DISASTER PREVENTION : AN ASSESSMENT OF THE READINESS OF THE HOTEL INDUSTRY IN PHUKET

by

WENJING NIU

A Thesis submitted in partial fulfillment
of the requirement for the degree of

Master of Arts in Tourism Management

Graduate School of Business
Assumption University
Bangkok, Thailand

December, 2006

84

THE ASSUMPTION UNIVERSITY LIBRARY

185975

DISASTER PREVENTION : AN ASSESSMENT OF THE READINESS OF THE HOTEL INDUSTRY IN PHUKET

by

WENJING NIU

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Arts in Tourism Management

Graduate School of Business
Assumption University
Bangkok, Thailand

December, 2006

ACCEPTANCE

This dissertation was prepared under the direction of the candidate's Advisor and Committee Members/Examiners. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Master of Arts in Tourism Management in the Graduate School of Tourism Management of Assumption University of Thailand.

Examination Committee :

1. Dr. Jutamas Wisansing	**(Advisor)**	.....
2. Dr. Chanchai Athicsitskul	**(Member)**	.....
3. Dr. Adarsh Batra	**(Member)**	.....
4. Dr. Apichart Intravisit	**(Member)**	.....
5. Assoc.Prof.Wirat Sanguanwongwan	**(MOE Representative)**	.....

Examinied on : Tuesday December 19, 2006

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIS VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

ABSTRACT

The objective of this research was to identify disaster prevention in Phuket hotel industry and assessed the readiness of the hotel industry in Phuket. Based on studying employees and managers of hotel industry-disaster prevention toward strategies of hotel industry to deal with the disaster. A convenience sampling of 382 employees who is working for the hotel industry in Phuket was adopted with the aid of structured questionnaires to fulfill the research objectives.

Quantitative research data was obtained for this research. The Independent Sample T-test was used to measure the difference between Hotel under management contract and Independent hotel in their crisis readiness on establish crisis management team, crisis management plan, simulation exercise, crisis awareness, train staff, decision making, establish local network, and emergency service. In order to assess the readiness of disaster prevention of the hotel industry in Phuket.

The findings of research showed, the hotel under management contract and independent hotel is difference on crisis readiness on the aspect of establish crisis management team, simulation exercise, establish local network and emergency service. The hotel under management contract and independent hotel is no difference on crisis readiness on the aspect of crisis management plan, crisis awareness, train staff and decision making. The hotel in Phuket already has the idea of disaster management. The Phuket government help the hotel did rehearse to move out the customer if any crisis happened. And some hotels even prepare the place to put the

important data, to prevent the customer data lost during the disaster. After tsunami, the Phuket government organized several time of the local people did evacuate rehearse if the big disaster came. Some hotel has the emergency team to handle the negative even instantly, to prevent become into big disaster.

Based on the findings, the researcher recommended some strategies to improve the disaster prevention of hotel industry. And then they can improve their readiness of disaster and save the customer life and property of hotel better during the disaster.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Acknowledgement

The researcher would like to take this opportunity to express her appreciations to all of those people who have support her in the completion of this study. Most important, the researcher would like to express her deepest gratitude to Dr. Jutamas Wisansing, the adviser who had devoted valuable time, given her knowledge and provided very important guidance in helping her finish her research, for Dr. Jutamas' kindness.

Sincere thanks are also given to Dr. Chanchai Athichsitskul, Dr. Apichart Intravisit, Dr. Adarsh Batra, the members of thesis committee. For their useful and meaningful suggestions, comments on this thesis and their kind help.

At the same time the researcher would like to thank all professors of Assumption University, for their useful help and kindness.

The researcher would like to thank the front office manager of Metroploe Hotel, the room manager of Tavorn Grand Hotel, the duty manger of Holiday inn and the customer relation manager of Patong Merlin hotel who were accepted the interview and all the employees who were accepted the questionnaires and are working for the hotel industry in Phuket.

The researcher would like to express deep appreciations to his Thai, and Chinese friends for their mutual understanding, respect and kind help. Her one and half years stay at Assumption University and all friends she has made there will be happy memories that stay with her forever.

At last, the researcher would like to express her thankful to her parents, for their love, understanding, patience, encouragement and supports throughout the period of study at Assumption University in Thailand.

Wenjing Niu

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

TABLE OF CONTENTS

Abstract.....i

Acknowledgements.....ii

Table of Contents.....iii

List of Tables.....iv

List of Figures.....v

Chapter I – Generalities of the Study

1.1 Background of the Study.....1

1.2 Statement of Problem.....3

1.3 Research Objectives.....5

1.4 Scope of the Research.....5

1.5 Limitations of the Research.....6

1.6 Significance of the Study.....6

1.7 Definition of Terms.....7

Chapter II –Literature Review

2.1 Risk, Crisis, and Disaster.....12

2.1.1 What is a disaster or crisis.....12

2.2 Concept of disaster.....13

2.3 Disaster management.....17

2.3.1 Definitions of Disaster Management.....17

2.3.2 The identification of disaster prevention.....20

2.4 Crisis management.....21

2.5 Crisis management in the tourism industry.....24

2.6 Hotel Industry in Phuket, Thailand.....26

2.6.1 Hotel Under Management Contract.....26

2.6.2 Independent Management Hotel.....28

2.7 Crisis readiness.....28

2.7.1 Establish crisis management team.....28

2.7.2 Crisis management plan.....29

2.7.3 Simulation exercises.....30

2.7.4 Create awareness among industry.....30

2.7.5 Train Staff.....31

2.7.6 Advance decision-making.....31

2.7.7 Establish a local net-work.....32

2.7.8Emergency services.....32

2.8 Previous Studies/Research.....33

Chapter III – Research Frameworks

3.1 Theoretical Framework.....37

3.2 Conceptual Framework.....38

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

3.3 Independent and Dependent Variables.....39

3.3.1The independent variables in this study.....40

3.3.2 The dependent variables in this study.....41

3.4 Research Hypotheses.....43

3.5 Operationalization of the Independent and Dependent Variables.....46

Chapter IV – Research Methodology

4.1 Methods of Research Used.....49

4.2 Sampling Procedures.....50

4.2.1Target Population and Determining Sample Size.....50

4.2.2 Sampling Techniques.....51

4.3 Research Instruments/Questionnaire.....52

4.4 Collection of Data/Gathering Procedures.....53

4.5 Statistical Treatment of Data.....55

4.6 Pretest.....58

Chapter V – Presentation of data and critical discussion of results

5.1 Respondents' demographic characteristic.....61

5.2 Level of Crisis readiness.....71

5.3 Hypotheses testing.....73

5.4 Findings of the differences between hotel under management contract and independent hotel on crisis readiness.....81

Chapter VI – Summary, Conclusion and Recommendations

6.1 Summary of Findings.....89

6.1.1 Summary of respondents' demographic characteristics.....89

6.1.2 Summary of level of crisis readiness.....90

6.1.3 Summary of Hypothesis testing.....92

6.2 Conclusions.....94

6.3 Recommendations.....95

6.4 Future Studies.....99

Bibliography

Appendixes

Appendix A: Research Questionnaire (English)

Appendix B: Research Questionnaire (Thai)

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

List of Tables

Table 2.3.1 Concept of Disaster Management.....18

Table 2.3.2 Main Elements of the Disaster Risk Management Process.....21

Table 2.4.1 Four Phases of Crisis Managing.....23

Table 2.8.1Summary of Literature Review.....35

Table 3.2.1 Conceptual framework.....38

Table 3.5.1Operational definition of variables-independent.....45

Table 3.5.2Operational definition of variables-dependents.....45

Table 4.2.1 Theoretical sample size for different sizes of population and a 95 percent level of certainty.....50

Table 4.3.1 Level of respondents' perception.....54

Table 4.3.2 Statistical Requirements.....56

Table 4.4.1 Pretest results.....59

Table 5.1.1 Hotel type.....61

Table 5.1.2 Gender.....65

Table 5.1.3 Age.....66

Table 5.1.4 Education level.....67

Table 5.1.5 Income.....68

Table 5.1.6 Length of working for hotel.....69

Table 5.2.1 For hotel under management contract.....70

Table 5.2.2 For independent hotel 71

THE ASSUMPTION UNIVERSITY LIBRARY

Table 5.3.1 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding established crisis management team.....72

Table 5.3.2 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding crisis management plan.....73

Table 5.3.3 Independent t-test fro the crisis readiness between hotels under management contract and independent hotels regarding simulation exercises.....74

Table 5.3.4 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding crisis awareness.....75

Table 5.3.5 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding train staff.....76

Table 5.3.6 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding decision making.....77

Table 5.3.7 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding establish local network.....78

Table 5.3.8 Independent t-test for the crisis readiness between hotels under

management contract and independent hotels regarding emergency service.....79

Table 5.4.1 Establish crisis management team.....80

Table 5.4.2 Crisis management plan.....81

Table 5.4.3 Simulation Exercises.....82

Table 5.4.4 Crisis Awareness.....83

Table 5.4.5 Train Staff.....84

Table 5.4.6 Decision Making.....85

Table 5.4.7 Establish local network.....86

Table 5.4.8 Emergency services.....86

Table 6.1.1 Summary of demographic characteristics of respondents.....88

Table 6.1.2 Level of crisis readiness for hotel under management contract.....89

Table 6.1.2 Level of crisis readiness of independent hotel.....90

Table 6.1.4 Summary of Hypotheses testing results.....80

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

List of Tables

Figure 2.1.1 Risk, Crisis and Disaster.....11

Figure 2.3.1The Disaster Management Process.....19

Figure 5.1.1 Hotel type.....61

Figure 5.1.2 Hotel map in Phuket town 62

Figure 5.1.3 Hotel map in Patong Beach.....63

Figure 5.1.4Hotel map in Karon Beach.....64

Figure 5.1.5 Gender.....65

Figure 5.1.6 Age.....66

Figure 5.1.7Educational level.....67

Figure 5.1.8 Income.....68

Figure 5.1.9 Length of working for hotel.....69

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Chapter I

Introduction of the Study

1.1 Background of study

The word crisis comes from the Greek 'krisis', which means differentiation of decision. In the Chinese describe crisis is '危机'. '危' means: Danger or problem, '机'means: Opportunity. Therefore, accords to the Chinese opportunities always come with danger. That is, where there is opportunity there is the possibility of a crisis.

A crisis can be defined as:

… Any situation which has the potential to affect long term confidence in a destination or an organization and its products, which can interfere with its ability to continue operating normally.

Cassedy 1991

We live in ever-changing times. Travelers are increasingly aware, lawyers are ever more litigious and the media is increasingly willing and able to expose weakness. Organizations in the midst of a crisis cannot completely control the behavior of people, lawyers and the media; however, proper planning and effective management can help mitigate loss. In today's world of commerce and industry, it is usual for large organizations to have a crisis manager and a crisis management department. Some crisis to which organizations feel they may be exposed, such as burglary, theft, fire, disaster, crime, and general 'hazards'.

The crisis in the hotel can be presented in different ways. Some internal factors such as: fire, robber, food poisoning, customer safety etc. If the management can not

cover the crisis immediately it might become a big disaster like: the customer loses their life, the hotel loses the reputation, and the hotel lose the customer and at last decrease the income of hotel. External factors include: natural disaster, earthquake, terrorism and flood. These unpredicted crises would bring the big disaster to the hotel, if the hotel could not save the customer and property in the time of the crisis. For the hotel it could be a big problem. Consequently it is important for the hotel industry to prepare and rehearse strategies to minimize loss in an unpredicted crisis.

The long and complex Andaman coastline of Southern Thailand is internationally well known for its beautiful and exotic beach resorts, but for the tsunami-affected resorts the impact of the tsunami can be regarded as a natural disaster that will take a long time to recover.

Less than 2 years after the tsunami disaster hit Southern Thailand the basic humanitarian needs have been met to a considerable extent, owing to the great efforts of the people, agencies and institutions involved. Emergency aid programs providing medical care, food and housing have been successfully completed. The profits of the hotel industry declined, some of the hotels intend to repair the damage or increase their occupancy rate. Even in the most severely hit zones, such as Khaolak and Phiphi Islands, the destroyed buildings are being reconstructed quickly. The emergency phase has passed and people have found themselves in situations where their very means for increasing the crisis image in the people's mind.

Acts of nature can trigger emergency conditions and the results can often be disastrous. When acts of nature do strike, hotels and motels may encounter different

but unique problems even though they themselves may not be directly affected. For example, a natural disaster could leave some people temporarily displaced or stranded.

The Tourism Authority of Thailand reported that nearly 20% of Phuket Island's hotel capacity was disrupted by the tsunami. In the year 2005, one year following the event, while nearly all of the damaged hotels on Phuket Island have reopened, Phuket was still struggling to revive its tourism industry.

1.2 Statement of the Problem

Crisis management can prevent or avoid emergencies or disasters that are sudden and unexpected events that require an immediate response. While both emergencies and disasters result in disruption of normal activities, disasters are always accompanied by injuries to persons or property, or even by death. During the disaster the loss is inevitable, but the loss can be minimized if an effective prevention program is in place.

The disaster prevention requires knowing what needs to be done in case of a disaster. This means communicating the necessary information to all employees. To prepare this involves actively taking steps in anticipation of the event's arrival. However, to make a good plan and realistic preparations, one first has to have the idea of what might happen.

Preparations, like crisis management plans, should be based on events that are most likely to occur. In this case, choosing employees and training them gives them the knowledge of natural disaster.

Some big hotels do not have very good practice in crisis management or even in the disaster prevention. Some hotels cried: "We've done rehearsals. We've practiced. We have fliers. We have signage and information in each hotel room to inform the guests," said Asnee Kankaew, resident manager of the Holiday Inn Resort Phuket. However, when the real crisis came, the tsunami destroyed the first floor of the hotel on Phuket's popular Patong Beach, and some guests died.

The lacks of evacuation maps are very dangerous for customers. It could save lives. In some hotels, people could not see the map or any signs to warn the guests.

The consumer can get the information about crisis situation more immediately from the Internet than from the media. But in reality, the hotel did have the Internet, and could not update the information quickly, so, the consumer could not get the instant information about any crisis that had happened.

During the tsunami 2004, for the hotels located in Phuket, the manager and other employees failed to warn the client during the disaster. When they noticed the disaster came, it was too late and many of the consumers were injured very seriously. This indicates that the hotel industry lacks sufficient crisis prevention.

Furthermore, disaster management is related to disaster prevention. Disaster prevention needs to plan and prepare for different kinds of crisis and disasters or crisis readiness. The degree of crisis readiness directly influences the preparation of a crisis, and the degree of preparation for each organization protects the lives of customers and properties. Therefore, it is important to assess the crisis readiness.

It is important for an organization to assess the readiness of crisis, in order to

prevent the crisis before it leads to a big disaster. The effect of tsunami to the hotel industry, it should not be a disaster for the hotel industry if the hotel is prepared readiness for the crisis. If it is not, the tsunami will affect the hotel industry and become a big disaster.

There are these main problems which the hotels face: Firstly, the hotels in Phuket lack crisis readiness. Secondly, the degree of crisis readiness directly relates to the degree of disaster prevention. Thirdly, with the increasing frequency of crisis happening, it is important to prevent it better, so that it does not develop into a big disaster.

1.3 Research Objectives

There are 3 research objectives in this research:

1. To identify strategies of disaster prevention
2. To assess how ready hotels in Phuket are in dealing the disaster
3. To recommend strategies to reduce disaster

1.4 Scope of the research

This research focuses on assessing the readiness of hotels in Phuket in dealing with the crisis towards the dimension of Readiness of Crisis management.

