years 3-4 years
 5-6 years More than 6 years

5. Your gender

Male Female

6. Your age

Younger than 20 Age 21-30 Age 31-40
 Age 41-50 More than 51

7. Nationality (please indicate)

8. Education

Primary school High school/Certificate/Diploma/Vocational
 Bachelor Degree Master Degree or higher

9. Marital status

Single Married Divorced Widow

2. Organizational Culture

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Core values					
1. Core beliefs and values are commonly practiced by all employees in the organization	1	2	3	4	5
2. Core values help us to gain real clarity about who we are and what we stand for in business	1	2	3	4	5
3. Rewards like promotion, status, or recognition are directly linked to effective performance	1	2	3	4	5
4. Relationships and interactions are based on the values of care and trust	1	2	3	4	5
5. There is no congruency between what senior managers speak and what they actually do	1	2	3	4	5
Organizational goals and job objectives					
6. I have a clear understanding of the goals and objectives of the organization	1	2	3	4	5
7. I have a clear understanding of the goals and objectives of my department	1	2	3	4	5
8. I have a clear understanding of my job objectives	1	2	3	4	5
Job satisfaction					
9. I get a feeling of personal accomplishment from this job	1	2	3	4	5
10. I am satisfied with my involvement in decisions affecting my job	1	2	3	4	5
11. I have opportunity to use my skills and abilities in this job	1	2	3	4	5

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Performance evaluation					
12. I understand how my performance is evaluated	1	2	3	4	5
13. I think that my performance is evaluated fairly	1	2	3	4	5
14. I get regular feedback on my performance from my immediate manager	1	2	3	4	5
15. I get recognition for work done well from my immediate manager	1	2	3	4	5
Personal development					
16. I believe that I have the opportunity for personal development and growth in this organization	1	2	3	4	5
17. I am satisfied with the career opportunities in this organization	1	2	3	4	5
18. I have opportunities to receive training to improve my skills in my current job	1	2	3	4	5

3. Organizational Climate

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. Employees comply with the hotel's ethical instruction when contacting customers	1	2	3	4	5
2. Employees take care of each other in the hotel	1	2	3	4	5
3. Employees strictly obey the hotel policies	1	2	3	4	5
4. Successful employees in the hotel go by SOP	1	2	3	4	5

4. Employees' relationship

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. My manager has enough confidence in me that he/she would defend and justify my decisions if I were not present to do so	1	2	3	4	5
2. In this team, my working relationship with my manager is effective	1	2	3	4	5
3. In this team, my manager understands my problems and needs	1	2	3	4	5
4. My manager recognizes my potential	1	2	3	4	5
5. Regardless of how much power my manager has built into his or her position, my manager would be personally inclined to use his/her power to help me solve problems in my work	1	2	3	4	5

5. Trainings

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. Employees in this hotel normally go through training programs every few years	1	2	3	4	5
2. There are formal training courses to teach new employees the skills they need to perform their jobs (e.g. service methods, bomb and fire emergency procedures, etc.)	1	2	3	4	5
3. My hotel conducts systematic analysis to determine the needs for training programs	1	2	3	4	5
4. My hotel assess the effectiveness of the training programs by the degree of service behavior have been improved	1	2	3	4	5
5. My hotel evaluates the training programs to determine whether the training objectives are met	1	2	3	4	5

6. Knowledge sharing

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. Team members are willing to learn and share knowledge sharing	1	2	3	4	5
2. Team members should help each other promote knowledge sharing	1	2	3	4	5
3. Team members are willing to share knowledge that is related to their own job	1	2	3	4	5
4. Team members believe sharing knowledge with other members can help establish their expert image	1	2	3	4	5
5. Team members focus on maintaining the image of helping others in the eyes of other members	1	2	3	4	5
6. Helping other team members resolve their work issues allows team members to feel happy and satisfied	1	2	3	4	5
7. Each member is willing to use his or her spare time to help other members	1	2	3	4	5
8. Each team member proactively helps other members whether or not they ask for help	1	2	3	4	5
9. Team members are willing to help others	1	2	3	4	5
10. Various communication forums help to promote friendly working environment and sharing of information and ideas	1	2	3	4	5

