



## บันทึกข้อความ

ส่วนราชการ คณะวิทยาการจัดการ มหาวิทยาลัยศิลปากร วิทยาเขตสารสนเทศเพชรบุรี

ที่ มหาวิทยาลัยศิลปากร

วันที่ 15 สิงหาคม 2554

เรื่อง รายงานการเข้าร่วมเสนอขอทุนความในการประชุมวิชาการนานาชาติ

เรียน คณบดีคณะวิทยาการจัดการ

ตามที่ข้าพเจ้านางสาวรสมารินทร์ อรุณทัยพัฒน์ อาจารย์ประจำหลักสูตรธุรกิจโรงแรมและที่พัก คณะวิทยาการจัดการ ได้รับการตอบรับให้เข้าร่วมประชุมวิชาการและนำเสนอขอทุนความวิจัยในการประชุมวิชาการระดับนานาชาติครั้งที่ 7 "Regional Stability through Economic, Social and Environmental Development in the Greater Mekong Sub-region and Asia Pacific" ระหว่างวันที่ 7-12 สิงหาคม 2554 ณ Cinnamon Grand Hotel ณ เมืองโคลอมโบ ประเทศศรีลังกา บัดนี้การนำเสนอขอทุนความได้เสร็จสิ้นแล้ว จึงขอส่งขอทุนความดังกล่าวแนบมาพร้อมบันทึกฉบับนี้

จึงเรียนมาเพื่อโปรดทราบ จักขอบพระคุณยิ่ง

(อาจารย์รสมารินทร์ อรุณทัยพัฒน์)

อาจารย์ประจำหลักสูตรธุรกิจโรงแรมและที่พัก

Duangjai Prangol.

(ผู้ช่วยศาสตราจารย์ ดร.ดวงเงิน ชื้อภักดี)

หัวหน้าสาขาวิชาการจัดการการท่องเที่ยว

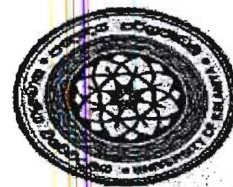
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เพื่อโปรดทราบ ทั้งนี้ให้ทราบด้วย  
ความเคารพ, พ.ศ. ๒๕๕๔

17/8/54  
15/8/54

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18/8/54





# INTERNATIONAL CONFERENCE

“Regional Stability through Economic, Social and Environmental Development in the Greater Mekong Sub-region and Asia-Pacific”

***Organizer:***

Chiangrai Rajabhat University, Thailand  
University of Kelaniya, Sri Lanka

***In Association with:***

- SEAMEO Regional Centre for Higher Education and Development
- Yuxi Normal University
- Ho Chi Minh City Open University
- Waseda University
- Keio University
- Huntington University

7 - 12 August, 2011

Cinnamon Grand Hotel, Colombo, Sri Lanka



**The Program Theme and Sub-Themes**

**THEME:** “Regional Stability through Economic, Social and Environmental Development in the Greater Mekong Sub-region and Asia-Pacific”

**Sub – themes**

- (1) Poverty Alleviation and Welfare Policy
- (2) Education in the Information Age
- (3) Culture and Heritage, Ethnic Diversity
- (4) Migrant Workers and the Economies of Developing and Developed Countries:  
Labor Rights and Human Rights
- (5) Food Security and the Green Revolution
- (6) Tourism Development in the Greater Mekong Sub-region and Asia- Pacific
- (7) Environment, Bio-Diversity and Shared Natural Resource Management
- (8) Techno – Scientific Progress, Climate Change and the Energy Transition for  
Development
- (9) Institutional Strengthening, Social – Economics and Politics Challenges  
within the Greater Mekong Sub region and Asia – Pacific
- (10) Human Development and Health Policy

**INTERNATIONAL CONFERENCE**

**The Inter- University Cooperation Program**

**“Regional Stability through Economic, Social and Environmental Development  
in the Greater Mekong Sub-region and Asia-Pacific”**

**7 - 12 August, 2011**

**Venue: Cinnamon Grand Hotel, Colombo, Sri Lanka**



**Sunday, 7 August 2011**

**Arrival of participants in Colombo  
Check in at Cinnamon Grand Hotel**

**Monday, 8 August 2011**

**08.00 – 08.15 Traditional Opening Ceremony**

**08.15 – 08.35 Opening Session:**

**Welcome Opening by Professor Dr. Sarath Amunugama**  
Vice – Chancellor of University of Kelaniya

**08.35 – 08.45 Welcome Opening by H.E. Thinakorn Kanasuta**  
Ambassador of Thailand

**08.45 – 09.00 Welcome Opening by Dr. Thu Thi Thanh LE**  
Vice - Rector of Ho Chi Minh City Open University,  
Socialist Republic of Vietnam

**09.00 – 09.10 Welcome Opening and Presentation of a Token of Appreciation  
by Assistant Professor Dr. Manop Pasitwilaitham**  
President of Chiangrai Rajabhat University

**09.10 – 09.45 Presentation of the Royal Decoration by the Ambassador  
of Thailand *The Member of the Most Noble Order of the  
Crown of Thailand* conferred to  
Professor Dr. Kevin McCormick**

**09.45 – 10.00 Keynote Speech: *International Education and Community  
Empowerment – Model of Global Engagement,*  
by Professor Dr. Kevin McCormick**  
President of Huntington University, Canada



**10.00 – 10.30 Coffee/Tea Break and Visit Poster Presentation**

**10.30 – 11.15 Keynote Speech:** *A Rhetorical Inquiry of the Convergence and Divergence of the Mediated Environments and the Narrative of Nature in Canada.*

**by Professor Dr. Kristeen McKee**

Huntington University, Canada

**11.15 – 12.00 Keynote Speech:** *The “Art” of Rural Economic Development.*

**by Mr. Thomas Barker**

Councillor, City of Kirkland Lake, Canada

**12.00 – 13.00 Lunch and Visit Poster Presentation**

**The Cedar Room:**

**13.00 – 15.00 Session I: Poverty Alleviation and Welfare Policy**

- Contested Poverty and Policy Implications. **(Ms. Tran Thu Ha)**
- Differently Abled Children in India: Their Education and Rights in the Present Century. **(Dr. R. Ezhilraman)**
- Thailand and Sri Lanka Social Policy Experience: Institutional Roles in the Extension of Social Protection. **(Assistant Professor Dr. Montri Kunphoommarl and Ms. Sirinapa Kunphoommarl)**
- Poverty and Inequality among Major and Minor Irrigation Projects in Sri Lanka: Gini Decomposition Approach. **(Aruna Shantha and Asan Ali, B.G.H.)**
- The Role of Thailand Cooperatives in Poverty Alleviation. **(Associate Prof. Dr. Vijitsri Sanguanwongse)**
- Consolidation and Development of the Social Welfare System and Social Work Profession in Vietnam for Poverty Alleviation towards Human Being Welfare. **(Mr. Le Chi An)**
- Street Children and Their Motivation to School Education within Their Families. **(P.R.S. Pattiyagodage)**

**15.00 – 15.15 Coffee/Tea Break**

**15.15 – 17.00 Session IV: Migrant Workers and the Economies of Developing and Developed Countries: Labor Rights and Human Rights**

- Workforce Diversity for the Sustainable Economic Development in Mekong Sub Region and Asia – Pacific from learning perspective. **(Ms. Ta Thi Hong Hanh)**



- The Creating and Developing of Migrant Networks in Thailand and Malaysia among Malay-Thai Irregular Migrant Workers in Malaysia.  
**(Mr. Suttiporn Bunmak)**
- Social Network and Migration of People from Southern Border Provinces to Work in Food Shop (Tom Yam Shop) in Malaysia.  
**(Dr. Nisakorn Klanarong, Dr. Sirirat Sinprajakpol, Mrs. Suparat Pinsuwan)**