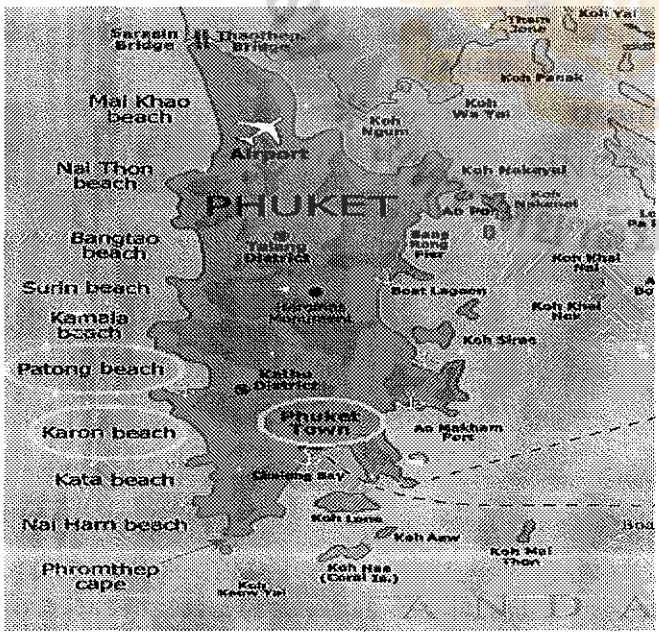
In this research, the approaches of the hotel crisis readiness are the dependent variable. The type of hotel is independent variable. According to the assessment of the process of hotel's dealing with the crisis, it can be observed how well the hotels will handle the disaster.

This study focuses on Hotels in Phuket town, Patong Beach, and Karon Beach. Data collecting was during the period from the 11 November to 17 November 2006. As part of the research; a survey was conducted that questioned the managers and employees in the Phuket Hotels to assess how ready they were for the crisis.

1.5 Limitations of the Research

There are lots of risks in the hotels can that lead to crisis. Such as broken computer, low quality of service, fire, financial problem, food poison, etc. All these could lead to a problem in the hotel industry. If it can not be prevented, it may become a disaster.

This research focuses on the general point of crisis readiness of hotel industry to cover the crisis. It does not focus on other specific risk which can lead to potential crisis.



The data collection of historical information is only retrieve from the second data from Internet and some academic journals. The data limitation might affect the findings of the research, because these data might not come from the specific area of this study.

1.6 Significance of the Study

Crises are imaginable and conceivable. This study identifies the process of disaster prevention in Phuket Hotel Industry, and the whole process of Crisis Management. It also assesses the readiness of Phuket Hotel industry handling the crisis.

The recommendation of disaster prevention should be another significance of this study.

1.7 Definition of Terms

Hotel

A hotel is an establishment that provides paid lodging, usually on a short-term basis. Hotels often provide a number of additional guest services such as a restaurant, a swimming pool or childcare. Some hotels have conference services and meeting rooms and encourage groups to hold conventions and meetings at their location.

Hotel under management contract

Contract management encompasses the management of services in a very broad range of setting. In the hospitality industry, it means that a contract, a mutually biding legal relationship has been negotiated between the operator who furnishes management services to manage the food service and lodging operation and the owner who pays for these services.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Independent Hotel

An independent is a person who maintains a limit to the size and scope of the business operation. An independent operation means the owner or general manager directs a business that has no affiliation with any other facilities or operations.

Crisis

Business administration predominantly terms crisis as a process that negatively influences the development of a company to a considerable extent (Krystek, 1987; Schulten, 1995).

Crisis management

Definition of crisis management: measures of all types which allow a business to cope with a suddenly occurring danger or risk situation in order to return as quickly as possible to normal business routine. (Scherler 1996, p. 17),

Crisis Management can be broken down into four distinctive phases, the 4 R's:

- Reduction: detecting early warning signals
- Readiness: preparing plans and running exercises
- Response: executing operational and communication plans during a crisis situation
- Recovery: returning the organization to "normal" after a crisis

Tourism

The definition of tourism from the World Tourism Organization, is any activity of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to

the exercise of an activity remunerated from within the place visited (http://www.world-tourism.org/statistics/tsa_project/TSA_in_depth/chapters/ch3-1.htm).

Tourism crises

The definition of tourism crises is: Any occurrence which can threaten the normal operations and conduct of tourism related business; damage to a tourist destination's overall reputation for safety, attractiveness, and comfort by negatively affecting visitors' perceptions of that destination. In turn, cause a down turn in the local travel and tourism economy, and interrupt the continuity of business operations for the local travel and tourism industry, by the reduction in tourist arrivals expenditures. (Sönmez, Bachmann and Allen 1994, p. 2.2)

Crisis Readiness:

Crisis Readiness "Being ready" involves more than making plans and running an occasional drill. Organizations need to evaluate their crisis exposure and develop strategic, tactical and communication plans. Managers must regularly audit the plans, conduct crisis response management exercises and acquire crisis management skills. Managers and staff need to be psychologically and physiologically prepared for the impact and stresses that crisis events may impose upon them. (PATA 2003)

Disaster

A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources.

Risk

The probability of harmful consequences or expected losses (death and injury, loses of property and livelihood, economic disruption, or environmental damage) resulting from interactions between natural or human-induced hazards and vulnerable conditions.

Disaster prevention

Crisis prevention should be understood as preparation for uncertain future damage or negative events. In contrast to crisis coping, crisis prevention is characterized by continual occupation with the subject. It is comprised of the two areas, crisis precautions and crisis avoidance, in which both parts should not be viewed as temporally succeeding. They are rather independent parts, which, in practice and from a time perspective, can find them used one after the other or at the same time.

Tsunami

Tsunamis are giant waves, initiated by a sudden change (usually in relative position of underwater tectonic plates). The sudden change is typically enough to propagate the wave; however, its power can be enhanced and fed by lunar positioning and boundaries that focus its energy.

www.eetimes.com/reshaping/wireless/OEG20020912S0034

Tourist

Tourist is a visitor who travels to a country other than that in which he/she has his/her usual residence for at least one night but not more than one year, and whose

THE ASSUMPTION UNIVERSITY LIBRARY

45756 c. 2

main purpose of visit is other than the exercise of and activity remunerated from within the country visited (Ning, 1999).

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Chapter II

Literature Review

This chapter presents a literature review, describes different theories and models leading to the development of the conceptual framework upon which this research study has been conducted. The researcher presents the concept and theories about disaster management, crisis management. Moreover, it contains relevant theories related to disaster assessment and prevention. The first section of this chapter describes the concept of disaster, crisis and the relationship between disaster and crisis. The second section of this chapter describes disaster, crisis management and both in tourism industry.

2.1 Risk, Crisis and Disaster

Risk and uncertainty are part of the everyday operating environment for all organizations. Occasionally the risks may be sufficient to generate a crisis which if left unattended can becomes a disaster.

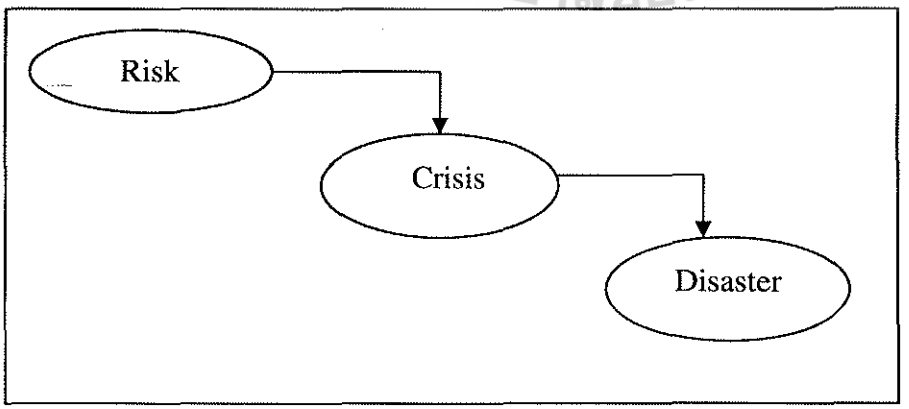


figure 2.1.1 Risk, Crisis and Disaster

What is a disaster or crisis?

The nature of incidents is that each appears to be a one-off, unrepeatable event – like tsunami. A crisis has been defined as a "turning point for better or worse", "decisive moment" or "crucial time" i.e. a situation that has reached a critical phase. However, there are some features of crises that are identifiable and can be considered by a property manager keen to limit the possibility of an incident turning into a disaster. For example, some emergencies are caused by a combination of events – preconditions that can turn a simple non-hazardous event into a chain reaction almost like the escalation of a disaster. (Hilary Davies 1998)

A disaster and a crisis are two different and related events. The two terms are sometimes used interchangeably. Several Man-made disasters that occur at an industrial organization may develop into an industrial crisis. A Crisis can happen to any organization. A Natural disaster, like the tsunami, that occurs in a tourism industry may develop into tourism crisis.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2 . 2 Concept of disaster

Foster (1980) maintains that disasters are the consequences of extreme events. Many disaster planners still think of disasters in terms of their origin (e.g. natural as opposed to technological), while most researchers seldom view them as agent-specific (Hewitt 1995). Perhaps because of the difficulty of including all of the potential causes of a disaster within a succinct definition, and because of multi-hazards (i.e.,

situations within which one hazard [e.g., an earthquake] causes another [e.g., a landslide]), it is extremely difficult to define disaster in terms of cause.

Many of those who choose not to define a disaster by its origin/cause define it according to its characteristics. These may include: (1) length of forewarning, (2) magnitude of impact, (3) scope of impact, and (4) duration of impact (Kreps 1995, 258). Disaster researchers generally agree that a disaster affects people (Korver 1985) and that it is often catalogued in terms of the number of dead and injured. However, others have expanded the definition to reflect major losses to both population and physical structures—losses that disrupt the social structure and essential functioning of a community (Fritz 1961). The problem with focusing on community disruption as a way of defining disaster is reflected in situations such as that of Lauda Flight 004, which, carrying 213 passengers, crashed in a remote jungle site in Thailand in 1991.

Researchers such as Rosenthal et al. (1989) have pointed out that in the developed world; the impact of disasters is more readily evident in their psycho-social and politico-economic impacts than in their mortality rates. However, because the impact of a disaster can be both unexpected and extremely varied, it is extremely difficult to include all potential impacts within any single definition. Similarly, in situations in which no human lives are lost (such as the 1989 Exxon Valdez oil spill), definitions based on impact on humans become less relevant (at least in regard to direct impact).

Others researchers, such as Drabek (1986, 46-47), state that disasters have six characteristics that differentiate them from emergencies: (1) degree of uncertainty, (2)

urgency, (3) development of an emergency consensus, (4) expansion of the citizenship role, (5) convergence (i.e., the sudden influx of people and material upon a disaster scene), and (6) de- emphasis of contractual and impersonal relationships.

Laurence (2000) contend that Kreps (1995) who focuses on characteristics when attempting to define disasters fails to take into account the great differences between these events. As technology has improved, many disasters that, twenty or even ten years ago, would have been unexpected events can now be forecast with some accuracy. For example, Hurricane Andrew was forecast ahead of time and thousands of people were able to evacuate prior to its arrival. In this case, uncertainty had little relevance to an event that resulted in few casualties but billions of dollars worth of damage. Likewise, factors such as duration bear little relationship to amount of damage. For example, the Kobe earthquake, whose impact can be measured in seconds, is the most costly disaster of recent years: over U.S. $100 billion (Mileti 1999). In an attempt to overcome the problems posed by defining disaster in terms of impact, some researchers define it in terms of capacity to respond.

It would appear that any adequate definition of disaster must reflect a given locality's capacity to respond; the fact that what has occurred is unusual; and the fact that the impacts of what has occurred are of social, economic, political, and ecological significance. Having considered the pros and cons of the various definitions set forth in this and the preceding section.

Laurence (2000) offer the following as a comprehensive working definition of disaster: A disaster is a non-routine event that exceeds the capacity of the affected

area to respond to it in such a way as to save lives; to preserve property; and to maintain the social, ecological, economic, and political stability of the affected region. This definition of disaster does the following:

(1) It eliminates from consideration such routine emergencies as house or apartment fires, and motor vehicle accidents. Disasters are unusual events, complex and difficult to respond to, and their impacts may last for generations. By defining them as non-routine the events was exclude that even though they might involve death and destruction, can be handled by simple operating procedures.

(2) It takes into consideration the capacity of the local area to respond to an incident. This is important because, in most cases, large communities, simply because of the number of their available resources, are more capable of handling very serious situations than are small communities.

(3) It takes into consideration the importance of maintaining the social, ecological, economic, and political stability of the affected area. This is important because, clearly, when people are killed and homes are destroyed, those who survive will suffer long-lasting emotional and psychological effects. Property damage results in both direct (e.g., property loss) and indirect (e.g., job loss) economic consequences. Oil spills and tsunamis can destroy shellfish habitat and other areas of ecological significance. Incoming personnel from higher levels of government and national and international agencies may disrupt local

decision-making processes, and terrorist operations may increase political instability. All of the foregoing may be included under the potential effects of a disaster, and, as Handmer et al. (1991) indicates, any definition of disaster must recognize their seriousness.

2.3 Disaster management

Various terms (e.g., emergency preparedness, disaster planning) have been used to describe the process of dealing with disasters. In order to avoid confusing the reader, throughout this dissertation the commonly recognized expression "disaster management" is used when referring to the process of attempting to control/manage disasters.

2.3.1. Definitions of Disaster Management

"Disaster" has been defined in the previous section. Certo et al. (1983, 9) define management as "the process of reaching organizational goals by working with and through people and other organizational resources." However, this definition can be problematic since there are many organizations involved in dealing with disasters and each may have its own goals (e.g., firefighters may be focused on putting out a fire, while others may be concerned about securing property). Drucker's (1974, 17) definition of management is preferable: "[making] people capable of joint performance by giving them common goals, common values, the right structure, and the ongoing training and development they need in order to perform and to respond to

change." Certainly, disasters involve change, and responders and the community need assistance in dealing with it.

Most disaster management, from an operational perspective, has focused on the development of an emergency plan (Quarantelli 1986); however, according to Aguirre (1994, 2), "despite its obvious relevance to preparedness activities, planning for disasters has not received a great deal of research attention in the social sciences." Much of the research has been devoted to post-disaster sociological or psychological studies.

Essentially, Quarantelli (1986), Drabek (1986),) agree that the disaster management process is comprised of a series of activities that precede, carry on during, and follow a disaster. Drabek (1986) expands the concept of disaster management to conform to the nomenclature proposed in the 1979 National Governors' Association report entitled.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Comprehensive Emergency Management: A Governor's Guide. This concept includes four phases:

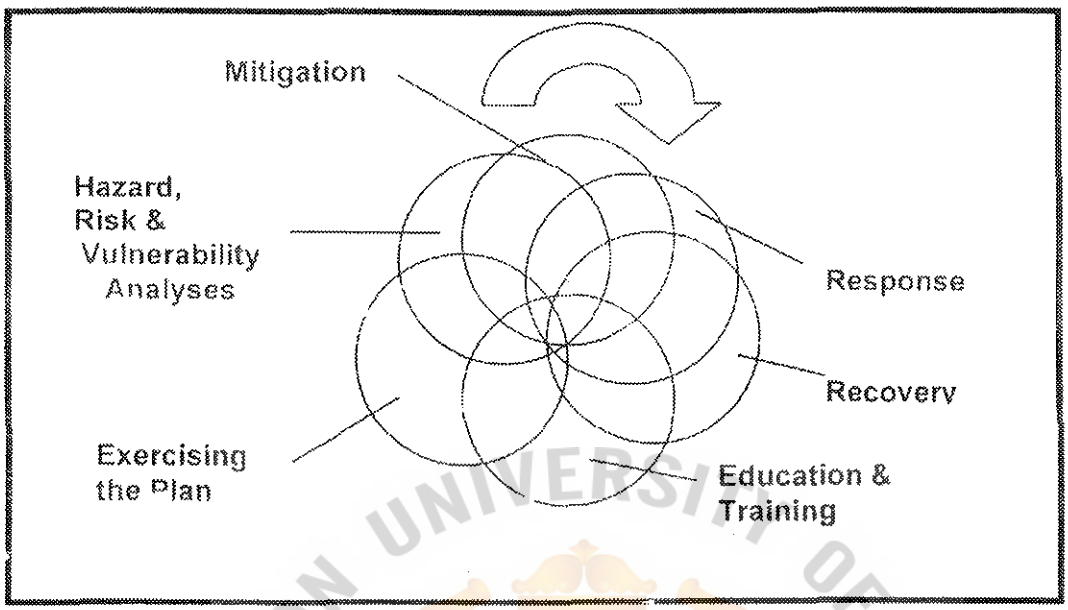
Table 2.3.1: Concept of Disaster Management

1. Preparedness/Readiness	Planning
	Warning
2. Response	Restoration
	Reconstruction
3. Recovery	Evacuation and Pre-Impact Mobilization
	Post-Impact Emergency Actions
4. Mitigation/prevention	Hazard Perceptions
	Adjustments

Source: (Drabek 1986)

This framework suggests a linear approach to disaster management, while others extol a circular (Quarantelli 1986). Drabek also omits reference to the development of, training for, and testing of the plan. In keeping with Quarantelli, Laurence (2000) contend that the disaster management process includes activities in six areas: (1) hazard, risk, and vulnerability (HRV) analysis; (2) mitigation; (3) response (including alert and warning, impact, immediate post-impact, and rescue); (4) recovery and reconstruction; (5) education and training; and (6) exercising or testing of emergency plans.