7. Team work

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. Team members encourage each other to improve their work performance	1	2	3	4	5
2. The high quality of the relationships in the team makes members enthusiastic about their work and the atmosphere keeps them focused on their work all day long	1	2	3	4	5
3. The interaction among team members is good	1	2	3	4	5
4. In this team, members maintain their commitment	1	2	3	4	5
5. In this team, members trust each other	1	2	3	4	5
6. In this team, members are confident in their managers' trust	1	2	3	4	5
7. In this team, members and managers trust each other	1	2	3	4	5
8. Employees view other employees as customers	1	2	3	4	5
9. Contact personnel feel upper level managers genuinely care for them	1	2	3	4	5
10. Contact personnel feel they are cooperating (rather than competing) with others in the organization	1	2	3	4	5
11. Employees feel personally involved and committed	1	2	3	4	5

8. Interdepartmental communication

Statements	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. Satisfaction with the extent to which departments work together effectively to meet the organization's goals	1	2	3	4	5
2. Satisfaction with quality of communication between departments	1	2	3	4	5
3. Satisfaction with the extent to which my department is supported by others in the organization in carrying out our work	1	2	3	4	5
4. Satisfaction with the extent to which other departments know and understand the challenges faced by my department	1	2	3	4	5
5. Satisfaction with quality of communication within my department	1	2	3	4	5
6. Documented procedures often leave out the critically important step of communicating with other departments	1	2	3	4	5

Appendix B

แบบสอบถาม

การปรับปรุงการสื่อสารระหว่างแผนกต้อนรับในอุตสาหกรรม: กรณีศึกษาพนักงานโรงแรมในจังหวัดภูเก็ต

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาจบการศึกษาในระดับปริญญาโทบริหารธุรกิจการโรงแรมและการท่องเที่ยว (หลักสูตรนานาชาติ) มหาวิทยาลัยสงขลานครินทร์ การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาจัดการที่มีประสิทธิภาพของการสื่อสารทวงในโรงแรม 4-5 ดาวในจังหวัดภูเก็ต การตอบสนองของคุณจะถูกเก็บไว้เป็นความลับอย่างสมบูรณ์

1. ข้อมูลทั่วไป

1. ประเภทของโรงแรม

โรงแรมอิสระ โรงแรมในเครือ

2. คุณทำงานแผนกอะไร

แผนกต้อนรับส่วนหน้า แผนกอาหารและเครื่องดื่ม แผนกแม่บ้าน
 แผนกบัญชีและการเงิน แผนกทรัพยากรบุคคล แผนกขายและการตลาด
 แผนกวิศวกรรม แผนกบริหาร อื่นๆ _____

3. ระดับของตำแหน่งงาน

ระดับบริหาร ระดับหัวหน้างาน ระดับปฏิบัติการ

4. ระยะเวลาที่คุณทำงานในอุตสาหกรรมโรงแรม

น้อยกว่า 1 ปี 1-2 ปี 3-4 ปี
 5-6 ปี มากกว่า 6 ปี

5. เพศของคุณ

ชาย หญิง

6. อายุของคุณ

น้อยกว่า 20 ปี อายุระหว่าง 21-30 ปี อายุระหว่าง 31-40 ปี
 อายุระหว่าง 41-50 ปี อายุมากกว่า 50 ปี

7. สัญชาติ (โปรดระบุ)

8. ระดับการศึกษา

ระดับประถมศึกษา ระดับมัธยมศึกษา / ประกาศนียบัตร / อนุปริญญา / ปวช
 ระดับปริญญาตรี ระดับปริญญาโท หรือสูงกว่า