**Session V: Food Security and the Green Revolution**

- The Effect of Agricultural Innovations on Food Security in Sri Lanka.  
**(Dr. G. M. Hernegedara)**
- Biological Control of Rice Weevils *Sitophilus oryzae* L. (Coleoptera: Curculionidae) by Some Aromatic Plant Leaf Extracts.  
**(Associate Professor Dr. Korakod Indrapichate)**
- Development of Crispy Snack Containing Black Sesame.  
**(Miss Sasiapa Boonkong)**

**IVY I Room:**

**13.00 – 15.00 Session II: Education in the Information Age**

- An Analysis of Internet Usage Level of the Internet Café Users in Sri Lanka. **(Mr. Kaushalya Yatigammana)**
- Knowledge Management for Information System Management by SQL Database at Educational Institutions.  
**(Assistant Professor Dr. Charas Atiwithayaporn)**
- E-Learning in Information Management Education in Sri Lanka: An Examination of Needs and Issues. **(S.A.D.H. Namali Suraweera)**
- Human Centered Knowledge Paradigm for Building a Secure and Prolong Society: The Knowledge Ecology Perspective.  
**(Chammika Mallawaarachchi)**
- Integrating Indigenous Knowledge into the Thai Studies Course at Chiangrai Rajabhat University. **(Mr. Albert Lisec)**
- A Study of Students' Adversity Quotient and Self-Empowerment in Secondary Schools under the Jurisdiction of the Office of the Basic Education Commission.  
**(Assistant Professor Dr. Jureeporn Kanjanakaroorn)**
- Development of Training Courses in Creative Thinking Teaching Techniques for Student Teachers. **(Dr. Ketsaraphan Khongchroen)**
- Conversational Implicature of Andy Capp Comic Strips in the Bangkok Post. **(Ms. Areerat Sornrach)**



- An Analysis of Language Situation of the Kachin Tribes: A Case Study in the Village of Ban Mai Samakki, Muang-na Sub-District, Chiang Dao District, Chiang Mai Province, Thailand. **(Ms. Seng Nu Nhkum)**
- Classroom Action Research for Study the Result of Using the Contemplative Education in Systematic Thinking for the Career Subject of the Student in the Faculty of Education.  
**(Assistant Professor Dr. Penpisuth Chaisanit) : Poster Presentation**
- Development of Standard for Sports Promotion of Rajabhat Universities.  
**(Miss Benjamas Kerdmalai): Poster Presentation**

15.00 – 15.15 **Coffee/Tea Break**

15.15 - 18.00 **Session II: Education in the Information Age (Continued)**

- The Structural Equation Modeling of Knowledge Management in Basic Educational Institutions in Four Southern Border Provinces.  
**(Dr.Idsaratt Rinthaisong)**
- Cartoons as History: Reflections of Society.  
**(Associate Professor Dr. Chatchai Panananon)**
- A Synthesis of the Theses and Term Papers of Graduates from the Master of Education Program in Educational Administration of DhonburiRajabhat University. **(Dr. Grit Sookpom)**
- A Comparison of Writing Styles between Male and Female Writers: A Case Study of American Fictions *Angels and Demons* by Dan Brown and *From Potter's Field* by Patricia Cornwell.  
**(Ms. Kultida Khammee)**
- Local Curriculum Development for Junior High School Students in Kalasin Province. **(Mr. Warin Doknaree)**
- A Study of Language Choice among the Pgaz K'Nyau Minority in Houy Bongy Village, Pongtum Sub-District, Chaiprakarn Distict, Chiang Mai, Thailand. **(Mrs.Waeota Phaophogthai)**
- An Analysis of Language Feature Used in Ordinary National Educational Test (O-NET) of Matthayom 3 Students: Emphasis on Lexical Features.  
**(Mrs. Saowalak Tarin)** Translation Strategies of Culture-Specific Items:
- A Case Study of "The Happiness of Kati".  
**(Ms. Kamonwan Suwanmongkol)**
- Using the Reading Promoting Textbooks: Sufficiency Economy Program and Exercise Worksheets Promoting Reading, Analyzing and Writing Skills Used as Cooperative Learning Materials with STAD method by Thai Learning Program Group, Prathomsuksa 1  
**(Dr. Kitt-Arpar Kornmai)**



- Strategies in Translation from Thai into English of the Book “The Mermaid Apprentices” of Pieretta Dawn. **(Mr. Chayapon Pinmora)**
- An Analysis of Translation Skills: A Case Study of Translation Course at Mae Fah Luang University. **(Miss Chittamas Saibua)**
- A Contrastive Analysis of Writing Styles in English Expository Composition between Thai and Native of English Students. **(Miss Lalita Samrittitanon)**
- An Error Analysis of Written Language between Chinese and Thai Undergraduates at Chiangrai Rajabhat University. **(Miss Navarat Boonsamritphol)**
- An Analysis of Linguistic Features of Football Language Used in Football News and Columns in the English Premier League Competition: A Case Study in Website [www.Goal.Com](http://www.Goal.Com). **(Mr. Prasobkan Boonjanawiroj)**

**IVY III Room:**

**13.00 – 15.00 Session III: Culture and Heritage, Ethnic Diversity**

- Aspects of Language Shift in Iu-Mien and Their Implication for Language Maintenance: A Case Study of the Iu-Mien Students’ Story Writing Workshop. **(T. Daniel Arisawa)**
- Do the identities disappear or maintain?: Minority Ethnic Groups’ Identities in Chiangrai Province. **(Assistant Professor Dr. Sornchai Mungthaisong)**
- Self- Reliance Activities for Quality of Life Development in Dai Ya Ethnicities at Nam Borkaow Village, Huay Khrai Sub-district, Maesai District, Chiang Rai Province. **(Dr. Lelar Treeaekanukul)**
- The Guideline of Knowledge Dissemination on Garbage Elimination and Water Treatment Through Folk Media under Laem-Pak-Bia King’s Project at Lab-Lae District, Uttaradit Province. **(Dr. Radee Thanarak)**
- Factors Affecting Trust in “Thailand’s Halal Logo” of Thai Muslim in 5 Southern Border Provinces. **(Associate Professor Dr. Saranya Bunnag)**
- The Nature of the Internal Trade in the Kingdom of Anuradhapura. **(Nadeesha Sharmalee Gunawardana)**
- The Siddha Cult in Tamil Nadu: A Brief Study. **(Dr. R. Ezhilraman)**
- Boonchouy Siswati: Life and Work. **(Mr. Nikhom Boonserm)**
- The Study of Traditional Thai Medicine in Relevant to the Principle of Dhatus and Khandhas in Buddhism **(Ms. Anjaree Inchan)**
- The Communication of Lanna Identity by Using “Sor” Folk Song as the Medium. **(Ms. Jiraporn Khunsri)**



- Developing a Teaching Remedial Class Model for Student of Muay Thai Study and Thai Medicine by Using Sets of Form to Practice Their Skills in Waikru and Muaythai Dance. **(Mr. Jarusdij Ulit)**
- Contemporary Art and Culture in Thai Political Communication Process, 2008 – 2009 AD. **(Acting Sub – LT. Chankhanit Arvorn)**

15.00 – 15.15 **Coffee/Tea Break**

15.15 - 18.00 **Session III: Culture and Heritage, Ethnic Diversity (Continued)**