Figure 2.3.1: The Disaster Management Process



In this study, the researcher focuses on the crisis prevention; different types of hotel have different readiness of crisis. This shows how well the hotels are at dealing with the disaster impact. The researcher will identify the crisis prevention next.

2.3.2 The identification of disaster prevention

Prevention includes the identification of hazards, the assessment of threats to life and property, and the taking of measures to reduce potential loss of life and property damage, sometimes known as disaster mitigation.

Mitigation measures range from community awareness campaigns to increase knowledge of how to deal with disaster situations, land use planning and design decisions to stop development which may be dangerous in the event of a disaster, to capital works such as levee bank construction to reduce the impacts of flooding. All mitigation measures are important as they can not only reduce the cost of disasters to

THE ASSUMPTION UNIVERSITY LIBRARY

the community, but they help save lives. Disaster Managers at all levels are responsible for using a risk management process to identify prevention and mitigation options.

The heart of the resolution of a crisis is in the preventive efforts the company has initiated. This step, similar to a human body, is actually the least expensive, but quite often the most overlooked. Preventive measures deal with sensing potential problems (Gonzales-Herrero and Pratt, 1995). Major internal functions of a company such as finance, production, procurement, operations, marketing and human resources are sensitive to the socioeconomic, political-legal, competitive, technological, demographic, and global and ethical factors of the external environment. What is imminently more sensible and much more manageable, is to identify the processes necessary for assessing and dealing with future crises as they arise (Jackson and Schantz, 1993). At the core of this process are appropriate information systems, planning procedures, and decision-making techniques. A soundly-based information system will scan the environment, gather appropriate data, interpret this data into opportunities and challenges, and provide a concrete foundation for strategies that could function as much to avoid crises as to intervene and resolve them.

Preventive efforts, as stated before, require preparations before any crisis symptoms set in. Generally strategic forecasting, contingency planning, issues analysis, and scenario analysis help to provide a framework that could be used in avoiding and encountering crises.

Main Elements of the Disaster Risk Management Process

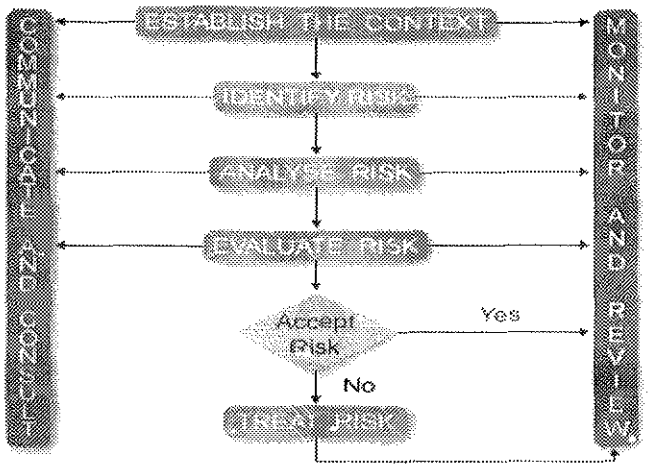


Table 2.3.2 Main Elements of the Disaster Risk Management Process

2.4. Crisis management

PATA (2003) has classified Crisis Management into four phases; which are shown in Table 2.4.1.

In the Reduction phase, they key to crisis management is to identify a potential crisis, and then seek to reduce its impact. Managers should perform a survey of the organization's internal strengths and weaknesses and external opportunities and threats of SWOT analysis. Based on that they can evaluate the likely impact on the organization of a particular type of crisis, devise continuity and contingency plans and work out how to reduce the possibility of its crisis (PATA, 2003).

In the Readiness phase, "Being ready" involves more than making plans and running an occasional drill. Organizations need to evaluate their crisis exposure and develop strategic, tactical and communication plans. Managers must regularly audit the plans, conduct crisis response management exercises and acquire crisis management skills. Managers and staff need to be psychologically and

physiologically prepared for the impact and stresses that crisis events may impose upon them (PATA, 2003).

In the Response phase, Response is dedicated to the immediate aftermath of an event when everything is at its most chaotic. It will become very quickly apparent whether the reduction and readiness phases have developed continuity and contingency plans that are effective. The initial operational emphasis will be on damage control in both lives and property. The crisis communications strategy should already be in play, pre-empting and reassuring stakeholders and the public (PATA, 2003).

The best assessment of effective crisis management is if a crisis has been avoided in the reduction and readiness phases. However, many crises are "acts of the gods" -- seemingly unavoidable. In this case, a crisis management system's effectiveness can be gauged three ways (PATA, 2003).

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

1.Reduction	1.1	Crisis Awareness
	1.2	Political awareness
	1.3	Standard Operating Procedures
2. Readiness	2.1	Crisis Management Plan
	2.2	Tourism Planning
	2.3	Health and Safety measures
3.Response	3.1	Emergency response Procedures
	3.2	Investigation
4.Recovery	4.1	Business Continuity Plan
	4.2	Human Resources
	4.3	Debriefing

Table 2.4.1 Four Phases of Crisis Managing

Sources: PATA (2003) Crisis – It won't happen to us! – Expected the unexpected be prepared, p.5

2.5 Crisis management in the tourism industry

Crisis management is still a relatively new concept for tourism although it already has an established presence in other business environments. Certain crisis situations discussed above are unavoidable, yet to some extent they can be prepared for and

managed. Crisis management developed at the core of the tourism industry can reduce their negative impact. It is critical for countries to adopt a more structured approach to crisis management and ensure that crisis plans are introduced well before disaster strikes.

The first hours of post crisis are crucial in communicating correct information to the media. If left uninformed, the press often reports a distorted view of events and creates a crisis of perception. The subsequent crisis-communications exercise can thus become disproportionate to the actual level of the disaster. If a crisis team is established in advance and the media dealt with effectively, the extent of perceived crisis can be reduced. This could help reduce the cost of winning back consumer confidence after the event, which often involves expensive marketing campaigns, price-cutting, special promotions and familiarization trips.

As well as becoming more 'crisis-prepared', the tourism industry should aim to be more proactive both in preventing disaster through enhanced safety measures and in giving responsible travel advice. A number of progressive signs have emerged in recent years such as an increasing number of special tourist police forces, industry manuals on safety such as the Best Practice Manual on Traveler Safety and Security (WTO, 1995) and a number of industry conferences creating awareness on the subject. One of the key objectives of the White House Conference on Travel and Tourism (WHCTT) in 1995 was mobilizing the industry to respond to concerns about traveler safety and security, through community partnerships and disaster preparedness program.

Management Contract refers to the actual agreement by the parent organization and the "food service management service" company whereas responsibility for the operation and supplying of services becomes that of the food service management company. The contract can be created, agreeing to full or partial responsibility of operations by the management contract company.

2.6 Hotel Industry in Phuket, Thailand

Hotel standards were continuously upgraded in the hope of not only attracting more customers, but also to be to increase rack rates. There was also an increase in number of chained hotels, both international and privately owned in the year 2004, which are all mid- to premium star ratings. However, Thailand already has more than 4,000 hotel outlets in the country and is a highly competitive market. With negative events throughout the year, hotels had no choice but to have a good crisis management to compete with all kinds of negative events, like the tsunami crisis. As such, the hotel minimizes loss in a crisis.

2.6.1 Hotel under Management Contract

Contract management encompasses the management of services in a very broad range of setting. In the hospitality industry, it means that a contract, a mutually biding legal relationship has been negotiated between the operator who furnishes management services to manage the food service and lodging operation and the owner who pays for these services. Usually, the owner either does not have the expertise or

the desire to manage the food service or lodging operation or must therefore buy the service from a management company.

As in many Asian countries, the tourism industry has played a crucial role in the growth of Thailand's economy. In recent years, through the efforts of both the Thai government and the private sector, the number of international visitors and the amount of tourism-derived revenue has grown steadily. During the ten years between 1992 and 2002 the Thai hotel industry saw the number of available bedrooms nearly double fro 130,000 to 240,000 and guest stays increase from 15.5 million to more than 40 million (Tourism Authority of Thailand, 2003a, b). One source of these new hotel rooms has been joint ventures based on the granting of management contracts by Thai property owners/developers to international hotel companies (the "operator") who provide the management know-how and typically an established hotel brand name.

The hotel industry has undergone a constantly changing situation in the last two decades. In the 1970s and 1980s, the hotel industry brought prosperity, and the number of hotels expanded rapidly. Much of this development was undertaken by people who were experienced in the hotel operations. The hotel owners invited management companies to furnish management services to operate the food service and lodging operations for a given monetary consideration.

2.6.2 Independent Management Hotel

An independent is a person who maintains a limit to the size and scope of the business operation. An independent operation means the owner or general manager directs a business that has no affiliation with any other facilities or operations. This is not to say that independents do not want growth, because they do. However, Sometimes because of limited capital or because it is hard for the general manager to get capital, the independent operation usually lack of management.

2.7 Crisis readiness

2.7.1 Establish crisis management team

It is important to establish a crisis management team, with a clear chain of command, well in advance of any crisis (McCune, 1994). The team should meet at least every six months to discuss potential crises and how to respond to them (Hoffman, 1996). These teams should be cross-functional, to get input from all aspects of the business, identify every possible disaster they can imagine the company facing, as well as possible responses, and identify potential crises and determine how vulnerable the company is to them. A full crisis plan should be developed for the crises that have the highest risk of happening to a company, while for lesser risk crises, a smaller contingency plan should suffice.

The formation of a crisis management team is an important activity. The purpose is to provide a centralized power structure that can make and implement decisions rapidly in the midst of a crisis. The crisis management team's goal is to exercise staff

and social responsibility to all stakeholders, and get the organization or destination back to business as usual, as soon as possible.

The crisis management team can also be used outside of crisis situations to be proactive and diminish the likelihood of crisis, and to develop the organizational learning processes. The crisis management team must cooperate swiftly in murky situations. The crisis management team will assess the problem sort through the treatment options, and administer the needed care quickly. The crisis management team will call internal and external experts as needed.

2.7.2 Crisis management plan

Crisis management planning processes may cover a huge range of possible eventualities. However, few organizations can hope to plan and respond to every conceivable crisis that might beset them (Lerbinger, 1997). Commentators tend to agree that, while a wide scan of possible problems is desirable, management should endeavor to identify those key situations which might severely compromise the organization's position and/or reputation. However, such recipes, in a similar way as the typologies commented on above, contain risks. It is too easy to take a mechanistic approach to crisis management. The actual involvement of people should not be under-emphasized. Crisis plans not only involve people in their design – staff will also be involved in processes to mitigate the impact and ramifications of a crisis situation. To that end, role definition, communication channels and command structures and responsibilities will require careful consideration.

2.7.3 Simulation exercises:

Simulation exercises are often based on scenarios developed secretly and submitted unprepared crisis management team. Typically, the crisis management team must operate under the watchful eye of observers tasked with identifying dysfunctions and preparing a report. Such exercises can be interesting but tend to produce unrealistic responses since the key top executives-CEO, CFO and COOs-rarely participate, despite the fact that they are likely to be the key participants in any real crisis management initiative. Simulation exercises require a great deal of time to prepare and are often disappointing as the participants quickly return to their daily work routines and do not give much further thought to crisis management- until following year's exercise, when the same, or similar, dysfunctions will be observed (Robert & Chris 2002).

2.7.4 Create awareness among industry

Awareness in the population can also be raised through a number of measures. Information campaigns (e.g. radio or brochures) can draw short-term attention to definite dangers and needed precautions (e.g. at the beginning of the rainy period), or promote acceptance for forthcoming preventive activities (e.g. a law on environmental protection or a vaccination campaign). Provided it is long-term (e.g. in schools) training/education can also alter people's attitudes and behavior. The most effective way to raise awareness, however, is to actively involve as many people as possible in implementing measures in the different operational areas of disaster risk management.

2.7.5 Train staff

The point made about training support staff, as those on the front line are the most likely to be the first to receive a call, is extremely important. Woodcock comments that many experts now believe everybody in an organization needs an awareness of crisis management.

It can be done through a simple cascade management system, supported by monthly team briefings explaining how the crisis management system works, and by cards listing the most important do's and don'ts and key emergency numbers (Purdom, 1995, p. 11).

However, this leads on to the point that it is not only the undertaking of an elaborate issues audit that can avert disaster – having an effective set of house rules into which all staff are inducted can avoid a minor crisis, which can blow up into something more extensive.

2.7.6 Advance decision-making

Available data points to crisis decision-making influence being spread among quite a number of interested parties. The spotlight may focus on small crisis teams or policy centers, but, while staying in the background, many advisers (police chiefs, fire chiefs, psychiatrists, chemicals experts, media consultants) advance into positions of decision-making power and influence (Rosenthal 1989)

Crisis decision making often involves the same kind of give-and-take compromise as in routine administration. Indeed, many emerging crisis episodes or

events seem to pose acute dilemmas for choosing between equally defensible courses of action; often represented by different agencies involved in crisis events. Riots (Jacobs1993), may compel decision makers to find a balance between toughness and accommodation; terrorist assaults may invite trade-offs between emphasizing the rule of law and resolute deterrence; disasters may force the decision makers to choose between sending resources to the then-known epicenter or waiting for additional information on the impact of disaster in other areas not in communication with crisis decision-making units (Comfort 1993).

2.7.7 Establish a local net-work

Kilduff and Tsai (2003) introduce the concept of "network trajectory" that builds on the notion of combining "macro-level processes of tie information between organizations" and the "micro-level processes of interpersonal trust information between individuals". After crisis happened, some organizations practice in relief efforts, and the media attention that comes with that, as an opportunity to generate support from donors (Minear 2002).

2.7.8 Emergency services

Health and security regulations cover working in a disaster area and must be followed. Advice may also be obtained from local emergency services attending the incident. The preparation for and carrying out of functions to prevent, minimize and repair injury and damage resulting from natural or man-made disasters. These include

fire-fighting services, police services, medical and health services, rescue, engineering, warn-ing services, communications, radiological, chemical and other special weapons defense, evacuation of persons from stricken areas, emergency welfare services, emergency transportation, emergency resource management, existing or properly assigned functions of plant protection, temporary restoration of public utility services, and other functions related to civilian protection.

http://www.dhrm.state.va.us/hrpolicy/policy/pol4_17.pdf#search=%22Emergency%20services%20nature%20disaster%22

2.8 Previous Studies/Research

In defining "disaster," it is useful to consider this term within the context of four categories: (1) lexicology, (2) origin/cause, (3) characteristics, and (4) capacity to respond.