9. สถานภาพ

โสด สมรส หย่าร้าง แม่หม้าย

2. Organizational Culture วัฒนธรรมองค์กร

รายงาน	ไม่เห็น ด้วยอย่าง ยิ่ง	ไม่เห็น ด้วย	เห็นด้วย หรือไม่ เห็นด้วย	เห็น ด้วย	เห็นด้วย ที่สุด
Core values ค่านิยมหลัก					
1. พนักงานทุกคนโดยทั่วไปยึดถือความเชื่อและค่านิยมหลักขององค์กรในการปฏิบัติงาน	1	2	3	4	5
2. ค่านิยมหลักช่วยให้เราได้รับความชัดเจนจริงเกี่ยวกับสิ่งที่เราเป็นและสิ่งที่เรายืนอยู่ในธุรกิจ	1	2	3	4	5
3. ของรางวัล เช่นการเลื่อนตำแหน่ง สถานะ หรือการได้รับความชื่นชม มีการเชื่อมโยงโดยตรงกับผลการดำเนินงานที่มีประสิทธิภาพ	1	2	3	4	5
4. ความสัมพันธ์และการปฏิบัติต่อกันจะขึ้นบนพื้นฐานของการใส่ใจดูแลและความเชื่อใจกัน	1	2	3	4	5
5. ไม่มีความสอดคล้องกันระหว่างสิ่งที่ผู้บริหารระดับสูงพูดและสิ่งที่พวกเขาลงมือทำ	1	2	3	4	5
Organizational goals and job objectives เป้าหมายขององค์กรและวัตถุประสงค์ของงาน					
6. ฉันมีความเข้าใจที่ชัดเจนของเป้าหมายและวัตถุประสงค์ขององค์กร	1	2	3	4	5
7. ฉันมีความเข้าใจที่ชัดเจนของเป้าหมายและวัตถุประสงค์ของแผนกของฉัน	1	2	3	4	5
8. ฉันมีความเข้าใจที่ชัดเจนของวัตถุประสงค์งานของฉัน	1	2	3	4	5
Job satisfaction พึงพอใจในงาน					
9. โดยส่วนตัว ฉันรู้สึกประสบความสำเร็จในงานนี้	1	2	3	4	5
10. ฉันพอใจกับการมีส่วนร่วมในการตัดสินใจที่มีผลต่องานของฉัน	1	2	3	4	5
11. ฉันมีโอกาสที่จะใช้ทักษะ ความสามารถของฉันในงาน	1	2	3	4	5
Performance evaluation การประเมินผลงาน					
12. ฉันเข้าใจวิธีประเมินการทำงานของฉัน	1	2	3	4	5
13. ฉันคิดว่าการแสดงของฉันได้รับการประเมินอย่างเป็นธรรม	1	2	3	4	5
14. ปกติฉันจะได้รับข้อเสนอแนะเรื่องการทำงานของฉันจากผู้จัดการของฉัน	1	2	3	4	5
15. ฉันได้รับคำชมจากความสำเร็จในงานที่ทำจากผู้จัดการของฉัน	1	2	3	4	5
Personal development การพัฒนาส่วนบุคคล					
16. ฉันเชื่อว่าฉันมีโอกาสในการพัฒนาตัวเองและเจริญเติบโตในองค์กรนี้	1	2	3	4	5
17. ฉันพอใจกับโอกาสในการทำงานในองค์กรนี้	1	2	3	4	5
18. ฉันมีโอกาสที่จะได้รับการฝึกอบรมเพื่อพัฒนาทักษะของฉันในงานปัจจุบันของฉัน	1	2	3	4	5

3. Organizational Climate บรรยากาศองค์การ

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. พนักงานปฏิบัติตามจริยธรรมโรงแรมในการติดต่อลูกค้า	1	2	3	4	5
2. ในโรงแรมนี้พนักงานมีการดูแลซึ่งกันและกัน	1	2	3	4	5
3. พนักงานปฏิบัติตามนโยบายของโรงแรมอย่างเคร่งครัด	1	2	3	4	5
4. พนักงานที่ประสบความสำเร็จในโรงแรมนี้เป็นผู้ปฏิบัติตามนโยบายของบริษัทอย่างเคร่งครัด	1	2	3	4	5

4. Employees' relationship ความสัมพันธ์ของพนักงาน

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. ผู้จัดการของฉันมีความมั่นใจในตัวฉันมากพอที่เข่าจะปกป้องและสนับสนุนการตัดสินใจของฉันหากฉันไม่ได้ยื่นเสนอด้วยตัวฉันเอง	1	2	3	4	5
2. ในทีมนี้ความสัมพันธ์การทำงานของฉันกับผู้จัดการของฉันมีประสิทธิภาพ	1	2	3	4	5
3. ในทีมผู้จัดการของฉันเข้าใจปัญหาและความต้องการของฉัน	1	2	3	4	5
4. ผู้จัดการของฉันตระหนักถึงศักยภาพของฉัน	1	2	3	4	5
5. ไม่สำคัญว่าผู้จัดการของฉันได้สร้างอำนาจไว้แค่ไหนในตำแหน่งของเขา โดยส่วนตัวแล้ว ผู้จัดการของฉันมีความโน้มเอียงที่จะใช้อำนาจของเขาเพื่อจะช่วยเหลือฉันแก้ปัญหาในการทำงาน	1	2	3	4	5