- The Sustainability of the Housing Culture of Community on the Andaman Sea Coast on the Basis of Economic, Society and Environmental Development. **(Dr. Kitipong Tepjitara)**
- A Study on Attires in Thai Painting during The Reign of King Rama III - Rama IV in Purpose of Fashion Design. **(Assistant Professor Suwannee Khruapan)**
- A Study and Knowledge Management of Biological Culture of Ethnic Groups at the Basins of Mae Kok River and Mekong River Zone I: Case Study in Chiangrai Province. **(Assistant Professor Ranida Pingmoung)**
- A Studying and Developing Project on Local Learning Modules in Foreign Languages for Teachers and Tour Guides at Mae Yao Sub-district, Muang District, Chiangrai Province. **(Dr. Sahattaya Sittivised)**
- Comparative Study of the Social Organization Pattern of Chiang Saen Communities and the Pattern Appearing in Mangraisart. **(Mr. Surachai Ulanwong)**
- Transmission Process of the Practice of Islamic Doctrine toward Islamic Youths in Islamic Private Schools Located in Songkhla Province. **(Dr. Jidapa Suwannarurk and Miss Wanvisa Kaewsomboon)**
- Model of Sustainable Community Development: Case of Ban Ri, Xishuangbanna, The Upper Mekong River - Basin. **(Dr. Udorn Wongtubtim)**
- Performing Arts and Folk Plays of the Tai Yuan Cultural Group in Mekong River basin. **(Mr. Suthat Klayisuan)**
- An Analysis of Metaphorical Expressions Used in “The Hurt Locker” By Mark Boal. **(Mr. Worrapol Toopmongkol)**

**Session II: Education in the Information Age (Continued)**

- Students' English Learning Strategies: A Case Study of Bann Chakue School Huaichompoo Sub-District, Mueang District, Chiangrai Province. (**Ms. Jiranuch Sribunrueang**)
- An Analysis of English Speaking Strategies of Matayom 5 Students in Santivithaya School. (**Ms. Pattalawan Gowsam**)
- An Analysis of Figurative Language Used in Pop Songs: Whitney Houston's. (**Ms. Sirilak Boontong**)
- A Study of Non-verbal Language in Classroom Communication in Matayom 1 Students at Anubalwatmuang-nga School Phan District Chiangrai Province. (**Ms. Chatsuda Seangtong**)
- An Analysis of Persuasive Language in Vocational Certificate English Textbooks. (**Miss Warunee Promsen**)

18.30 - 21.00 • **Reception Dinner**

**Tuesday, 9 August 2011**

**The Cedar Room:**

08.00 – 10.00 **Session VII: Environment, Bio-Diversity and Shared Natural Resource Management**

- Use of Epiphytic Lichens as Bioindicators for Air Quality Monitoring in Nakhon Ratchasima Municipality, Thailand. (**Assistant Professor Dr. Nathawut Thanee**)
- Evolution of the Concept of Corporate Social Responsibility in Developed and Developing Countries. (**K.K.Tilakasiri, Indumathi Welmilla and Colin Higgins**)
- The University Role Preparation for ASEAN Community Unification and Environmental Conservation in Thailand. (**Professor Dr.Anurak Panyanuwat**)
- Economic Value of Irrigation Water: The Case of Huruwewa Irrigation Scheme in Sri Lanka. (**Aruna Shantha and Asan Ali, B.G.H**)
- Applications of life Cycle Assessment to Tapioca Starch Production in Thailand. (**Dr. Prayong Keeratiurai**)
- Vesicular Arbuscular Mycorrhizal Colonization of Roots Affect Invasiveness of Some Alien Invasive Plants of Sri Lanka. (**Samarasekara, H.G.A.P. and Yapa, P.N.**)
- Drought Tolerance Improvements of Maize (*Zea mays* L.) through Arbuscular Mycorrhizal Inoculation. (**I.C. Senanayake and P. N. Yapa**)



10.00 – 10.15 **Coffee/Tea Break**

10.15 – 12.00 **Session VII: Environment, Bio-Diversity and Shared Natural Resource Management (Continued)**

- Micropropagation of *Renanthera coccinea* Lour. For Conservation. (Dr. Nongnuch Chanasit)
- Carbon Massflow from Egg Production Using Life Cycle Assessment to Develop Carbon Footprint in Khon Kaen and Nakhon Nayok Provinces, Thailand. (Ms. Watcharaporn Tantipanatip)
- Carbon Footprint for Fattening Pig Production in Thailand: Cases of Ratchaburi, Nakhon Pathom and Nakhon Ratchasima Provinces. (Mr. Panisara Vichairattanatragul)
- Species Diversity of Millipedes in Sakaerat Environmental Research Station Nakhon Ratchasima, Thailand. (Ms. Sirirut Sukteeka)
- Solid Waste Composition and the Behavior of Household Solid Waste Management in Some Small Islands, Trang Province, Thailand. (Ms. Khwanta Tantikamton)
- Biodiversity of Termites and Their Relationship to Dry Dipterocarp and Dry Evergreen Ecosystems at Sakaerat Environmental Research Station, Nakhon Ratchasima Province, Thailand. (Ms. Pornsiri Thipsantia)
- Biodiversity and Usage of Edible Plants in Phu Pha Lom Arboretum Muang District, Loei Province, Thailand. (Assistant Professor Dr. Rachadaporn Benchawattananon)
- Application of THEOS satellite images for Classified at Species Scale of Mangrove Mapping. (Miss Sureeporn Nipithwittaya): **Poster Presentation**
- Antecedents and Outcomes of Integrated Water Resources Management in Community Conflicts Resolution of The Mekong Part I and Kok Basins. (Dr. Vicharn Amarakul): **Poster Presentation**

12.00 – 13.00 **Lunch and Visit Poster Presentation**

13.00 – 15.00 **Session VIII: Techno – Scientific Progress, Climate Change and the Energy Transition for Development**

- Problems for Lower Mekong River Basin due to the Impacts of Global Climate Change and Dam Construction Projects in Mekong River Upstream on Land and Water Use. (Mr. Tham Hong Duong)
- An Evaluation of Government Energy Conservation Programme in the Thai Small and Medium-Sized Industry and Commercial Building. (Dr. Janthana Kunchornrat)

- Knowledge Management of Local History in Wieng Nhong Lom Wetland Amphur Mea-Jun Chiangrai Province By using the Geographic Information System (GIS). **(Miss Dujluedee Kongsuwan)**

**IVY I Room:**

**08.00 – 10.00 Session VI: Tourism Development in the Greater Mekong Sub-region and Asia- Pacific**

- An Exploration of Visitor Satisfaction and Loyalty with Nature Based Tourism Product in Sri Lanka. **(Ranasinghe J.P.R.C)**
- Destination Satisfaction and Behavioral Intentions of the Tourists: A Study on Sri Lanka. **(W.K. Athula Gnanapala)**
- Innovation Management: Social Capital to Development of Sustainable Community Economy: Case Study of Tourist Destination. **(Dr. Yongyoot Chairatanawan)**
- Impact of Tourism on Archaeological Heritage in Sri Lanka. **(M.K. Amila Indika)**
- Marketing Communications for Ecotourism Promotion and Thai Wisdom Ways of Life in Uttaradit Province. **(Dr. Benjawan Sucharit)**