(1)Form the point of Lexicology: words such as "emergency" and "planning" have been used interchangeably with words such as "disaster" and "management," respectively. According to the Oxford Canadian Dictionary (1998) an "incident" is considered to be a minor situation; an "emergency" a more serious situation; a "disaster" a yet more serious situation; and a "catastrophe" the most serious situation of all.

(2)From the point of origin: Foster (1980) maintains that disasters are the consequences of extreme events. Many disaster planners still think of disasters in terms of their origin (e.g. natural as opposed to technological), while most researchers

seldom view them as agent-specific (Hewitt 1995). Perhaps because of the difficulty of including all of the potential causes of a disaster within a succinct definition, and because of multi-hazards (i.e., situations within which one hazard [e.g., an earthquake] causes another [e.g., a landslide]), it is extremely difficult to define disaster in terms of cause.

(3)From the point of characteristics: Many of those who choose not to define a disaster by its origin/cause define it according to its characteristics. These may include: (1) length of forewarning, (2) magnitude of impact, (3) scope of impact, and (4) duration of impact (Kreps 1995)

(4)From the point of capacity to respond: The issue of the local government's capacity to respond is crucial to many Canadian and American definitions of disaster (Richie 1983; Tierney 1985). Britton (1986) employs three levels of social crisis—(1) accidents, (2) emergencies, and (3) disasters—each of which is defined according to who is involved, the degree of their involvement, and the degree of disruption to the social system, thus combining the capacity of a community to respond with the actual impact of the event.

Myers (1997, 1) states that: "Mitigation, preparedness, response and recovery are not separate endeavors and they should not be pursued by separate professionals. They are a long-term process and must be linked." Indeed, this is implicit in my definition of disaster management: Disaster management is the process of forming common objectives and common values in order to encourage participants to plan for

and deal with potential and actual disasters.

A crisis can also be defined as: Any situation that has the potential to affect long-term confidence in an organization or a product, or which may interfere with its ability to continue operating normally. Some examples of crises that may effect travel industry organizations include: (PATA 2003)

Natural:

Avalanche	Flood	Medical epidemic	Earthquake
Hurricane	Violent storm	Fire	Mudslide

Man-made:

Act of terrorism	Fire	Personal Harassment
Adventure sports	Hijacking	Political action
Aircraft crash	Riots	Kidnapping
Murder	Terrorism	Building fire/collapse

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Table 2.8.1 Summary of Previous Studies

Author (Year)	**Objective**	**Main findings**
Linda S. Ashcroft (1992)	Toward public relations know crisis management	● Find the check list of crisis management
A.W.Coburn (1994)	Toward the training model know the disaster mitigations	● Find the ways of disaster mitigations ● Know the mitigation strategies
Laurence Dominique Renee Pearce (2000)	Hazards, disaster, and U.S emergency management	● Know the disaster prevention progress ● Know the definition of disaster management
Robert A. Brymer (2002)	Hospitality Tourism	● The concept of hotel under management contract ● The concept of independent hotel
PATA (2003)	Identify the 4 phases of crisis management : reduction, readiness, response and recovery	● 4 phases of crisis management

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Chapter III

Research Framework

In this part of the study, the researcher draws the theories from the literature review to develop the conceptual framework of the research. This chapter comprises of five sections. The first section of this chapter is the theoretical framework of the research. The theoretical framework is the foundation on which the entire research project is based. It is logically developed, described, and elaborated network of associations among studies variables. Second section is the conceptual framework. That is, the researcher's own framework explaining the independent and dependent variables. Section three is the research hypothesis that describes statements and information of concepts that's specifies specifying the relationship of variables that will be tested in this research. The fourth section is defining independent and dependant variables. Finally, the last section is operationalisation of related variables that are the examples of all variables and its sub-variables translated into action.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

3.1 Theoretical framework

The researcher has drawn a theoretical framework to represent a conception related to the research study. The theoretical framework is a conceptual model of how one theorizes the relationship among the several factors that have been identified as important to the problems (Sekaran, 1992). It clarifies the questions and it summarized the overall concepts being investigated (Daniel, 1993; Gates, et al., 1998).

According to the PATA (2003) Crisis Readiness "Being ready" involves more than making plans and running an occasional drill. Organizations need to evaluate their crisis exposure and develop strategic, tactical and communication plans. Managers must regularly audit the plans, conduct crisis response management exercises and acquire crisis management skills. Managers and staff need to be psychologically and physiologically prepared for the impact and stresses that crisis events may impose upon them.

The whole chain of command must become part of the crisis management readiness program, as it in turn becomes a part of the organization's culture. This can be achieved in several ways:

- Make a senior executive directly responsible for crisis management issues
- Draw up a timetable for reporting on crisis management issues
- Include all employees in the presentation process
- Make crisis management issues part of the overall strategic planning process
- Communicate crisis management policy and procedure to all stakeholders

Readiness is not just the second of four phases of crisis management. An effective crisis management readiness program has the opportunity to be the last stage as it prevents the potential crises before it occurs.

3.2 Conceptual Framework

Concepts are the basic building blocks of scientific investigation. There are creations of the human mind that are used in the classification and communication of

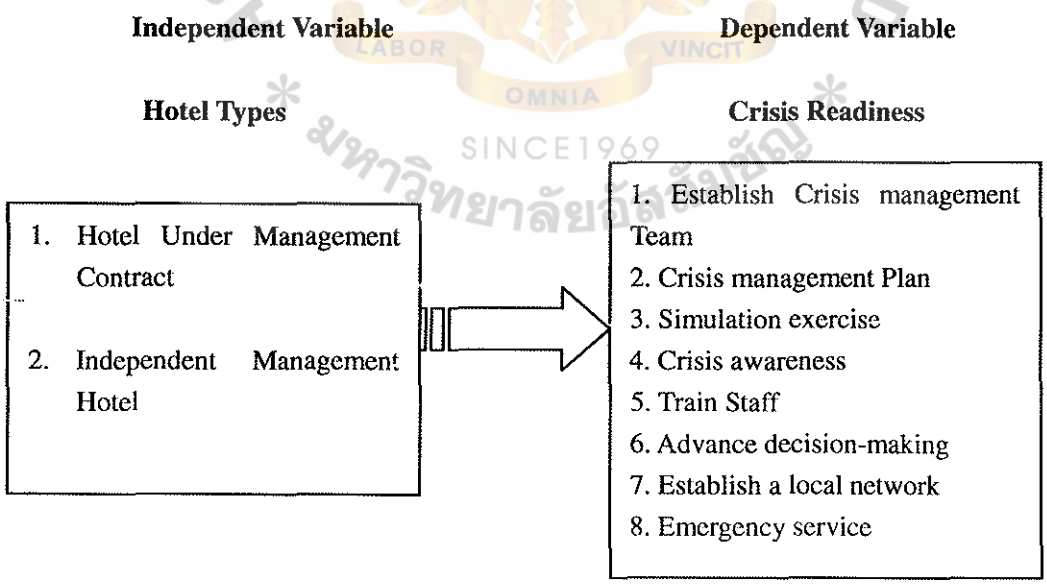
the essence of some set of observation. Concept can be defined as an abstract idea generalized from particular facts and be directly tied to observable facts.

A conceptual framework is developed based on the previous empirical research, relevant theories, and author's experience. The main objective of this study is to assess how hotels in Phuket deal with nature disaster read. The models are used as representations of theoretical systems so that the research can be tested, examined, and generally analyzed.

After studying many literatures on frameworks and related studies, which were conducted by a variety of researchers, a specific map idea is drawn to construct the conceptual framework on this study.

This diagram represented the conceptual framework of the research study.

Table 3.2.1 Conceptual framework



The conceptual framework was shown in this research has been developed from generic ideas of variable for the independent variables, which are the factors relevant in read the tsunami disaster, whereas the dependent variable of this study focuses on performance of the Hotel industry itself. The frame work shows that different types of hotel have different readiness in time of crisis.

3.3 Independent and Dependent Variables

The independent variable which the researcher is interested in and selected for study is the readiness of crisis management as mentioned above. The studied independent variables that were studied are from theory of crisis readiness.

This study is focusing on the assessment of how ready the Phuket Hotel Industry during the tsunami disaster. Within the study, the crisis management can be regarded as the process of disaster prevention.

The independent variables in this study are:

1. Hotel under management contract

The use of management contracts as an entry mode by international hotel firms is not uncommon in the international hotel business, for as previous research by Contractor and Kundu (1998) has indicated, foreign market entry through high equity and control modes is not always feasible, nor it is desirable for large global operations.

2. Independent management hotel

An independent is a person who maintains a limit to the size and scope of the business operation. An independent operation means the owner or general manager directs a business that has no affiliation with any other facilities or operations. This is not to say that independents do not want growth, because they do. Sometimes because of limited capital or it is hard for the general manager to get capital, the independent operation usually lack of management.

The dependent variables in this study are:

1. Crisis management Team

The formation of a crisis management team is an important activity. The propose is to provide a centralized power structure that can make and implement decisions rapidly in the midst of a crisis. The crisis management team can also be used outside and inside of crisis situations to be proactive and diminish the likelihood of crisis, and to develop the organizational learning processes. (PATA 2003)

2. Simulation exercise

Despite the best plans to avert it, a crisis happens, it is important to "Ensure that all communications are targeted at all audiences and not just at the media, with appropriate contact lines or enquiry personnel" (Haywood, 1994, p. 187). In light of the speed of media coverage, anxious members of the public can jam phone lines with enquiries, for example in the health scare crises mentioned earlier. Separate help lines

staffed by trained personnel should be ready at the same time as media information, and information should be simultaneously supplied to other parties who are likely to be contacted by the public.

3. Create awareness among industry

To create the crisis awareness among whole hotel industry can helped people understand that real crisis can happen at any time. This emphasizes the importance of being mentally prepared.

4. Train staff

Train and educate staff about safety-related issues will be needed during the crisis. Without training and information about expected behavior in an emergency, each staff member may respond differently to dangerous events, exacerbating the crisis.

5. Decision-making

Crisis management and crisis decision making involve many actors in the political administrative sphere and, under critical circumstances, the lines between political and administrative roles can be blurred substantially. Once a decision has been made, however, there will not be time for protracted reappraisal.

6. Establish local net-work

A local network of regional tourism crisis management centers should be

THE ASSUMPTION UNIVERSITY LIBRARY

established in order to manage media relations, information flows and other sensitive communications. The media responded quickly by helping to disseminate information through the whole nation. The widespread awareness made it possible for the international community to come together to launch a better way relief effort.

7. Emergency service

Emergency Services means the preparation for and the carrying out of such functions other than functions for which military forces are primarily responsible, as may be necessary or proper to prevent, minimize, repair and alleviate injury and damage resulting from disasters caused by fire, flood, earthquake or other manmade or natural causes. These functions include, without limitation, fire fighting services, police services, medical and health services, rescue, engineering, air raid warning services, communications, radiological, chemical and other special weapons defense, evacuation of persons from stricken areas, emergency assigned functions of plant protection, temporary restoration of public utility services and other functions related to civilian protection, together with all other activities necessary or incidental to the preparation for and carrying out of the foregoing functions.

http://www.normal.org/Code/25_02.asp

3.4 Research Hypotheses

A hypothesis is an assumption of the characteristics of the study group. A good hypothesis is stated as clearly and concisely as possible. The expected relationship

between the variables and defines those variables in operational, measurable terms. (Gay, L.R. and Diehl, P.L. 1996) also added that a simpl, but clearly stated hypothesis made it easier for research to understand, simplified the testing and facilitated formulation of conclusions following data analysis. Based on the above conceptual framework, the following hypotheses are set up to prove the relationship between variables. To test how ready the Phuket Hotel Industry prepared during the tsunami disaster.

According to the objectives of this research, there are a total of three hypotheses that need to be tested to achieve the objectives. The research hypotheses are stated as follows:

Ho1: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding established crisis management team

Ha1: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding established crisis management team

Ho2: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan

Ha2: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan

Ho3: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation exercise

Ha3: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation exercise

Ho4: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness

Ha4: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness

Ho5: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff

Ha5: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff

Ho6: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making

Ha6: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making

Ho7: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network

Ha7: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network

Ho8: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding emergency service

Ha8: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding emergency service.

3.5 Operationalization of the Independent and Dependent Variables

Concepts are abstract ideas generalized from particular facts and must be well defined first before operationlization taking place. Without concept, there can be no theory (Davis and Coenza, 1993). Operational definition gives meaning to a concept by specifying the activities or operations necessary to measure it (Zigmund, 1997). The operational definition specifies what must be done to measure the concept under investigation.

In this research, there are three types of scales being used for measuring the dependent and independent variables, which are Interval Scale, Ordinal Scale and Nominal Scale. Below is the table that describes the Operationalizaion of Variables and the measurement of each variable.

Table 3.5.1 Operational definition of Variables –independent:

Variable	**Conceptual Definition**	**Operational Component**	**Level of Measurement**	**Question No.**
1. Main type of Hotel	Type of Hotel	● Hotel under management contract ● Independent hotel	Nominal	Part 1 Q6

Table 3.5.2 Operational definition of Variables –dependents:

Variable	**Conceptual Definition**	**Operational Component**	**Level of Measurement**	**Question No.**
Establish crisis	Discuss potential	● Identify the crisis	**Interval**	Part 2

management team	crises and how to respond to them	• Establish the crisis plan • Let the business go as normal		Q1-Q4
Crisis management plan	Mitigate the impact and ramifications of a crisis situation	• Cover eventually situation		Q5-Q8
Simulation exercises	Practice exercise for the potential crisis	• Do the forecast exercise before crisis occurs	5=Strongly agree 4=Agree 3=Neither agree nor disagree 2=Disagree 1=Strongly disagree	Q9
Crisis awareness	Let the society know the crisis	• The staff knows the crisis • The society knows the crisis		Q10-Q11
Train staff	training support staff	• Staff training		Q12-Q13
Decision making	Make the decision in the crisis	• Decide the action		Q14-Q15
Establish local network	Working with other community	• Communicate with the media		Q16-18
Emergency service	The action during the crisis	• Cancellation service		Q19-Q21

		• Booking service • Emergency website		

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Chapter IV

Research Methodology

The purpose of this chapter is to provide an overview of research methodology employed in this research. The researcher describes the research method used, respondents and sampling procedures, research instruments or questionnaires, collection of data or gathering procedures and statistical treatment of data.

4.1 Methods of Research Used

Descriptive research is adopted in this study. The major objective of descriptive research is to describe something – usually market characteristics or functions (Churchill, 1995).

Descriptive research is preplanned and structured. It is typically based on large representative samples. A descriptive design requires a clear specification of the who, what, when, where, why, and way (the six Ws) of the research. In summary, descriptive research, in contrast to exploratory research, is marked by a clear statement of the problem, specific hypotheses, and detailed information needs.

Surveing is the research technique in which information is gathered from samples of people by using a questionnaire; a method of data collection based on communication with a representative sample of individuals. Throughout this research, is to be advised the "survey" means sample survey, which the survey is obtaining a representative sample of the target population. Zikmund (1997) stated that survey can provide quick, inexpensive, efficient and accurate means of assessing information

about a population.

4.2 Sampling Procedures

4.2.1 Target Population and Determining Sample Size

Davis and Cosenza (1993) mentioned that a population is defined as the complete set of units of analysis that are under investigation. Zikmund (1997) stated that the target population is a specific complete group relevant to the research project. The target population of the research was the employees who work for Phuket hotel industry. The statistical data from TAT (Tourism Authority Thailand), employees who worked for Phuket hotel industry in the year 2006, total 12, 000 persons.

The size of the sample is dependent both on the size of the budget and the degree of confidence that the marketer wants to place in findings. The larger the sample, the more likely the response reflect the total universe under study (Schiffman and Kanuk, 2000).