5. Trainings การฝึกอบรม

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. ตามปกติพนักงานในโรงแรมนี้ได้รับการเข้าฝึกอบรมต่าง ๆ ทุกๆ 2-3 ปี	1	2	3	4	5
2. มีหลักสูตรการฝึกอบรมที่เป็นทางการในการสอนพนักงานใหม่ทักษะที่พวกเขาจำเป็นต้องใช้ในการงานของพวกเขา (เช่น วิธีและขั้นตอนการบริการ การลอบวางระเบิด และไฟไหม้ฉุกเฉิน ฯลฯ)	1	2	3	4	5
3. โรงแรมของฉันมีการวิเคราะห์อย่างเป็นระบบเพื่อระบุความต้องการในการฝึกอบรม	1	2	3	4	5
4. โรงแรม ของฉันประเมินประสิทธิผลของโปรแกรมการฝึกอบรมจากพฤติกรรมบริการว่ามีปรับปรุงขึ้นมากน้อย	1	2	3	4	5

แค้ไหน					
5. โรงแรม ของฉันประเมินการฝึกอบรมเพื่อตรวจสอบว่าการฝึกอบรมถูกต้องตามวัตถุประสงค์	1	2	3	4	5

6. Knowledge sharing การแบ่งปันความรู้

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. สมาชิกในทีมมีความเต็มใจที่จะเรียนรู้และแลกเปลี่ยนความรู้กัน	1	2	3	4	5
2. สมาชิกในทีมช่วยกันส่งเสริมการแลกเปลี่ยนความรู้	1	2	3	4	5
3. สมาชิกในทีมมีความเต็มใจในการแลกเปลี่ยนความรู้ที่เกี่ยวข้องกับงานที่ทำ	1	2	3	4	5
4. สมาชิกในทีมเชื่อว่าการแบ่งปันความรู้กับสมาชิกคนอื่น ๆ สามารถช่วยสร้างภาพลักษณ์ผู้เชี่ยวชาญของเขา	1	2	3	4	5
5. สมาชิกในทีมมุ่งเน้นไปที่การรักษาภาพของการช่วยเหลือผู้อื่นในสายตาของสมาชิกคนอื่น ๆ	1	2	3	4	5
6. ช่วยสมาชิกอื่น ๆ ในทีมแก้ไขปัญหาเรื่องงานของเขาจะช่วยให้สมาชิกในทีมจะรู้สึกมีความสุขและความพึงพอใจ	1	2	3	4	5
7. สมาชิกแต่ละคนเต็มใจที่จะใช้เวลาว่างของเขาช่วยสมาชิกคนอื่น ๆ	1	2	3	4	5
8. สมาชิกของทีมทุกคนเต็มใจใช้เวลาว่างช่วยสมาชิกคนอื่น ๆ แม้ว่าเขาไม่ได้ร้องขอความช่วยเหลือ	1	2	3	4	5
9. สมาชิกในทีมมีความเต็มใจที่จะช่วยเหลือผู้อื่น	1	2	3	4	5
10. การสื่อสารหลายทางช่วยส่งเสริมสภาพแวดล้อมการทำงานที่เป็นมิตรและการแลกเปลี่ยนข้อมูลและความคิด	1	2	3	4	5

7. Team work ทีมทำงาน

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. สมาชิกในทีมให้กำลังใจซึ่งกันและกันเพื่อปรับปรุงประสิทธิภาพการทำงานของพวกเขา	1	2	3	4	5
2. ความสัมพันธ์ที่ดีของสมาชิกในทีม ทำให้สมาชิกกระตือรือร้นเกี่ยวกับงาน และบรรยากาศช่วยให้พวกเขาให้ความสนใจที่การทำงานของพวกเขาตลอดทั้งวัน	1	2	3	4	5
3. ปฏิสัมพันธ์ระหว่างสมาชิกในทีมเป็นสิ่งที่ดี	1	2	3	4	5