**10.00 – 10.15 Coffee/Tea Break**

**10.15 – 12.00 Session VI: Tourism Development in the Greater Mekong Sub-region and Asia- Pacific (Continued)**

- The Competitiveness Enhancement of Local Community Enterprise in Cultural and Local Wisdom Tourism based on Sufficiency: The Case of One Tambon One Product (OTOP) Village, Nakhon Ratchasima Province. **(Dr. Nattinee Thongdee)**
- Development of a Nature Trail for Ecotourism with Community Participation: A Case Study of Ban Khun Samutchin Community. **(Assistant Professor Watanachai Chumak)**
- Human Resource Management of Small-sized Independent Hotels: A Case Study of Cha-am Beach, Petchaburi, Thailand. **(Ms. Rosamarin Arunothaipipat)**
- Artistic Features of the Tourist Route in Wieng Sub-district, Chiang Saen District, Chiang Rai Province. **(Ms. Pattareepan Pantu)**
- A Community Participation Research for Development on Management Model for Sustainable Tourism Economic Using Supply Chain in Maha Sarakham Province. **(Associate Professor Dr. Wongpattana Sriprasert)**



- Factors Affecting on Decision Making of Thai Tourists for Returning to Visit the Socialist Republic of Vietnam: Middle Border.  
**(Miss Ho Dieu Khanh) : Poster Presentation**
- A Study of the Importance of Pinnawala Elephant Orphanage as a Tourist Attraction.  
**(Dr. H.M. Nawarathna Banda) : Poster Presentation**
- Guideline to the Carrying Capacity Index Development of Community Based Tourism by the Participatory Process on Bang Namphueng Sub-district, Prapradang District, Samuthprakan Province.  
**(Assistant Professor Kallayanee Kullachai) : Poster Presentation**

**12.00 – 13.00 Lunch and Visit Poster Presentation**

**13.00 – 15.00 Session IX: Institutional Strengthening, Social – Economics and Politics Challenges within the Greater Mekong Sub region and Asia – Pacific**

- Impact of Micro Finance on Small Entrepreneurship in Sri Lanka (With Reference to Kegalle Districts). **(J.A.P Kumari)**
- Foreign Direct Investment Flows in Sri Lanka Issues, Challenges and Prospects. **(Yusufu Nigel Bachama)**
- The Licensed Commercial Banking in Sri Lanka: The Way Forward.  
**(Dr. Ajitha Tennakoon)**
- Market Segmentation of Thai Herbal Products: the Southern Market of Thailand. **(Associate Professor Sasiwemon Sukhabot)**
- Non-Government Organization with the Use of Good Governance in Local Election Inspection Case Study: Local Elections in Saraburi Province.  
**(Dr. Amnuay Pinphila)**
- The Management Model to Improve the Quality of the Commercial Group and Community Enterprise at Tapla District, Uttaradit.  
**(Dr. Chatchai Sucharit)**
- Development of Seaport (Case Study of Second Male' Port Project)  
**(Mr. Maung Aung)**

**IVY III Room:**

**08.00 – 10.00 Session X: Human Development and Health Policy**

- Sufficiency Economy as a Human Development for Economic, Social and Environmental Sustainability with Emphasis in Ethnic Communities.  
(Associate Professor Dr. Makha Khittasangka)
- Enforcing of an Alternative Justice Process in the Higher Education Institution. (Assistant Professor Dr. Suwimol Pichayapaiboon)
- Elderly Volunteer's Participation on Elderly Group for Health Promotion and Health Protection on Phranakhon Si Ayutthaya Province through Participatory Action Research.  
(Associate Professor Dr. Noppawan Theerapuncharoen)
- A Study of Occupational Ability Development of Women and Youths in Three Southern Border Provinces.  
(Assistant Professor Noi Chandumpai)
- Woman Sex Worker Mental Health.  
(Assistant Professor Dr. Chutarat Sathirapanya)
- Intrusion of Human Right on Third Gender Identity Students in Secondary Schools. (Dr. Winai Chumchuen)
- Outstanding of Economy Based and Cultural Capital of Kanjanadit District, Surat Thani Province of South Thailand.  
(Dr. Chalinda Ariyadet)
- Sources of Urban Household Heads' Happiness in Uttaradit Province: A Qualitative Approach. (Dr. Chichaya Changrian)

**10.00 – 10.15 Coffee/Tea Break**

**10.15 – 12.00 Session X: Human Development and Health Policy (Continued)**

- Development of Diabetes Prevention and Care Model in Northeast Thailand. (Mr. Sirisak Prompan)
- Stress and Stress Management Behaviors of People in Chachoengsao Province, Thailand.  
(Assistant Professor Dr. Kunwadee Rojpaisarnkit)
- Factors Integration of Experience and Psychological Characteristics that Influence the Public Mind of the Students at Dhonburi Rajabhat University. (Mr. Wirachai Kamthorn)
- Research and Development of Pattern of Health Care Elderly in Loei River Community. (Assistant Professor Dr. Pim-on Sod-ium)



- GIS Infectious Diseases in Greater Mekong sub-region (Mukdahan – Savannakhet). **(Dr. Sutatip Chavanavesskul and Associate Professor Dr. Kosum Chansiri) : Poster Presentation**

**12.00 – 13.00 Lunch and Visit Poster Presentation**

**13.00 – 15.00 Session IX: Institutional Strengthening, Social – Economics and Politics Challenges within the Greater Mekong Sub region and Asia – Pacific**

- Product Development and Packaging to Build Identity into the Commercial Market. **(Mrs. Sriprai Sakunphun)**
- The Study of Influence Factors for Purchasing Lubricant of Logistic, Mining and Construction Business Entrepreneur in the Three Lower-North Provinces, Uttaradit, Pitsanulok Sukhothai. **(Assistant Professor Manee Choo-lead)**
- A Study of Development Strategies for OTOP in Chiang Rai. **(Assistant Professor Nongnout Kanthachai)**
- The Development of Local Community Residents' Political Concepts in Chiang Saen District, Chiangrai Province. **(Miss Noppawan Thammasit)**
- Public Sector's Management for the People Receiving Thai Nationality: A Case study of Doi Sa Ngo Community, Chiang Saen. **(Miss Waraduang Sommanasak)**
- Women's Roles in the Communication of the Community Health. **(Mrs. Boonta Wattanavanichagul)**
- Managerial Factors Related to Competitive Advantage of Construction Business in Maha Sarakham Province. **(Mrs. Sauwapa Pratumthong) : Poster Presentation**
- Relationship between Service Marketing Mix and Service Quality Satisfaction of Community Shop Business in Borabu District, Maha Sarakham Province. **(Mrs. Sommai Changpum) : Poster Presentation**
- The Managerial Components Influencing the Efficiency in the Liquor Community Tax Arrangement of Excise Office, Region 3. **(Mrs. Lamom Auttaramart) : Poster Presentation**
- The Organizational Culture in Operation Related to Affair of Personnel of Maha Sarakham Provincial Electricity Authority. **(Mr. Supat Srisarakham) : Poster Presentation**
- Managerial Capability Development as the Mechanism of Cooperative System for Para – Rubber Growers in the Upper Northern Thailand. **(Mr. Keetawud Nubsang) : Poster Presentation**
- The Effects of Change in Ways of Life toward Social, Economic and Environment of Para – Rubber Growers in Phayao Province, Thailand. **Mr. Sudkate Chatiphun): Poster Presentation**

- Value-added of Woven Cloth Product Building for Developing Distribution Channel of Namrid Cloth Weaving Women's Group, moo 1 Namrib sub-district, Muang district Uttaradit province  
**(Ms. Sineenart Wigromprasit) : Poster Presentation**

**15.00 – 15.15 Coffee/Tea Break**

**15.15 – 15.45 Resolutions and Agenda for Future Action**

A joint conclusion with University of Kelaniya and Chiangrai Rajabhat University  
**Senior Professor Edirisinghe Dayaratne**

**Associate Professor Dr. Makha Khittasangka**

**15.45 – 18.00 Certificate and the Best Practices Awards**

**18.30 – 21.00 Farewell Dinner**

**The International Conference Program Moderators:**

**1. Assistant Professor Dr. Sornchai Munghaisong**, Ph.D. in Linguistics, Adelaide University, Australia, former Dean of Faculty of Humanities, former Assistant to the President of Chiangrai Rajabhat University, presently, Department Head of Western Language Program, Chiangrai Rajabhat University, Thailand.