In this research study, the number of sample size was determined based on the theoretical sample sizes for different sizes of population by Gary Anderson (1996). According to the information from TAT, in the 2004, staffs who work for Phuket hotel industry about 12,000 persons. Due to the limitations of the study, the 381 respondents should from hotels, which allow 5% if tolerable error. See (Table 4.2.1). http://phuket.sawadee.com/hotels/index.html

Table 4.2.1: Theoretical sample size for different sizes of population and a 95 percent level of certainty

Population	Required sample for tolerable error			
	5%	4%	3%	2%
100	79	85	91	96
500	217	272	340	413
1,000	277	375	516	705
5,000	356	535	897	1,622
50,000	381	593	1,044	2,290
100,000	382	596	1,055	2,344
1,000,000	384	599	1,065	2,344

Source: Gary Anderson, Fundamentals of Educational Research, 1996, P.202

4.2.2 Sampling Techniques

There are two main sampling methods, probability and non-probability sampling. Probability sampling is a technique, in which every member of the population will have a known, nonzero probability of selection; on the other hand, non-probability sampling relies on the personal judgment of the researcher rather than chance to select sample elements. This research uses non-probability sampling. Commonly used non-probability sampling techniques include convenience sampling, judgmental sampling, quota sampling, and snowball sampling (Mark Saunders, 2003).

In this research, the researcher used convenience sampling. Convenience

sampling attempts to obtain a sample of convenient elements. The selection of sampling units is left primarily to the interviewer. Often, respondents are selected because they happen to be at a certain place at the right time on the survey.

Convenience sampling is the least expensive and least time consuming of all sampling techniques. The sampling units are accessible, easy to measure, and cooperative.

The total respondents of this study were 381 employees and managers who working for Phuket hotel industry during the period from 11 November to 17 November. The geography of scope of this study includes 3 regions: Phuket town, Patong beach and Karon beach. Total 28 hotels in 3 regions were accepted the questionnaires. The front office manager of Metroploe Hotel, the room manager of Tavorn Grand Hotel, the duty manger of Holiday inn and the customer relation manager of Patong Merlin hotel who were accepted the interview.

There are 2 types of hotel were researched in this study. The hotel was identified by the employees who working for the hotel and was accepted the questionnaire.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE 1969
มหาวิทยาลัยอัสสัมชัญ

4.3 Research Instruments/Questionnaire

The researcher used questionnaire as an instrument of this research, it is a structured sequence of questions designed to draw out facts and opinions and which provides a vehicle for recording the data (Hague and Jackson, 1996). The questionnaire of this research is a structured questionnaire. Structured questionnaire is

a list of questions that have pre-specified answer choices (Burns and Bush, 1998). The main advantages of this kind of questionnaire are that it can be collected in a complete form within a short period of time and can be obtained from the target respondent with immediate completion. This approach is also easy to be interpreted by computer (Zikmund, 2000).

The questionnaire used in this research was designed purposely to serve this research topic by the researcher. It includes two parts:

Part 1: Personal data of the respondents.

Part 2: Crisis Readiness

The questionnaires consisted of closed questions. All of the 21 questions enabled the researcher to answer the statement of problem and test the hypotheses.

The readiness scale was developed to assess the readiness of Phuket hotel industry handling with disaster toward crisis prevention approach. The readiness scale comprises of a number of questions and is coded on the five-point item scale (5=strongly agree, 4=agree, 3=nature, 2=disagree, 1=strongly disagree)

In this study, the questionnaire was available in both English and Thai language. Employees had the option of choosing the language (Thai/English) according to their convenience.

4.4 Collection of Data/ Gathering Procedures

According to the research problems, the data is needed to accomplish the purpose of the research. The procedures of gathering data are shown below.

1. Secondary Data

Secondary information is any data originally generated for some purpose other than the present research objectives. A search for secondary information generally follows the statement of objectives. These data can be quickly and inexpensively obtained (Malhotra, 2000). most of the secondary data used in this research is obtained from the articles, journals about tourism, periodicals, and textbooks relation to attitude, marketing research, business research with all are obtains from the TAT(Tourism Authority of Thailand), Assumption University, website, etc.

2. Primary Data

Primary data is data originated by the researcher for the specific purpose of addressing the research problem. Obtaining primary data can be expensive and time-consuming (Malhotra, 2000). The primary data was gathered through the questionnaire survey (Structured questionnaire – a list of questions that have pre-specified answer choices), as previously mentioned since it is easy to interpret and analyze.

A survey approach was employed for collecting primary data through the use of self-administered questionnaires. The questionnaires were administered to systematic sample respondents. The process of data collection was carried out through and allocation of 30 set questionnaires in Phuket. The research confirmed the willingness of respondents to answer the questionnaires at different hotels in Phuket.

4.5 Statistical Treatment of Data

The data was analyzed by using SPSS software, which provides research findings based on statistical results such as frequencies, percentage. SPSS program or the Statistical Package for the Social Sciences was used to code, facilitate tabulation, and analyze statistical data. After collecting the data from of 381 questionnaires, the data was coded into symbolic form to be used in SPSS software. The researcher uses SPSS software for windows for data processing. In descriptive analysis, the data was presented in a form of frequency, and percentage as for nominal, ordinal and some interval data.

Part 1 Using of Descriptive Statistic of Frequency Distribution which is describing on demographic profile of employee in Phuket hotel industry

Part 2 Using of average weighted means and chi-square test assess the perception of respondents on readiness of crisis management of Phuket hotel industry. Arbitrary Level and Descriptive Rating used for classifying the level of respondents' perception were as the following.(Table 4.3.1)

Arbitrary Level	Descriptive Level
4.20-5.00	Very high
3.40-4.19	High
2.60-3.39	Average
1.80-2.59	Low
1.00-1.79	Very low

Table 4.3.1 Level of respondents' perception

In addition to weighted average mean, Independent t- tests were also applied for analysis in examining the perception of employees in order to see how the Phuket hotel industry was ready for the tsunami disaster.

Independent t-test

Saiyod & Saiyod (1995) stated that Independent t-test is used to test the hypothesis that the mean scores on some interval or ratio scaled variables will be significantly different for two independent samples or groups. To use t-test for differences of means, it is assumed that two samples are drawn from normal distributions and the variance of the two populations or groups are equal. The following is the formula for t-test analysis:

$$t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\frac{S_1^2}{n_1} + \frac{S_2^2}{n_2}}}$$

$$df = \frac{\left(S_1^2/n_1 + S_2^2/n_2\right)^2}{\left(\frac{S_1^2}{n_1}\right)^2\left(\frac{1}{n_1 - 1}\right) + \left(\frac{S_2^2}{n_2}\right)^2\left(\frac{1}{n_2 - 1}\right)}$$

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Where:

X_1 = Mean of group 1

X_2 = Mean of group 2

S_1^2 = Variance of group 1

S_2^2 = Variance of group 2

n_1 = Sample size of group 1

n_2 = Sample size of group 2

df = Degree of freedom

No	Null hypothesis	Statistics used
Ho1	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding establish crisis management team	Independent t-test
Ho2	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan	Independent t-test
Ho3	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation exercise	Independent t-test
Ho4	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness	Independent t-test

ASSUMPTION UNIVERSITY OF THAILAND
OMNIA SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Ho5	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff	Independent t-test
Ho6	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making	Independent t-test
Ho7	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network	Independent t-test
Ho8	There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding emergency service	Independent t-test

Table 4.3.2: Statistical Requirements

4.6 Pretest

According to Churchill (1998), data collection should never begin without and adequate pretest of the instrument. The purpose of the pretest is to examine the reliability of instrument (i.e. questionnaire) used in the research. According to Churchill (1998), reliability refers to the similarity of results provided by independent but comparable measures of the same object, trait, or construct is called reliability. Reliability is the agreement between two efforts to measure the same trait through maximally similar methods. Evaluating the reliability of any measuring instrument consist of determining how much of the variation in scores in due to inconsistencies in

measurement. The reliability of the instrument should be established before it is used for a substantive study and not after. Reliability involves determining the consistency of independent or comparable measures of the same object, group, or situation.

In this research, 30 sets of questionnaires were pretested to the target respondents at Phuket hotel industry, Thailand. In pretest, it is essential for the researcher to look for evidence of ambiguous questions, inappropriate wording, and so fourth. Then mistakes were corrected and adjusted to fit the respondents' understanding and made sure that the questions are not biased or lead questions which mean questions that lead the respondents to certain answers.

Reliability Test

Reliability is a criterion for evaluating measurement scales: it represents how consistent or stable the ratings generated by a scale are (Parasuraman & Igbaria, 1991). The reliability of measurement indicates the stability and consistency with which the instrument is measuring the concept and helps to assess the "goodness" of a measurement (Sekaran, 1992). The most specific technique in the Internal Consistency method is the Cronbach's – Alpha. **Cornbach's – Alpha** produces the mean of all possible split – half coefficients resulting from different splitting of the measurement instrument. Coefficient – alpha can range from 0 to 1. A value if less than 0.6 is usually viewed as unsatisfactory (Hawkins and Tull, 1993). Coefficient alpha provides a summary measure of the interrelations that exist among a set of items (Churchill, 1995). The results of Reliability testing are as follows (Table 4.4.1):Table

4.4.1 Pretest results

No.	Description	Alpha Value
1	Establish Crisis management Team	α = 0.8159
2	Crisis management Plan	α = 0.7234
3	Simulation Exercise	α = 0.8123
4	Crisis Awareness	α =0.7421
5	Train Staff	α =0.8234
6	Advance decision-making	α = 0.8312
7	Establish a local network	α =0.7324
8	Emergency Service	α = 0.8145
9	Hotel Readiness of disaster	α = 0.8112

Alpha values are more than 0.6, it can be concluded that the questionnaires were reliable as shown above.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

Chapter V

Presentation of data and critical discussion of results

This chapter presents a critical discussion of results and explains the findings of the analysis of the data that had been collected based on the sample size of 382 respondents The chapter consists of 3 sections which are respondents' demographic characteristics, level of crisis readiness and hypothesis testing. The research tested eight hypotheses that were posed in this study. The findings are illustrated and discussed in this chapter.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

5.1 Respondents' demographic characteristic

There are two types of hotels in this research, one type is hotels under management contract, and the other is independent hotels. The main region of this study polls the hotels in Phuket town, Patong Beach, and Karon Beach. There are total of 28 hotels that received the distributed questionnaire. The front office manager of Metroploe Hotel, the room manager of Tavorn Grand Hotel, the duty manger of Holiday Inn and the customer relation manager of Patong Merlin hotel were accepted the interview.

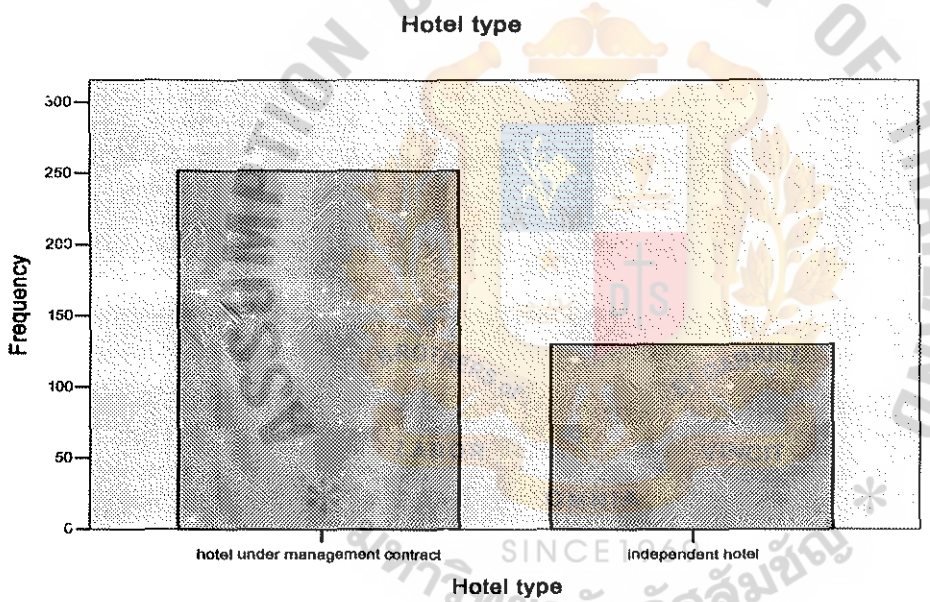


Figure 5.1.1 hotel type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	hotel under management contract	252	66.0	66.0	66.0
	independent hotel	130	34.0	34.0	100.0
	Total	382	100.0	100.0	

Table 5.1.1 hotel type

Figure 5.1.2 Hotel map in Phuket town (the hotels which are circled accepted the questionnaire)

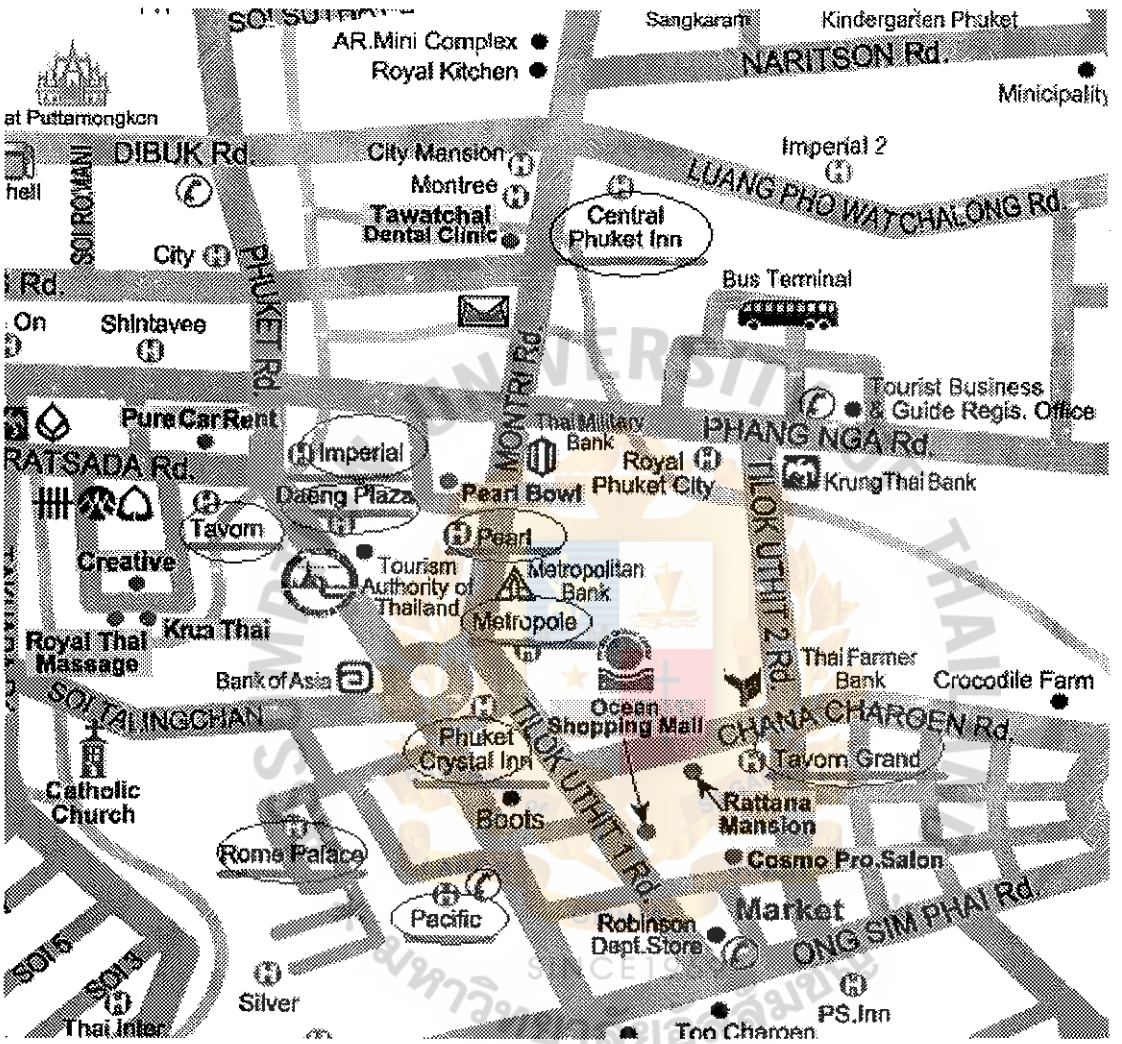


Figure 5.1.3 Hotel map in Patong Beach (the hotels which are circled accepted the questionnaire)