4. ในทีมนี้สมาชิกรักษาความมุ่งมั่น	1	2	3	4	5
5. ในทีมนี้สมาชิกไว้วางใจซึ่งกันและกัน	1	2	3	4	5
6. ในทีมนี้ สมาชิกมั่นใจในความเชื่อใจของผู้จัดการ	1	2	3	4	5
7. ในทีมนี้สมาชิกและผู้จัดการไว้วางใจซึ่งกันและกัน	1	2	3	4	5
8. พนักงานดูพนักงานคนอื่น ๆ แบบเป็นลูกค้า	1	2	3	4	5
9. บุคลากรที่ใช้บริการโดยตรงกับลูกค้ารู้สึกได้ว่าผู้จัดการของเขาดูแลพวกเขาอย่างดีมาก	1	2	3	4	5
10. การติดต่อส่วนบุคคลสามารถสัมผัสได้ว่าผู้บริหารระดับสูงใส่ใจพวกเขาอย่างแท้จริง	1	2	3	4	5
11. พนักงานรู้สึกได้ถึงการมีส่วนร่วมและรู้สึกผูกพัน	1	2	3	4	5

8. Interdepartmental communication การสื่อสารระหว่างแผนก

รายงาน	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วยหรือไม่เห็นด้วย	เห็นด้วย	เห็นด้วยที่สุด
1. ความพึงพอใจที่หน่วยงานทำงานร่วมกันได้อย่างมีประสิทธิภาพการเพื่อให้บรรลุเป้าหมายขององค์กร	1	2	3	4	5
2. ความพึงพอใจกับคุณภาพของการสื่อสารระหว่างหน่วยงาน	1	2	3	4	5
3. ความพึงพอใจที่แผนกได้รับการสนับสนุนจากบุคคลอื่นภายในองค์กรในการดำเนินงานของเรา	1	2	3	4	5
4. ความพึงพอใจที่หน่วยงานอื่น ๆ ทราบและเข้าใจความท้าทายที่แผนกของฉันทมี	1	2	3	4	5
5. ความพึงพอใจกับคุณภาพของการสื่อสารภายในแผนก	1	2	3	4	5
6. กระบวนการทางเอกสารลดความสำคัญของขั้นตอนที่สำคัญอย่างยิ่งในการสื่อสารกับหน่วยงานอื่น ๆ	1	2	3	4	5

Appendix C

List of 4-5 star hotels in Phuket for data collection

Panwa	Layan
Amatara Resort & Wellness Cape Panwa Hotel Radisson Blu Plaza Resort Phuket Panwa Beach	Anantara Phuket Layan Resort & Spa The Pavilions Phuket
Bangtao	Maikhao
Angsana Laguna Phuket Banyan Tree Phuket Dusit Thani Laguna Phuket Moevenpick Resort Bangtao Beach Phuket	Anantara Phuket Villas Centara Grand West Sands Resort & Villas Holiday Inn Resort Phuket Maikhao JW Marriott Phuket Resort & Spa Maikhao Dream Villa Resort & Spa Renaissance Phuket Resort & Spa Sala Phuket Resort & Spa
Cape Yamu	Nayang
Point Yamu by COMO	Dewa Phuket Resort Indigo Pearl Nai Yang Beach Resort & Spa
Kata	Patong
Kata Rocks : Phuket Luxury Resort & Residence Katathani Phuket Beach Resort Sugar Palm Grand Hillside	La flora Resort Patong Thara Patong Beach Resort & Spa
Karon	Kamala
LeMeridian Phuket Beach Resort Novotel Phuket Karon Beach Resort and Spa	Paresa
Naithon	Nai Harn
Pullman Phuket Arcadia Naithon Beach Trisara Phuket	The Nai Harn Beach Resort & Spa
Surin	
The Chava Resort The Surin Phuket Twinpalms Phuket	

Date range of data collection: Oct 2015 – Apr 2016.

Appendix D



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Faculty of International Studies, Prince of Songkla University, Phuket campus

January 10, 2017

Letter of Submission

Dear **Ms. Yulia Lozovitskaya**

The Editorial Team of Journal of International Studies (JIS) is pleased to inform you that your manuscript entitled "**Improving interdepartmental communication in hospitality industry: Case of study of 4-5 star hotel employees in Phuket**" has been accepted for the submission.

Your manuscript has been in the process of consideration to be published in *Journal of International Studies, Prince of Songkla University, Vol. 7 No. 1 (January – June 2017)*, which is supposed to come out by July 2017. Thank you for your submission.

Kind regards,

(Dr. Supachai Jeangjai)
Executive Editor
Journal of International Studies,
Prince of Songkla University