**2. Mr. Albert Lisec**, is currently a lecturer and language consultant of the Department of English, Faculty of Humanities, Chiangrai Rajabhat University, Thailand. He previously held positions at Chiangmai Rajabhat University and Nakorn Sawan Rajabhat University. Prior to that, he served in two United States Peace Corps assignments in Tonga (South Pacific assignment) and Thailand. He has held the position of Cross-Cultural Director for the Berlitz Saudi Project in the United States. His area of expertise is in cross-cultural studies and film studies.

**3. Dr. Simmee Oupra**, Ph.D. in Linguistics from the University of Adelaide, Australia. She is also the lecturer at the Faculty of Humanities, Chiang Rai Rajabhat University, Thailand. Her research interest is mainly Language Ecology and Eco-linguistics.



**The International Conference Program Commentators:**

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**6. Mr. Maung Aung**, M.Sc (Engineering) had worked as Project Engineer for over 10 years in the Asian Development Bank, Manila, Philippines. He has extensive experience in project formulation, development, management and strategy formulation in bilateral economic development cooperation partnership. At present, he is a Senior Lecturer and Specialist in the International College of Mekong Region, Chiangrai Rajabhat University, Thailand.

The 7<sup>th</sup> International Conference  
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# CERTIFICATE OF ACHIEVEMENT

Research Presentation Awarded to:



**Ms. Rosamarin Arunothaipipat**

as

Conference Participant

**"Regional Stability through Economic, Social and Environmental Development  
in the Greater Mekong Sub-region and Asia-Pacific"**

Colombo, Sri Lanka  
7 - 12 August, 2011

A handwritten signature in black ink, appearing to read "Manop Pasitwilaitham".

Assistant Professor Manop Pasitwilaitham, Ph.D.

President, Chiangrai Rajabhat University, Thailand

A handwritten signature in black ink, appearing to read "Sarath Amunugama".

Professor Sarath Amunugama, Ph.D.

Vice-Chancellor, University of Kelaniya, Sri Lanka



**Title for Paper:**

Human Resource Management of  
Small-sized Independent Hotels: A  
Case Study of Cha-am Beach, Petch-  
aburi, Thailand

**Theme of submission:**

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## Abstract

The purposes of this study were to examine 1) an overview of current business situation 2) the practices of HRM process 3) problems of HRM. The quantitative and qualitative research methodologies were applied. The 1st phase, the questionnaire is distributed to 77 hotels to study current business situation. The result shows that 80% of the hotels are traditional family-owned and operated hotels. In general, hotels contain no more than 60 guest rooms. The majority of small-sized hotels operate business at budget and economy market level. The target market is domestic leisure travelers. Main marketing strategies used to promote business include cheap accommodation, convenient accessibility and friendliness of staff. There are between 1 and 20 employees aged 21 and 30 years old who finished secondary schools and are local residents with 1 or 2-year experience. More than 90% of hotels have no HR department. In-depth interviews and non-participation observation were applied in the 2nd phase. The key informants are hotel owners or HR managers from 5 different types of hotel including budget, economy, mid-price, upscale and luxury hotels. With regard to the practices of HRM process, the result presents that owners of all hotel levels are in charge of HR functions whereas HR personnel is employed in all luxury hotels. Hotel owners are lack HRM knowledge, many hotel staff are overloaded with tangled work. Hotel owners also involve in recruitment and selection using external sources, local advertisement and through words of mouth. For hotel owners, staff training and development is costly and probably risky to be snatched by competitors. Employees are treated as family members despite poorly-paid. Staff performance appraisal is conducted informally. When encountering any problems, staff can report directly and informally to hotel owners. As a result, hotel owners and staff have good relationship. The main problems of HRM are quality of employees, the lack of staff training and development, staff disciplines, wage and welfare, and the high rating of turnover.

## **1. Introduction**

The Cha-am Beach is situated in the west of the Gulf of Thailand, in Phetchaburi province. It is about 160 km away from Bangkok. It is one of the most famous beaches in Thailand as it is located near Bangkok, safe, has no image of nightlife, and provides cheap rates of accommodations and other tourism services. It is popular among local people and the domestic conference market.

The accommodation business on the Cha-am Beach is mostly a small family business. Most owners of the business have limited management knowledge and investment capital for developing their products and services. At present, they are at risk. According to the Ministry of Tourism and Sport's statistical survey (2011), the number of accommodations in Cha-am decreased, from 135 to 125 to 114 from 2008 to 2009 to 2010 respectively. Small-scale hotels' main competitors are medium and large-scale hotels, which have high capital and may be Thai or multinational companies that have realized the beach's tourism potential. The beach connects to Hua Hin, and at present, land in Hua Hin becomes expensive and has so high pressure that business expansion is impossible. The investors that perceive business opportunities in Cha-am have bought land or acquired small-scale hotels that are facing financial instability. Therefore, small-scale hotels will face difficulties if they do not adjust themselves.

The hotel industry is a service industry mainly relying on human labor; therefore, its service quality is directly related to its staff quality. Large-scale hotels have more advantage in HR because they have more chances to recruit highly capable staff as they can offer better remuneration and welfare. In addition, chained hotels have a standard training development system, which makes them have a superior service quality. Nonetheless, although small-scale hotels are faced with unfavorable conditions, they can seek opportunities to develop themselves using their strength as small organizations with high flexibility. They should focus on creating customer satisfaction and improving the quality of service. The process comes from systematic human resource management.

The researcher as part of a local educational institution would like to study the human resource management system to its current situations and relevant issues with a hope that the research results will assist in the formulation of the guidelines on developing the human resource management system for small-sized hotels to make it efficient and in line with the business environment to lead them to sustainable growth with involvement of local educational institutions.

## **2. Objectives**

1. To study current business situations of small independent hotels in Cha-am district, Phetchaburi province.
2. To study the HRM process of small independent hotels in Cha-am district, Phetchaburi province.
3. To study HRM - related issues of small independent hotels in Cha-am district, Phetchaburi province.

## **3. Terminology**

1. Independent hotel – The hotel, resort or other types of lodging which is not affiliated with local or international hotel chains.
2. Small hotel – The hotel with not over 100 guest rooms and hold a business license in Cha-am district, Phetchaburi province.
3. Budget hotel – The hotel of which the average room rates are not over 11% of the highest rates in the market.



4. Economy hotel – The hotel of which the average room rates are not over 22 % of the highest rates in the market.

5. Mid-price hotel – The hotel of which the average room rates are not over 44 % of the highest rates in the market.

6. Upscale hotel – The hotel of which the average room rates are not over 66 % of the highest rates in the market.

7. Luxury hotel – The hotel of which the average room rates are over 88 % of the highest rates in the market.

8. HRM process – Activities related to HR planning, staff recruitment and selection, staff training and development, staff motivation and retention.

9. HRM-related issues – Problems and limitations about human resource management that small independent hotels are encountering.