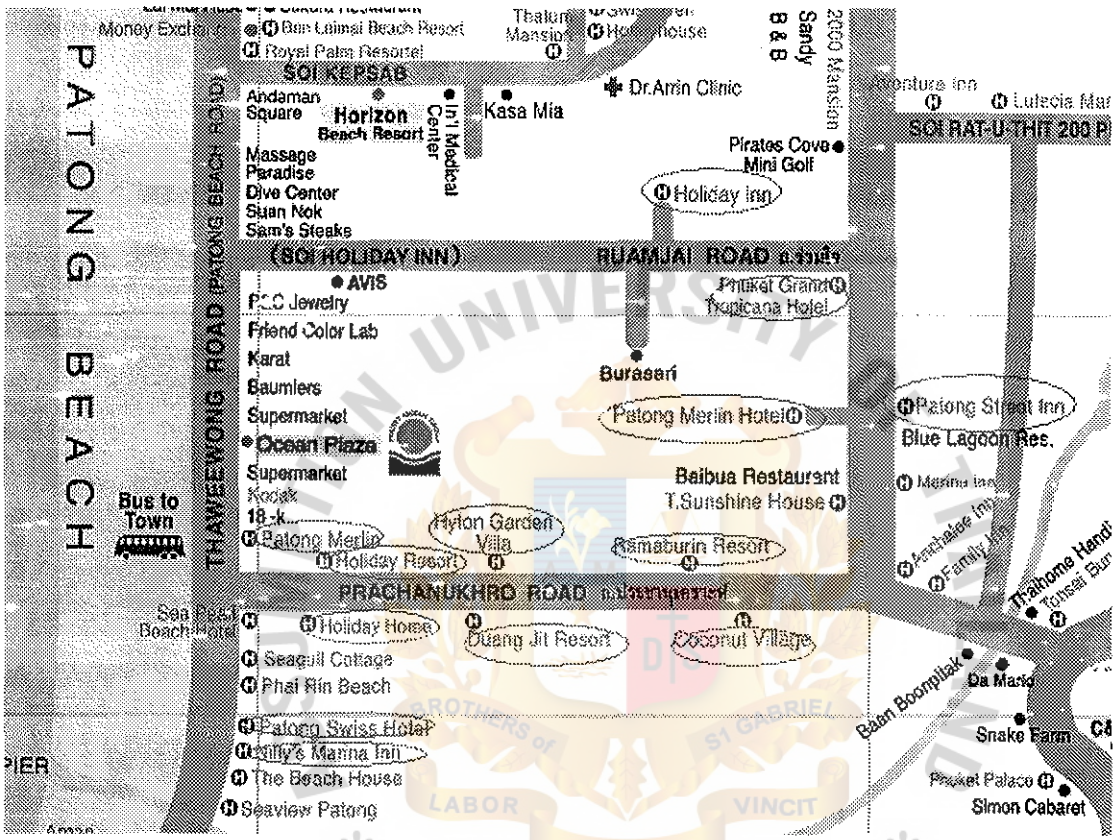


Figure 5.1.4 Hotel in Karon Beach (the hotels which are circled accepted the questionnaire)

Gender

From a total of 382 respondents, the number of males and females were 169(44.2%) and 213(55.8%) respectively, as shown in Table 5.1.1 and Figure 5.1.1. Thus the majority of respondents for this study were females.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	169	44.2	44.2	44.2
	female	213	55.8	55.8	100.0
	Total	382	100.0	100.0	

Table 5.1.2 Gender

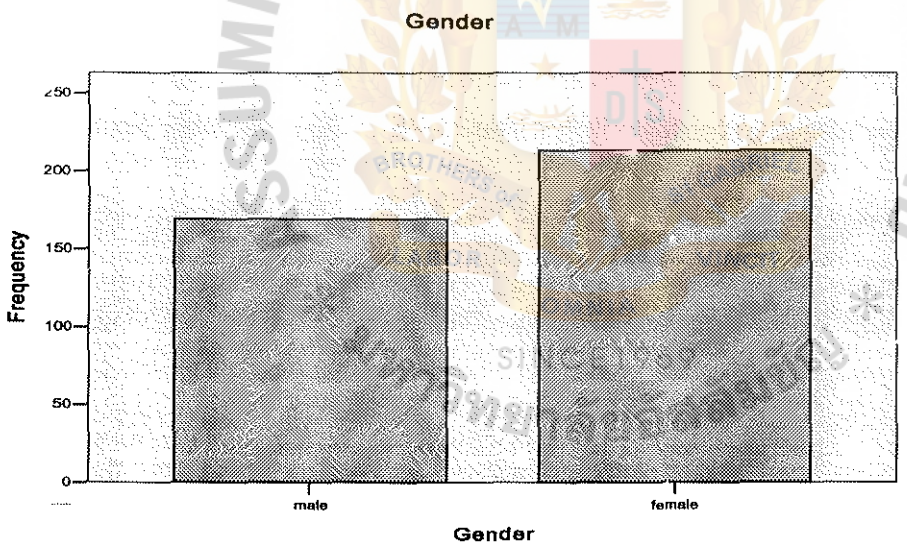


Figure 5.1.5 Gender

Age

The proportion of Phuket employees where were above 41-50 years was 21 (5.5%), 31-40 years was 107 (28.0%) , 26-30 years was154 (40.3%), 25 or below years was 100 (26.2%), as shown in Table 5.1.2 and Figure 5.1.2.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or below	100	26.2	26.2	26.2
	26-30	154	40.3	40.3	66.5
	31-40	107	28.0	28.0	94.5
	41-50	21	5.5	5.5	100.0
	Total	382	100.0	100.0	

Table 5.1.3Age

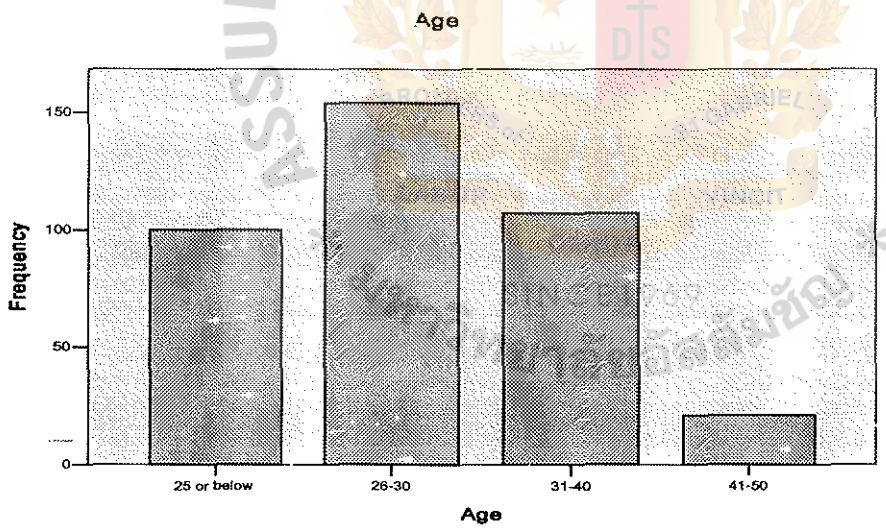


Figure 5.1.6 Age

Education level

The education level of majority of respondents was a bachelor's degree 174 (45.5%), the second and the third places were associate or two years college degree 140 (36.6%). The education level of most common respondents are associate or two years college degree represented by 140 (36.6%). The second and third most common are bachelor's degrees 148 (38.7%) and masters degree 57 (14.9%) respectively. The least common was a high school diploma 18 (4.7%), as shown in Table 5.1.3 and Figure 5.1.3.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school or less	40	10.5	10.5	10.5
	associate or two years college degree	140	36.6	36.6	47.1
	bachelor's degree	174	45.5	45.5	92.7
	master degree or above	28	7.3	7.3	100.0
	Total	382	100.0	100.0	

Table 5.1.4 Education

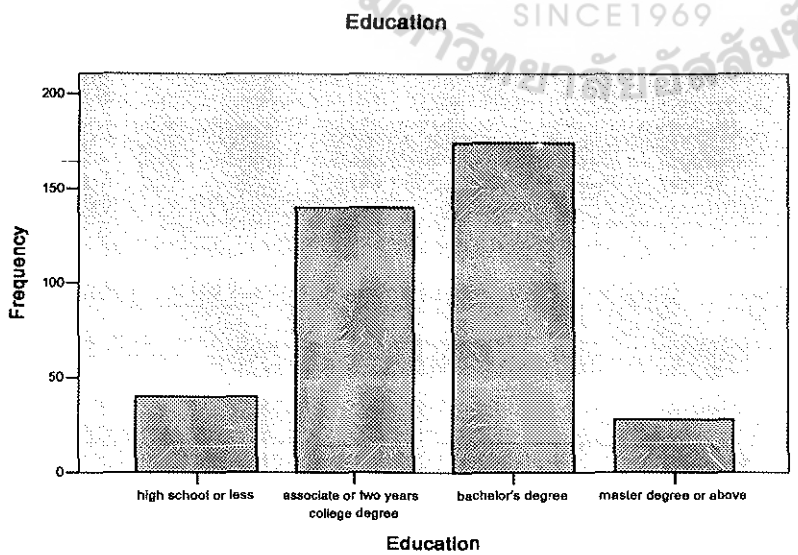


Figure 5.1.7 Education

Income

The majority of 121 respondents have a monthly income of 15, 001-20,000 baht (31.7%). At the second and third most common are monthly salary was 10,001-15,000 baht 104 (27.2%) and for a monthly salary of 20, 0001-25,000 baht 92 (24.1%) respectively. The least most common is monthly more than 30,001 baht 5 (1.3%)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 10,001 baht/month	185	48.4	48.4	48.4
	10,001-15,000	88	23.0	23.0	71.5
	15,001-20,000	29	7.6	7.6	79.1
	20,001-25,000	34	8.9	8.9	88.0
	25,001-30,000	16	4.2	4.2	92.1
	30,001 or above	30	7.9	7.9	100.0
	Total	382	100.0	100.0	

Table 5.1.5 Income

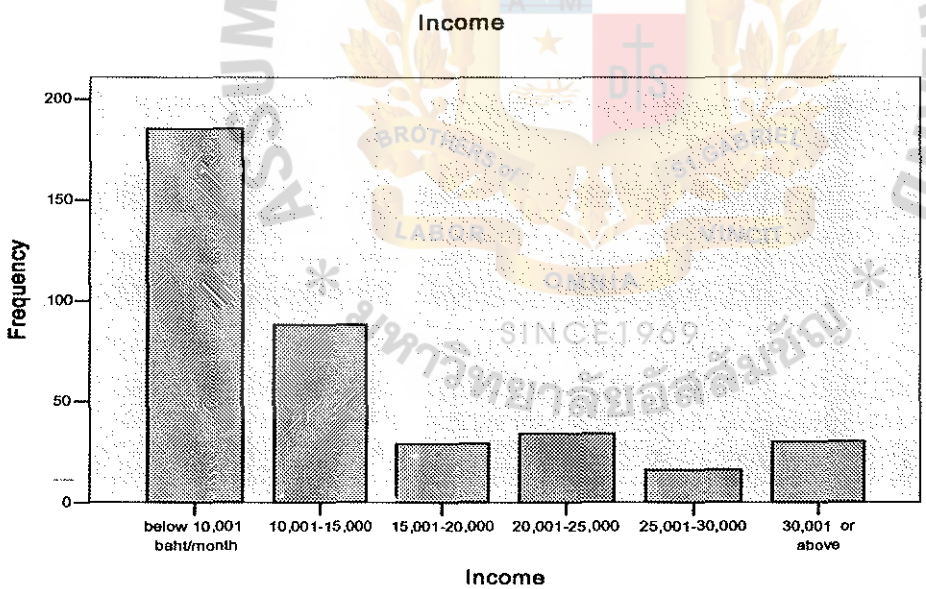


Figure 5.1.8 Income

Length of working for Hotel

The majority of 142 (37.2%) respondents have worked for the hotel for more than 3years but less than 5 years. At the second and third most common are more than one year but less than 3 years 112 (29.3%) and less than one year 95 (24.9%). The least most common is more than 7 years, but less than 10 years 2 (0.5%).

Length of working for Hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	163	42.7	42.7	42.7
	1-less than 3 years	116	30.4	30.4	73.0
	3-less than 5 years	34	8.9	8.9	81.9
	5-less than 7 years	5	1.3	1.3	83.2
	7-less than 10 years	35	9.2	9.2	92.4
	10 years and above	29	7.6	7.6	100.0
	Total	382	100.0	100.0	

Table 5.1.6 Length of working for hotel

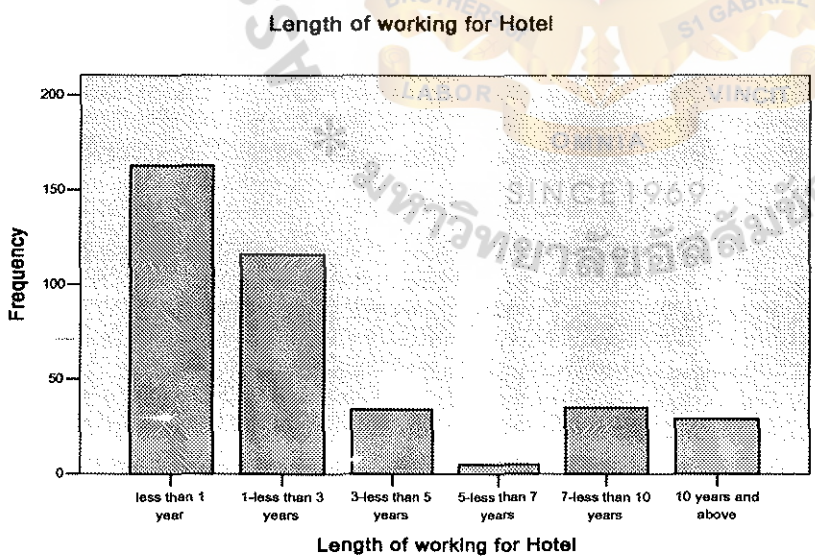


Figure 5.1.9 Length of working for hotel

5.2 Level of Crisis readiness:

Table 5.2.1For Hotel under management contract

	N (Person)	Minimum	Maximum	Mean	Std. Deviation
Simulation exercise	252	1	5	3.38	1.230
Establish crisis management team	252	1.50	5.00	3.8284	.81480
Crisis management plan	252	1.50	5.00	3.6974	.94519
Crisis awareness	252	1.50	5.00	3.6667	.91251
Train staff	252	1.00	5.00	3.4544	.97524
Decision making	252	1.00	5.00	3.3651	.90684
Establish local network	252	1.00	5.00	3.4431	1.03623
Emergency service	252	1.33	4.67	3.3267	.92549
Valid N (listwise)	252				

For the objective of the assessment of crisis readiness, the level of crisis readiness, based on the data analysis procedures previously described. Overall a the highest mean score for hotels under management contract type is 'Establish crisis management team' (M=3.8284), followed by the 'Crisis management plan' (M=3.6974), 'Crisis awareness' (M=3.6667), and "Decision making" (M=3.3651). Respectively as shown in Table 5.2.1

Table 5.2.2For independent hotel

	N (Person)	Minimum	Maximum	Mean	Std. Deviation
Crisis awareness	130	1	5	3.05	1.160
Establish crisis management team	130	2.50	5.00	3.5615	.67490
Crisis management plan	130	1.25	5.00	3.6000	.80791
Crisis awareness	130	2.00	5.00	3.7231	.65905
Train staff	130	2.50	5.00	3.4846	.74172
Decision making	130	2.00	5.00	3.5154	.90635
Establish local network	130	2.00	4.67	3.2308	.73294
Emergency service	130	2.00	5.00	3.7436	.64505
Valid N (listwise)	130				

SUMPTION UNIVERSITY OF THAILAND
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

For the objective of assessment of crisis readiness, the level of crisis readiness, based on the data analysis procedures previously described. Over all highest mean score for hotel under management contract type is 'emergency service' (M=3.7436), followed by the 'crisis awareness' (M=3.7231), 'Crisis management plan' (3.6000), and 'Establish crisis management team' (M=3.5615), respectively as shown in Table 5.2.2.