#### 4. Literature review

##### **Small hotels and service levels**

In the academic circle in Thailand and foreign countries, “the small hotel” is not clearly defined. Among academics, researchers, and hotel research institutions, it is defined differently according to different criteria, for example:

1) *Number of guest rooms* – not over 100 (Henkins cited in Poonsilp, 2004; Taki, 2006; Rattanaveerakul, 2008; Hotel Industry Learning Hub, 2010) or 1-150 guest rooms (Ismail, 2002)

2) *Number of staff* – 10-99 (Lee-Ross, 1999), 11-24 (Hospitality Training Foundation cited in Lee-Ross, 1999), not over 50 (Nolan, 2002), not over 100 (Poonsilp, 2004).

3) *Investment budget*, which varies according to each region’s and country’s economy. For example, in Thailand, it is set as not over 50 million baht, excluding the land value (OSMEP, 2000).

4) *Name* – inn, guest house, and lodge, which refer to small accommodation. In Thailand, it is also called Baan, Villa or Bangalow.

5) *Operation* – Most academics agree that small accommodations are a family business with independent management, in which the owners are involved in daily management and operation control. In addition, small hotels’ investment and sales are restricted (Medlik and Ingram, 2004).

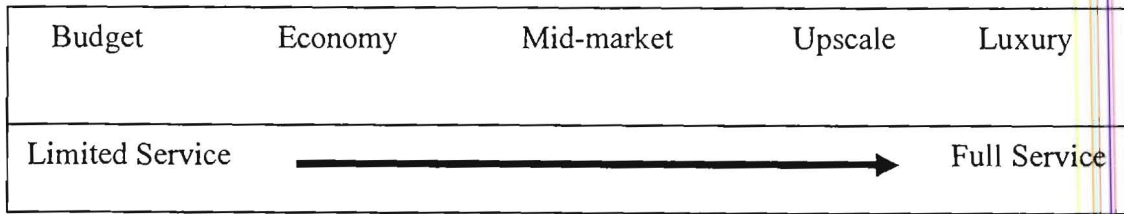
There is a variety of hotels in term of sizes and characteristics. Therefore, the classification requires different criteria. Ismail (2002) has proposed criteria for classifying hotels and service levels (Service Level): full service and limited service.

Full services are services and facilities that fulfill the guests’ experience in staying in the hotel. Full services can provide an unlimited range of services to meet the guests’ needs.

Limited services deal with necessarily limited services and facilities. Most limited-service hotels offer low room rates.

The service levels can be classified into five sub-levels, namely budget, economy, mid-market, upscale and luxury (see Figure 1).

**Figure 1 Service Levels of the Hotels**



**Source: Ismail Ahmed, 2002.**

The service levels of the hotels have a relationship with their operation costs, which affect the room rates, but there may be other relevant factors, such as the prices of land, labor rates, and operation costs.

Smith Travel Research, 2010, has set a guideline for classifying the hotels' service levels in accordance with the room rates in the USA, which is as follows:

1. *Budget hotel* – The hotel of which the average room rates are less than 20% of the highest rates in the market

2. *Economy hotel* – The hotel of which the average room rates are not over 40% of the highest rates in the market

3. *Mid-price hotel* – The hotel of which the average room rates are not over 70% of the highest rates in the market

4. *Upscale hotel* – The hotel of which the average room rates are over 85% of the highest rates in the market

5. *Luxury hotel* – The hotel of which the average room rates are 85-100 % of the highest rates in the market

### **HRM in small hotels**

HRM is an operation process comprising human resource planning, staff recruitment and selection, staff training and development, staff motivation and retaining. The organization can benefit from valuable staff, which leads to organizational success while the staff would be happy and satisfied with their performance through reward and progress according to their aims.

HRM in a small business is a very important task that leads to success, especially in the service sector, which mainly requires human labor. A business's survival depends on its ability to recruit efficient, qualified people as well as incentives to make them work at full capacity to maximize the business's benefits.

## **5. Methodology**

This is quantitative and qualitative research, in which data collection can be divided into two phases:

**Phase 1:** Data collection through a questionnaire to study the current situations of small independent hotels – There were 77 samples, which were selected through the simple random sampling technique and the data analysis was conducted by descriptive statistics.

**Phase 2:** Data collection by in-depth interviews and non-participatory observation to study the HRM process and HRM-related issues – The key informants were the hotel owners or HR managers. The data analyzed from Phase 1 were used to classify the hotels according to the room rates: the budget hotel, economy hotel, mid-price hotel, upscale hotel, and luxury



hotel. The samples were selected for interviewing by snowball sampling technique, and the data were analyzed using the content analysis method.

## 6. Research results

### **The current situations of small independent hotels in Cha-am district, Phetchaburi province**

1. All the hotels studied were independent hotels, not depending on the network both in Thailand and foreign countries – 77.9 % were operated by their owners and 22.1 % were operated by experienced people employed by the hotel owner.

2. Most of the hotels had not over 60 rooms (93.5 %).

3. Most of the hotels were economy hotels offering rooms costing 501-1000 baht (38.9 %) and budget hotels offering rooms costing lower than 500 baht (37.7 %).

4. Most tourists that stayed in the hotels were Thai tourists (94.8%). Most of them were leisure tourists (85.7 %) and most stayed there for 1 night on average (62.3 %).

5. The first selling points of the hotels were cheap prices (45.5 %), convenient transportation (40.3 %), and the friendliness of the hotel staff (24.7 %).

6. Most of the hotels employed 1-20 staff members (84.4 %). Most of the staff were 21-30 years (55.8 %), held the high school certificate (50.6 %), were local residents (93.5 %), and had 1-2 years of work experience on average (31.1 %). Most of the hotels had no HR department and the hotel owners were in charge of HRM (93.5 %).

### **HRM process**

*HR planning* – Most of the hotel owners had inadequate knowledge and understanding of human resource planning, especially in the budget; economy, mid-price, and upscale hotels and lacked work analysis and manpower planning. They did not set their staff's duties clearly, so that the staff had to rotate their jobs. They had to supervise their performance closely. The hotels that had the HR Department were luxury hotels, in which there were HR staff and systematic HR planning.

*Staff recruitment and selection* – Most of the hotel owners recruited and selected staff from external sources by word of mouth from existing staff and local media. The owner interviewed the candidates themselves.

*Staff training and development* – Most of the hotel owners did not think staff training was necessary as they thought it wasted money and was not beneficial to their business. They also viewed that if their staff had capacity, they were more likely to attract other hotels. They regarded that training provided by the government sector did not meet their need and training made staff absent from work. Old staff were assigned to train new staff with a focus on multiple skills so that the new staff could substitute for their co-workers.

*Staff motivation* – Most of the hotels were family business based on patronage. Although the hotel staff were low paid, they received more benefits and welfare than stipulated by law. The hotel owners looked after their staff as if they had been in the same family, which resulted in a good relationship between both parties. As for performance evaluation, the hotel owners used informal evaluation through, e.g. observation and information from their supervisors. Concerning reward to the staff, it was in the form of money.

*Staff retaining* – The most common method used for retaining the staff was informal communication due to a small number of staff and small size of the organization. When the staff had problems about work, they could communicate with the hotel owner or supervisor directly. The relationship between the staff and their supervisor or the hotel owner was good. There was lower turnover among staff with longer working years at the hotel.

### **HR-related issues**

HR-related problems in the small independent hotels were related to the quality of staff, staff training and development, disciplines, unattractive salaries and benefits, and turnover of young staff.

### **Suggestions**

The business of small independent hotels cannot be successful without an efficient HRM system. The hotel owners play the most important role and must be the starting point of changes. These are the suggestions for the hotel owners.

1. Small-hotel owners should adjust their view about HRM that an investment in HR is not an unproductive investment, but it will result in business sustainability as hotel staff members are the most valuable resource, which needs great attention from the hotel. The small hotel does not need to have a big HRM system as the large hotel does, but it must be careful in staff selection and training to make the staff work under the hotel standard.

2. They should formulate the Standard Operating Procedures (SOP), which include working policies and working procedures for staff in each department because the success in the hotel business depends on the hotel staff's performance standards. A clear design of the internal work process can increase their performance, and when a problem about services occurs, it can help detect the cause of the problem.

3. There should be HR planning by analysis of HR needs, manpower capacity, and preparation of the job description to define the staff's duties and qualifications and to serve as the guideline on staff selection.

4. Small hotel owners should understand that low salaries and benefits cannot attract qualified staff and this may lead to low-quality services, thus leading to a decrease in customers and revenue.

5. Small hotel owners should attach great importance to staff training and development from the orientation, SOP, and staff development, through, for example, training outside, to build their capacity and career progress.

6. Small hotel owners should involve their staff in decision making because the staff work closely with customers and know customer needs or problems. This will create more satisfaction among customers and boost the staff's morale as they become part of the job. This can also reduce the workload of the hotel owners. However, the hotel owners need to inform the staff of their authority.

7. Small hotel owners should employ a HR manager when there is more HR-related work or consult with HR experts when the hotel is faced with problems, e.g. a decrease in hotel staff's morale and higher turnover.

8. Small hotel owners should improve their knowledge about modern management practices and should be able to use management tools and technology in the business. Currently, there are various government and private agencies that provide training courses for small business owners, such as the Office of Small and Medium Enterprises Promotion, Thai Hotels Association, Thai Hotel and Hospitality Management Association, and educational institutions.

9. Small hotel owners should form a network with educational institutions in Phetchaburi and nearby provinces to serve as a source for recruiting permanent and temporary staff.

10. Small hotel owners should form a network of small hotel operators to allow them to share information, compare the results of operations, and develop HR together.



### **Additional suggestions**

The results of the study on HRM of the small independent hotels in Cha-am also revealed other issues of the business, which are problems about marketing management, including setting the target group, designing and developing products and services, pricing, and promotional channels. All these can impact their survival and HRM directly and indirectly. Other suggestions are as follows:

1. Small independent hotels should do research on the tourist market to study tourists' behaviors because tourists today are more likely to be individualistic and seek new experiences. They should focus on the niche market, design of products and services that meet the market demand, and development of unique products and services.

2. They should focus on standards of their products and services, such as cleanliness and hygiene of the guest rooms and restaurants, safety within the hotel, esthetics of physical design, and properness of equipment and ware in the hotel.

3. They should set the room rates in line with their operating costs and quality of products and services. To be able to survive in a sustainable fashion, they need to focus on improving quality rather than cutting the price.

4. They should develop marketing channels via e-commerce in order to disseminate the hotel information. E-commerce can be used with hotels of all levels, which will help expand both domestic and international tourist markets.

5. They should form a marketing alliance. For example, they can create a brand for small-sized hotels in Cha-am and set the minimum standard for the member hotels and run marketing activities together. Apart from having a strong network, this can make them save money.

### **The roles of educational institutions in developing small hotels**

1. Serve as a source of staff recruitment by, e.g. introducing small hotels to new graduates and providing the hotels with student trainees, temporary or part-time staff.

2. Cooperate with relevant agencies and organizations, such as the Thai Hotels Association, Phetchaburi Hotels Association, Phetchaburi Department of Skills Development, Phetchaburi, and Tourism Authority of Thailand, Phetchaburi Office to provide small hotels with free or low-cost training.

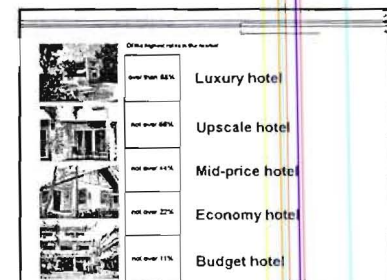
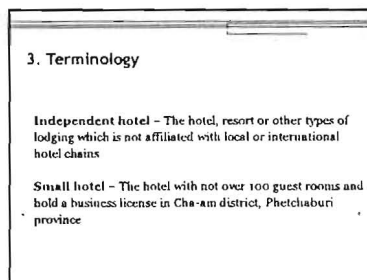
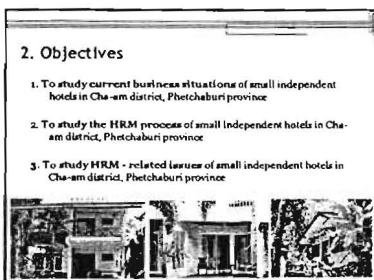
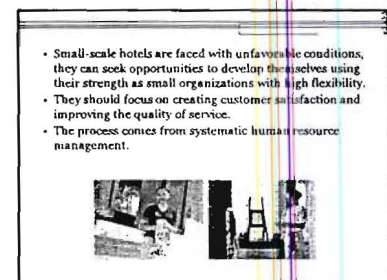
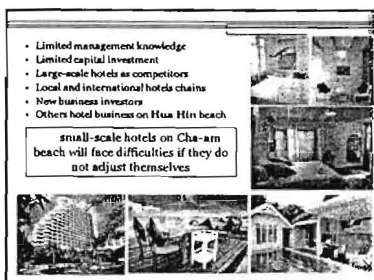
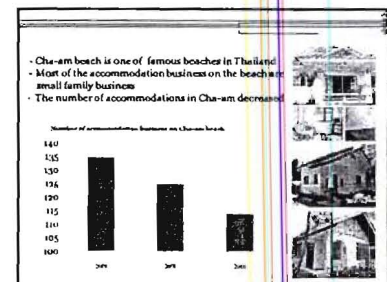
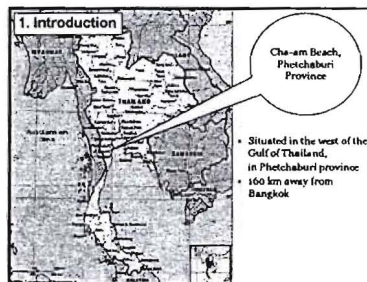
3. Give advice to small hotels on improving the management and marketing system, e.g. accounting and finance for entrepreneurs, cost control, energy saving and environmental conservation, and new marketing approaches.

4. Conduct research to develop small hotels in term of management to reduce operation cost, development of information technology in small hotels, and establishment of standards for small hotels.

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#### 4. Methodology

##### Phase 1:

- Collect data through a questionnaire to study the current situations of small independent hotels
- 77 samples selected through the simple random sampling technique
- Descriptive statistics

#### 4. Methodology

##### Phase 2:

- Collect data by in-depth interviews and non-participatory observation to study the HRM process and HRM-related issues
- Key informants were the hotel owners or HR managers.

The data analyzed from Phase 1 were used to classify the hotels according to the room rates: the budget hotel, economy hotel, mid-price hotel, upscale hotel, and luxury hotel.

- The samples were selected for interviewing by snow-ball sampling technique, and the data were analyzed using the content analysis method.