5.3 Hypotheses testing

In this study, the hypotheses attempt to find out the difference among the hotel under management contract and independent hotel in their readiness to cope with crisis. Independent t-test was used to test the hypotheses as follows:

Ho1: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding established crisis management team

Ha1: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding established crisis management team

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Establish crisis management team	Equal variances assumed	.644	.423	3.208	380	.001	.26683	.08317	.10331	.43036
	Equal variances not assumed			3.406	306.786	.001	.26683	.07835	.11267	.42100

Table 5.3.1 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding established crisis management team (*P<0.05)

As shown in the table 5.3.1 the results show that t-value is equal to 3.208 and

significance level is equal to 0.001, which implies that the null hypothesis is rejected. There is a difference between hotels under management contract and independent hotels in their crisis readiness on establish crisis management team.

Ho2: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan

Ha2: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
crisis management plan	Equal variances assumed	1.519	.219	.613	380	.540	.06343	.10353	-.14012	.26698
	Equal variances not assumed			.637	290.560	.524	.06343	.09952	-.13245	.25931

Table 5.3.2 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding crisis management plan (*P<0.05)

As shown in the table 5.3.2 the results show that t-value is equal to 0.613 and significance level is equal to 0.540, which implies that the null hypothesis is failed to reject. There is no difference between hotel under management contract and

independent hotel in their crisis readiness on crisis management plan.

Ho3: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation exercise

Ha3: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation exercise

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Simulation exercise	Equal variances assumed	1.105	.294	2.600	380	.010	.339	.130	.083	.595
	Equal variances not assumed			2.648	274.447	.009	.339	.128	.087	.591

Table 5.3.3 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding simulation exercises (*P<0.05)

As shown in the table 5.3.3 the results show that t-value is equal to 2.600 and significance level is equal to 0.010, which implies that the null hypothesis is rejected. There is difference between hotel under management contract and independent hotel in their crisis readiness on simulation exercise.

Ho4: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness

Ha4: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Crisis awareness	Equal variances assumed	28.484	.000	-.626	380	.532	-.05641	.09018	-.23373	.12091
	Equal variances not assumed			-.692	339.611	.489	-.05641	.08152	-.21676	.10394

Table 5.3.4 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding crisis awareness (*P<0.05)

As shown in the table 5.3.4 the results show that t-value is equal to 0.626 and significance level is equal to 0.532, which implies that the null hypothesis is failed to reject. There is no difference between hotel under management contract and independent hotel in their crisis readiness on crisis awareness.

Ho5: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff

Ha5: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Train Staff	Equal variances assumed	6.176	.013	-.310	380	.756	-.03025	.09748	-.22193	.16143
	Equal variances not assumed			-.338	327.729	.736	-.03025	.08948	-.20627	.14577

Table 5.3.5 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding train staff (*P<0.05)

As shown in the table 5.3.5 the results show that t-value is equal to 0.310 and significance level is equal to 0.756, which implies that the null hypothesis is failed to reject. There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness.

Ho6: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making

Ha6: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Decision making	Equal variances assumed	1.406	.236	-1.535	380	.126	-.15031	.09791	-.34281	.04220
	Equal variances not assumed			-1.535	260.885	.126	-.15031	.09789	-.34306	.04245

Table 5.3.6 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding decision making (*P<0.05)

As shown in the table 5.3.6 the results show that t-value is equal to 1.535 and significance level is equal to 0.126, which implies that the null hypothesis is failed to reject. There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making.

Ho7: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network

Ha7: There is difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Establish local network	Equal variances assumed	12.323	.001	2.083	380	.038	.21235	.10196	.01187	.41284
	Equal variances not assumed			2.318	344.139	.021	.21235	.09162	.03216	.39255

Table 5.3.7 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding establish local network (*P<0.05)

As shown in the table 5.3.7 the results show that t-value is equal to 2.083 and significance level is equal to 0.038, which implies that the null hypothesis is rejected. There is difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network.

Ho8: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding emergency service

Ha8: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding emergency service

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Emergency service	Equal variances assumed	31.471	.000	-4.591	380	.000	-.41687	.09080	-.59540	-.23834
	Equal variances not assumed			-5.131	347.216	.000	-.41687	.08124	-.57665	-.25709

Table 5.3.8 Independent t-test for the crisis readiness between hotels under management contract and independent hotels regarding emergency service (*P<0.05)

As shown in the table 5.3.8 the results show that t-value is equal to 4.591 and significance level is equal to 0.000, which implies that the null hypothesis is rejected. There is difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network.

5.4 Findings of the differences between hotel under management contract and independent hotel on crisis readiness

Table 5.4.1 Establish crisis management team

		Crisis Response Team					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	16	6	72	90	68	252
	independent hotel	14	22	28	58	8	130
Total		30	28	100	148	76	382
		Crisis Coordinator					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	6	5	45	128	68	252
	independent hotel	0	18	40	58	14	130
Total		6	23	85	186	82	382
		Responsibilities to Each Stakeholder					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	0	57	145	40	252
	independent hotel	0	6	46	62	16	130
Total		10	6	103	207	56	382
		Notification System					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	34	39	89	80	252
	independent hotel	0	0	36	76	18	130
Total		10	34	75	165	98	382

THE ASSUMPTION UNIVERSITY LIBRARY

For hotel under management contract and independent hotel on crisis readiness regarding established crisis management team, most of the employees agree that the hotel has established a good crisis management team.

Table 5.4.2 crisis management plan

		CM Plan				Total
		disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	20	50	110	72	252
	independent hotel	6	52	52	20	130
Total		26	102	162	92	382

		CM Toolboxes					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	38	22	25	124	43	252
	independent hotel	8	6	38	58	20	130
Total		46	28	63	182	63	382
		The assist necessary of CM					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	26	59	90	67	252
	independent hotel	6	0	46	62	16	130
Total		16	26	105	152	83	382
		People behave in Crisis Situation					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	20	68	89	65	252
	independent hotel	6	0	50	68	6	130
Total		16	20	118	157	71	382

For hotel under management contract and independent hotel on crisis readiness regarding crisis management plan, most of the employees agree that the hotel has a good crisis management plan.

Table 5.4.3 Simulation Exercises

		Crisis Practice					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	30	26	57	95	44	252
	independent hotel	8	42	34	28	18	130
Total		38	68	91	123	62	382

For hotel under management contract on crisis readiness regarding simulation exercise, most of employees (95 persons) are agree that the hotel had good practice before crisis. And independent hotel on crisis readiness on establish crisis management team, most of the employees (42 persons) disagree that hotel had a good practice before crisis.

Table 5.4.4 Crisis Awareness

		Staff aware of Crisis					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	16	21	57	90	68	252
	independent hotel	0	6	30	66	28	130
Total		16	27	87	156	96	382
		Stakeholder aware of Crisis					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	14	15	60	120	43	252
	independent hotel	0	8	56	52	14	130
Total		14	23	116	172	57	382

For hotel under management contract and independent hotel regarding crisis readiness on crisis awareness, most of the employees agree that the hotel has a good crisis management plan.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Table 5.4.5 Train Staff

		Train Skillfull Staff					Total
		strongly disagree	disagree	natural	Agree	strongly agree	
Hotel type	hotel under management contract	10	42	53	104	43	252
	independent hotel	0	26	56	26	22	130
Total		10	68	109	130	65	382
		Procedures for Annual					Total
		strongly disagree	disagree	natural	Agree	strongly agree	
Hotel type	hotel under management contract	10	36	70	115	21	252
	independent hotel	0	0	64	50	16	130
Total		10	36	134	165	37	382

For hotel under management contract on crisis readiness regarding train staff, most of employees agree that the hotel trained skillful staff. And independent hotel on crisis readiness on train staff, most of the employees are natural idea that hotel trained skillful staff.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Table 5.4.6 Decision making

		Hotel agreed Spokesperson					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	38	67	127	10	252
	independent hotel	0	6	66	42	16	130
Total		10	44	133	169	26	382
		Emergency Decision Making System					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	10	43	79	82	38	252
	independent hotel	0	32	32	34	32	130
Total		10	75	111	116	70	382

For hotel under management contract on crisis readiness regarding decision making, most of employees agree that the hotel had good decision making system. And independent hotel on crisis readiness on decision making, most of the employees are natural idea that hotel had a good decision making system.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE 1969
มหาวิทยาลัยอัสสัมชัญ

Table 5.4.7 Establish local network

		Liaison and Plan for Communication					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	24	18	48	137	25	252
	independent hotel	12	34	26	36	22	130
Total		36	52	74	173	47	382
		Emergency Website					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	34	50	47	48	73	252
	independent hotel	12	6	52	54	6	130
Total		46	56	99	102	79	382
		Crisis Center					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	24	26	32	128	42	252
	independent hotel	6	16	54	48	6	130
Total		30	42	86	176	48	382

For the hotel under management contract on crisis readiness regarding establish local network, most of employees agree that hotel has establish a network to inform consumer. For independent hotel on crisis readiness on establish local network, most of employees have natural idea that hotel has establish local network.

Table 5.4.8 Emergency service

		Emergency Services Department					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	12	50	67	101	22	252
	independent hotel	8	6	58	50	8	130
Total		20	56	125	151	30	382
		Cancellation and Booking System					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	46	45	41	104	16	252
	independent hotel	2	6	32	70	20	130
Total		48	51	73	174	36	382
		Evacuated Maps					Total
		strongly disagree	disagree	natural	agree	strongly agree	
Hotel type	hotel under management contract	14	40	21	109	68	252
	independent hotel	0	6	18	60	46	130
Total		14	46	39	169	114	382

For hotel under management contract and independent hotel on crisis readiness on emergency service, the employees agree that hotel has good emergency service during the crisis period.

Chapter VI

Summary, Conclusion, and Recommendations

6.1 Summary of findings

6.1.1 Summary of respondents' demographic characteristics

The study is designed to determine the demographic profile of the managers and employees who are working for the hotel industry in Phuket. There are a total 28 hotels been investigated in this research.The study found that more than one-half (55.8%) of respondents are female. Nearly one-half (44.5%) of respondents are in the age range of 26-30 years old. The majority of respondents (45.5%) have a bachelor's degree. One-half (48.4%) the respondents get below 10,001 baht monthly. More than one-third of the employees (42.7%) work for the hotel for less than 1 year, as shown in Table 6.1.

Table 6.1.1 Summary of demographic characteristics of respondents

Demographics		Percent
Gender	female	55.8
Age	26-30	44.5
Education level	bachelor's degree	45.5
Income	below 10,001 baht/month	48.4
Length working for hotel	less than 1 year	42.7

6.1.2 Summary of level of crisis readiness

Table 6.1.2 level of crisis readiness for hotel under management contract

	N (Person)	Minimum	Maximum	Mean	Std. Deviation
Simulation exercise	252	1	5	3.38	1.230
Establish crisis management team	252	1.50	5.00	3.8284	.81480
Crisis management plan	252	1.50	5.00	3.6974	.94519
Crisis awareness	252	1.50	5.00	3.6667	.91251
Train staff	252	1.00	5.00	3.4544	.97524
Decision making	252	1.00	5.00	3.3651	.90684
Establish local network	252	1.00	5.00	3.4431	1.03623
Emergency service	252	1.33	4.67	3.3267	.92549
Valid N (listwise)	252				

For hotel under management contract in crisis readiness:

1) Simulation exercise in general the level is average with 3.38

2) Establish crisis management team in general the level is high with 3.8284

3) Crisis management plan in general the level is high with 3.6974

4) Crisis awareness in general the level is high with 3.6667

5) train staff in general the level is high with 3.4544

6) Decision making in general the level is average with 3.3651

7) Network in general the level is high with 3.4431

8) Emergency service in general the level is average 3.3267

Table 6.1.3 level of crisis readiness of independent hotel

	N (Person)	Minimum	Maximum	Mean	Std. Deviation
Simulation exercise	130	1	5	3.05	1.160
Establish crisis management team	130	2.50	5.00	3.5615	.67490
Crisis management plan	130	1.25	5.00	3.6000	.80791
Crisis awareness	130	2.00	5.00	3.7231	.65905
Train staff	130	2.50	5.00	3.4846	.74172
Decision making	130	2.00	5.00	3.5154	.90635
Establish local network	130	2.00	4.67	3.2308	.73294
Emergency service	130	2.00	5.00	3.7436	.64505
Valid N (listwise)	130				

For independent hotel in crisis readiness:

1) Simulation exercise in general the level is average 3.05

2) Establish crisis management team in general the level is high with 3.5615

3) Crisis management plan in general the level is high with 3.6000

4) Crisis awareness in general the level is high with 3.7231

5) train staff in general the level is high with 3.4846

6) Decision making in general the level is high with 3.5154

7) Network in general the level is average with 3.2308

8) Emergency service in general the level is average with 3.7436

6.1.3 Summary of hypothesis testing

The result of the hypotheses testing is shown in Table 6.1.4. The table confirms all the hypotheses. This means that there is astatistical difference between all pairs of dependent and independent variables. In this study, there were eight hypotheses that were set to test the differences in hotel under management contract and independent hotel on crisis readiness. Table 6.2 shows hypotheses Ho1, Ho3, Ho7, and Ho8 were rejected, Ho2, Ho4, Ho5, and Ho6were failed to reject.

Table 6.1.4 Summary of hypotheses testing results

Hypotheses	Statistics test	Sig.	Results
Ho1: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding established crisis management team	Independent t-tests	0.001	Rejected Ho
Ho2: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis management plan	Independent t-tests	0.540	Fail to reject Ho
Ho3: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding simulation	Independent t-tests	0.010	Rejected Ho

exercise			
Ho4: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding crisis awareness	Independent t-tests	0.532	Failed to reject Ho
Ho5: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding train staff	Independent t-tests	0.756	Failed to reject Ho
Ho6: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding decision making	Independent t-tests	0.126	Failed to reject Ho
Ho7: There is no difference between hotels under management contract and independent hotels in their crisis readiness regarding establish local network	Independent t-tests	0.038	Rejected Ho
Ho8: There is no difference between hotels under management contract and independent hotels in their crisis	Independent t-tests	0.000	Rejected Ho

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE 1969
มหาวิทยาลัยอัสสัมชัญ

readiness regarding emergency service			

6.2 Conclusion

This paper sought to assess the crisis readiness of hotel under management contract and independent hotel in hotel industry in Phuket. The specific finding of the study is presented in the following sections.

From the data analysis of questionnaire: Considering the established crisis management team in crisis readiness, it was found that there is difference between hotel under management contract and independent hotel. The hotel under management contract had established better crisis management teams them in the time of the situation of crisis than independent hotels.

Considering the crisis management plan in crisis readiness, it was found that there is similar level when hotel under management contract and independent hotel for implementing down the crisis management plan.

Hotel under management contract and independent hotel have a different level in simulation exercise. Hotel under management contract do better than independent hotel in this regard.

When consider the decision making, and train staff the hotel under management contract got high level, because these hotels are within the management contract and decision making and train staff are included by management contract, these hotels may get protected by contract. The hotel industry in Phuket is maturing, the

independent hotels have a good decision making system and staff training system to prevent many kinds of dangerous things.