#### 5. Research results

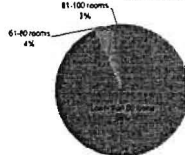
##### 5.1 The current situations of small independent hotels in Cha-am district, Phetchaburi province



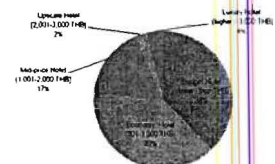
Management style



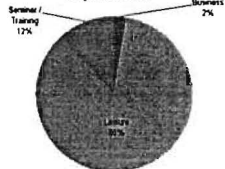
Number of guest rooms



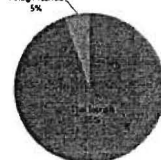
Room rate



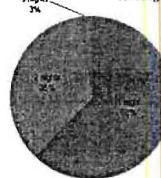
Purpose of visit



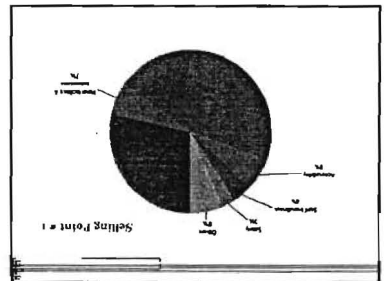
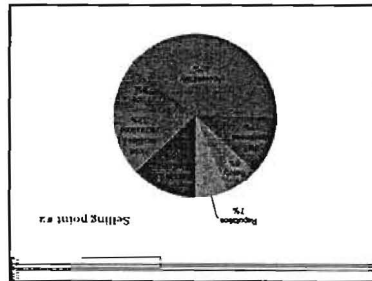
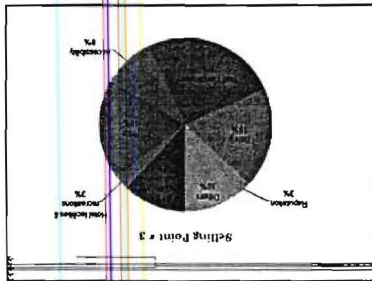
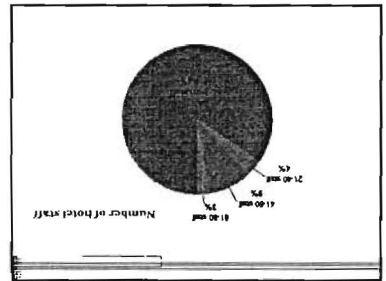
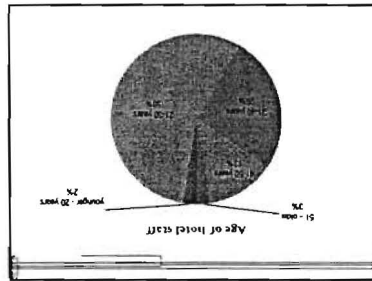
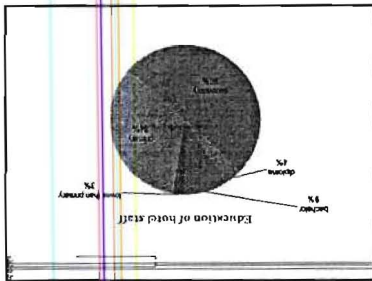
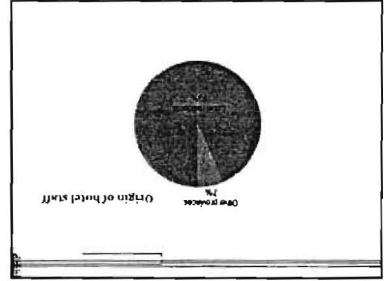
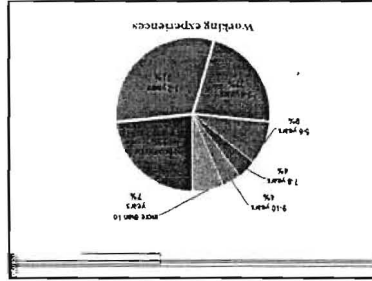
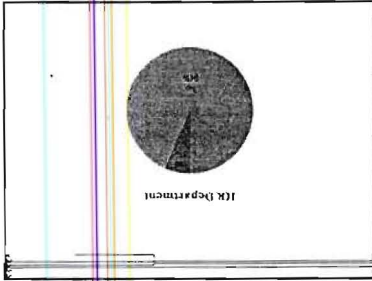
Guest origin



Average length of stay

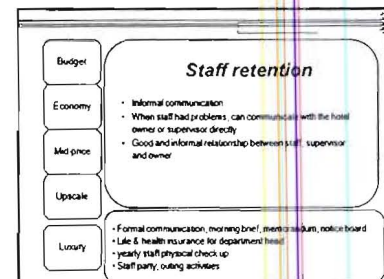
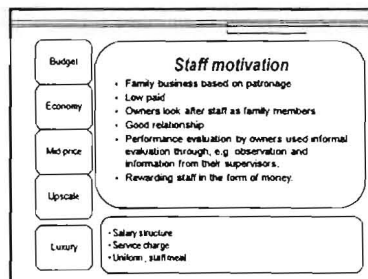
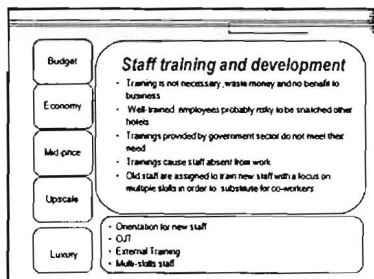
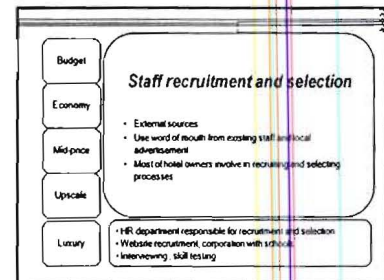
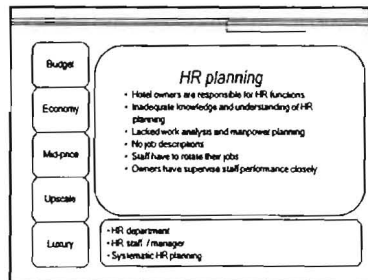






## 5. Research results

5.2 To study the HRM process of small independent hotels in Chna-am district, Phetchaburi province



## 5. Research results

5.3 To study HRM - related issues of small independent hotels in Chna-am district, Phetchaburi province

1. Quality of staff
2. Staff training and development,
3. Staff disciplines
4. Unattractive salaries and benefits
5. Turnover of young staff

## Suggestions

Small independent hotels can not be successful without an efficient HRM system. Hotel owners play important role and must be the starting point of change

- Owners adjust their view about HRM. HR is not unproductive investment, but result in business sustainability
- Owner should formulate a SOP. The success in hotel business depends on hotel staff's performance, a clear work process can help detect the cause of problems
- There should be HR planning by analysis of HR needs, manpower capacity and creating JD to define staff's duties and qualifications and to serve the guideline on staff selection
- Increasing reasonable salaries and benefits, low paid cannot attract qualified staff
- When there is more HR-related work, should employ a HR manager or consult with HR experts

- Owners should improve their knowledge about modern management and be able to use management tools and technology in the business
- Owners should form a network with educational institutions in local to serve as a source for recruiting permanent and temporary staff
- Owners should form a network of small hotel operators to allow them to share information, compare the results of operations, and develop HR together.



### Additional suggestions

This study also reveals other issues of the business, which are problems about marketing, other suggestions are as follows:

- Do market research, tourists' behaviors
- Design of products and services that meet market demand, develop unique products and services
- Focus on standards of products and services, hygiene of guest rooms and restaurants, safety, aesthetics of physical design, and properness of equipment in the hotel
- Set the room rates in line with their operating costs and quality of products and services, no cutting the price
- Develop marketing channels via e-commerce
- Form a marketing alliance



### The roles of educational institutions in developing small hotels

- Serve as a source of staff recruitment; introducing new graduates and providing student trainees, temporary or part-time staff
- Cooperate with relevant agencies and organizations to provide small hotels training courses
- Advise small hotels on improving management and marketing system; accounting and finance for entrepreneurs, cost control, energy saving and environmental conservation, and new marketing approaches
- Conduct research to develop small hotels; reduce operation cost, development of IT in small hotels, and establishment of standards for small hotels

Thank for your attention.



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