From the interviews of the managers of some of the hotels: the hotel in Phuket already has the idea of disaster management. The Phuket government helped the hotel to rehearse moving out the customers if crisis happened. Some hotels even prepared the place to put the important data, to prevent the customer data lost during the disaster. After tsunami, the Phuket government organized several time of the local people did evacuate rehearse if the big disaster came. Some hotels have the emergency team to handle the negative impacts instantly in order to prevent it from becoming into larger disaster.

6.3 Recommendations

From the result of the assessment of crisis readiness of hotel under management contract and independent hotel in Phuket, the researcher has some recommendations about crisis prevention for the following parts:

<u>For Hotel under management contract</u>

From the finding of the research, for hotels under management contract is still lacking readiness on the Simulation exercise, Decision making and Emergency service.

Simulation exercise

Problems or negative events happen quite often. Simulation exercises teach all the employees and managers in hotel to stay composed when they face a crisis. Hotel

executives need to conduct crisis simulation exercises where they put their crisis plans to the test. These simulations not only assess physical security but, critically, how well the organization would communicate with each and every one of its constituent audiences as the hypothetical crisis unfolds and escalates.

Decision making

In the emergency situation it is important to identify someone to make a decision. The person should lead the whole crisis team in the correct direction. When in a crisis situation, the hotel should name a well-trained spokesperson to disseminate appropriate information for the hotel to the guest and stakeholders.

Emergency service

When the negative event comes without any indication, the hotel to deal with it as quickly as possible, if the hotel cannot deal with it quickly, it might become a large disaster. An evacuation map can save people's lives. The emergency cancellation and booking system could create a good reputation in customer for the hotel.

<u>For Independent hotel</u>

From the finding of the research, for independent hotel is still lacking readiness on the Simulation exercise, Network and Emergency service.

Establish local network

Hotels create a liaison and help communicate to keep close relationship with outside. Keeping updated information on the website on short notice will help to end potentially larger crises.

<u>Other recommendations for all kinds of hotel:</u>

Establish crisis management team

The people in hotel could work together to research the crisis situation, and design what should be done when, before, and after the crisis happen. The team could alert all stakeholders and customers with a notification system.

Crisis management plan

The effective crisis management is carried out by developing a preventive plan, which is used to prevent the crisis and minimize the impact before it really occurs. Also a contingency plan can be designed for a particular crisis and carried out during the crisis. Its main functions are to minimize the impact and shorten the crisis duration. Smart, swift and consistent communications are just as vital to the disaster preparedness plan. Hotels need to have one key spokesperson in charge, working closely with the state and local authorities, and relaying one clear, concise and consistent message to all key stakeholders.

Crisis awareness

The hotel should increase the knowledge of crisis for every element; disseminate the information about crisis to the hotel managers, employees, stakeholders.

Train staff

A skilled staff could help the customer alleviate the danger when they are in a negative event. Trained staff with the ability to deal with the danger situation makes the customer and property safer. The skilled staff can help customers step out the crisis situation and possibly save their lives.

Crisis prevention is important for all kinds of hotels and any organization. Not only do some small businesses ignore the prevention, but some big organizations do not do well either. The main responsibility of hotel is to make sure that the customers are safe within the environment of the hotel. This is not to say the hotel has to promote them with perfect crisis prevention, but they can prepare the all kind of crisis to make the customer safer and more secure. Then, when the real negative event occurs the hotel can handle the crisis more easily. Let the customer fells that they are in a safe atmosphere, then they can stay relaxed and the hotel will get a good reputation, which could bring more opportunity for the hotel to get more customers in the future.

6.4 Future study

This study assesses the crisis readiness of hotel under management contract and independent hotel in Phuket town, Patong Beach and Karon Beach.

Likewise further studies should assess every department of the specific hotel in regards to their crisis prevention.

Moreover, for further studies, the scope of the crisis that could happen in hotel industry is very broad. This provides many opportunities for the researcher to find other negative events to investigate.

Additionally, there are 4 phases in the entire disaster management process, which include: Preparedness/Readiness, Response, Recovery and Mitigation/Prevention. In this study, the only topic researched was readiness. A future, study should include the other phases to make the whole disaster management study more complete.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

BIBLIOGRAPHY

Alpha Research (2004), Thailand in Figures, Alpha Research, Bangkok.

Banks, K. F.. (2002). Crisis Communications-a casebook approach. United States, Lawrence Erlbaum Associates, Inc.

Barton, L. (1994). Preparing the marketing manager for crisis: the use and application of new strategic tools. Marketing Intelligence and Planning 12(11): 41-46

Beeton, S. (2001). Horseback tourism in Victoria, Australia: Cooperative, proactive crisis management. Current Issues in Tourism, 4 (5): 422-439

Berry, s. (1999). We have a problem…call the press! (Crisis management plan). Public Management, 81 (4): 4-15.

Bertrand R.* and Chris L.** 2002 "A New Approach to Crisis Management" Journal of Contingencies and Crisis Management Vol.10.Number 4

Bolin, Robert, with Lois Stanford. 1998. The Northridge Earthquake: Vulnerability and Disaster. London and NY: Routledge.

Burns A. C. and Bush R. F. (1998) Marketing Research, Second Edition. Prentice Hall International, Inc.: New Jersey

Cannon, Terry. 1994. "Vulnerability Analysis and the Explanation of 'Natural' Disasters." Chapter 2 in A. Varley (ed.), Disasters, Development and Environment, London: Wiley

THE ASSUMPTION UNIVERSITY LIBRARY

Carr, L. 1932. "Disasters and the Sequence-Pattern Concept of Social Change." American Journal of Sociology. Vol. 38. Pp. 207-218

Cassedy, K. (1991). Crisis management planning in the travel and tourism industry: A study of three destination cases and a crisis management planning manual. San Francisco: Pacific Asia Travel Association.

Churchill, G.A. (1995). Marketing Research: Methodological Foundations, Sixth Edition, Dryden Press. Fort Worth.

Churchill, G.A. (1998). Basic Marketing Research, 3th Edition, The Dryden Press.

Comfort, L.K., "Integrating information technology into international crisis management and policy", Journal of Contingencies and Crisis Management, Vol. 1 No, 1, March 1993, pp. 15-26.

Contractor, F.J. and Kundu, S.K. (1998), "Modal choice in a world of alliances: analyzing organizational forms in the international hotel sector", Journal of International Business Studies, Vol. 29 No. 2, pp. 325-56.

Dahiya, R.C. (1970). Pearson chi-square test of fit with random intervals. Madison, WI.

Davis D. and Cosenza R.M. (1993) Business Research for Decision Making, Third Edition, California: Wardswort Publishing Company.

Drabek, Thomas E. 1986. Human System Response to Disaster: An Inventory of Sociological Findings. New York: Springer Verlag.

Dowman, R. (1997), "Safety net to prevent disaster", PR Week, 24 January, p. 17.

Dynes, Russell R. 1998. "Coming to Terms With Community Disaster." Chapter 11 (pp. 109-126) in What Is A Disaster? E.L. Quarantelli (ed.). London and NY: Routledge.

Foster, Andrew D., and Mark R. Rosenzweig. 1980. Economic Growth and the Rise of Forests Quarterly Journal of Economics 118(2): 601–37.

Fritz, Charles E. 1961. "Disasters." In R. Merton and R. Nisbet (eds.), Contemporary Social Problems. NY: Harcourt, Brace and World.

Freeman, R.E. (1984). Strategic Management: A stakeholder Approach. Platman, Boston, MA.

Fritz, C. E. 1961 "Disaster," pp. 689-700 in Robert K. Merton and Robert A. Nisbet (eds.) Contemporary Social Problems. New York: Harcourt, Brace & World. ...

Gary A. Kreps. 1995. "Disaster as Systemic Event and Social Catalyst: A Clarification of Subject Matter." International Journal of Mass Emergencies and Disasters 13:255-284.

Gates, R. and Carl, M., (1998). Marketing Research Essentials, Second Edition, South Western.

Gay, L.R. and Diehl, P.L. 1996 Preparation and Evaluation of a research Plan. Research Methods for Business and management, Ontario, Canada, Macmillan Publishing Company.

Glaesser, Dirk. (2003) Crisis Management in the Tourism Industry. United Kingdom, Butterworth-Heinemann Publishing.

Glasspool, J. and George, R. (1994), "Removing the threat of a Paxo stuffing", PR Week, 16 June, p. 15.

Gonzales-Herrero, A. and Pratt, C.B. (1995), "How to manage a crisis before – or whenever – it hits", Public Relations Quarterly, Vol. 40 No. 1, pp. 25-9.

Greenwood, P.E. (1996). A guide to chi-squared testing. New York : John Wiley & Sons.

Gurland, J. (1970). A test of fit for continuous distributions based on generalized minimum chi-square. Madison, WI.

Hague P., Jackson P. (1996). Do your own Market Research, Market Research: A Guide to Planning, Methodology and Evaluation, Kogan Page

Hawkins, D. I. and Tull, D. S. (1993). Marketing research: Measurement & method. New York: Macmillan. Sixth Edition.

Haywood, R. (1994), Managing your Reputation, McGraw-Hill, New York, NY.

Health, R. (1998). Crisis Management for Managers, and Executives. London: Financial Times Management.

Hewitt. 1995. Georgian: A structural reference grammar. Amsterdam & Philadelphia: John Benjamins Publishing Co. (xviii + 714 pp., 1 map)

Hoffman, M.A. (1996), "Crash puts focus on crisis planning", Business Insurance,Vol. 30 No. 15, April 8, pp. 1, 4.

Höhn, R. (1974). Das Unternehmen in der Krise. Verlag für Wissenschaft, Wirtschaft und Technik.

Hotel and Catering Training Company, Catering and Hospitality Industry – Key Facts and Figures, HCTC, London, 1994.

Jackson, J.E. and Schantz, W.T. (1993), "Crisis management lessons: when push shoved Nike", Business Horizon, January-February.

Jacobs, B.D., "Riots in Britain and the United States: the bureau-politics of crisis management and urban policy", Journal of Contingencies and Crisis Management, Vol. 1 No. 3, September 1993, pp. 152-63.

Jayaraman, V., Chandrasekhar, M.G. and Rao, U.R. (1997), "Managing the natural disasters from space technology inputs", Acta Astronautica, Vol. 40 Nos 2/8, pp. 291-325.

John L. Thompson (1998) "Strategic crisis aversion: the value of a 'style audit'" The Learning Organization Volume 5 Number 1. Pp.36-46

Ketchen, D., Thomas, J. and McDaniel, R. (1996), "Process, content and context: synergistic effects on organizational performance", Journal of Management, Vol. 22 No. 2, pp. 231-57.

Kilduff, Martin and Wenpin Tsai. 2003. Social Networks and Organizations. London:Sage Publications.

Korver, Adrian. 1985. "What is a Disaster?" Unpublished Paper. Kreps, Gary. 1984. "Sociological Inquiry and Disaster Research." Annual Review of Sociology 10: 309-330.

Krystek, U. (1979). Krisenbewältigungs-Management und Unterneh mungsplanung.

Krystek, U. (1987). Unternehmungskrisen. Gabler.

Kumar, G.S.J. (2000), "Disaster management and social development", International Journal of Sociology & Social Policy, Vol. 20 No. 7, pp. 66-81.

Keown-McMullan,J.(1997). Crisis. When does a molehill become a mountain? Disaster Pevention and Management, 6(1): 4-10

Malhotra J. (2000). Business Research for Decision Making, Beimont, California, 116

Marra, F. (1998). Crisis communication plans: Poor predictors of excellent crisis public relations. Public Relations Review, 24 (4): 461-474

Lerbinger, O. (1997), The Crisis Manager: Facing Risk and Responsibility, Erlbaum, Mahwah, NJ.

McCune, J.C. (1994), "Selling under a cloud", Sales & Marketing Management, Vol. 146 No. 1, January, pp. 72-6.

Mark S., Philip L. and Adrian T. (2003). Research Methods for Business Students, Third Edition, the Pitman Publishing Imprint.

Miller, G. R. and M. Burgoon. 1999. "Persuasion Research: Review and Commentary." Pp. 29-47 in Communication Yearbook 2 edited by B. Rubin. New Brunswick NJ: Transaction.

Minear, Larry. 2002. The Humanitarian Enterprise: Dilemmas and Discoveries. Bloomfield, CT: Kumarian Press, Inc.

Mintzberg, H., Lampel, J., Quinn, J. and Ghoshal, S. (2003), The Strategy Process:

Concepts, Contexts, Cases, 4th ed., Prentice Hall, Harlow.

Mobil Oil Corporation, Mobil Travel Guide: Hotels RatingCriteria, 1990.

Morrison, A. (1996b), "Marketing the smalltourism business", in Seaton, A. and Bennett,

MLIT Japan (2005), Research Report on the Impact of IndianOcean Tsunami Disaster on Tourist Areas, Ministry of Land, Infrastructure and Transport Japan, Tokyo.

Müller, R. (1986). Krisenmanagement in der Unternehmung. Peter Lang.

Nicholas, K. (1995), "On and off the record", PR Week, 3 February, p. 11.

Parasuraman, S. & Igbaria, M. (1991). Attitudes towards microcomputers: Development and construct validation of a measure. International Journal of Man-Machine Studies, 35(4), 553-573.

PATA(2003). Crisis – It won't happen to us! – Expected the unexpected be prepared. Thailand, The Winning Edge.

Pettigrew, A. and Whipp, R. (1991), Managing Change for Competitive Success, Basil Blackwell, Oxford.

PR Week (1995), "Time to clarify 'off the record'", PRWeek, 3 February, p. 9.

Preble, J. (1997), "Integrating the crisis management perspective into the strategic management process", Journal of Management Studies, Vol. 34 No. 5, pp. 769-91.

Purdom, N. (1995), "Training to be calm in a crisis," PR Week, 17 February, pp.

11-14.

Purdom, N. (1995), "Training to be calm in a crisis", PR Week,

Quarantelli, Enrico. L. 1982. Sheltering and Housing After Major Community Disasters: Case Studies and General Observations. Newark, DE: University of Delaware Disaster Research Center.

Rosenthal, U., Charles, M.T., 't Hart, P., Kouzmin, A. and Jarman, A.M.G. (1989), "From case studies to theory and recommendations: a concluding analysis", in Rosenthal, U., Charles, M.T. and 't Hart, P. (Eds), Coping with Crises: The Management of Disasters, Riots and Terrorism, Charles C. Thomas, Springfield, IL, 1989, pp. 436-72.

Röting, P. (1976). Organisation und Krisen-Management. ZO, 1, 13–20.

Schulten, M. F. (1995). Krisenmanagement. Verlag für Wissenschaft.und Forschung.

Schiffman, L.G., & Kanuk, L.L. (2000). Consumer Behavior, Seventh Edition, Prentice Hall, Englewood Cliffs, New Jersey.

Sekaran U, (1992). Research Methods for Business, Second Edition, New York: John Wiey & Son Inc, NY

Sheldon, P. (1993), "Destination information systems", Annals of Tourism Research, Vol. 20 No. 4, pp. 633-49.

Shrivastava, P. and Mitroff, I. (1987), "Strategic management of corporate crises", Columbia Journal of World Business, Vol. 22 No. 1, pp. 5-11.

Sonmez, S., Apostolopoulos, Y.,& Tarlow, P. (1999) Tourism in crisis : Managine the effects on tourism. Journal of Travel Research 38 (1):3.

Tourism Authority of Thailand (2003a), Statistical Report 2002, Tourism Authority of Thailand, Bangkok.

Tourism Authority of Thailand (2003b), Hotel Report 2002, Tourism Authority of Thailand, Bangkok.

Thompson, J. and Martin, F. (2005), Strategic Management, 5th ed., Thompson, London.

Turner, J.R. (1993), The Handbook of Project Based Management, McGraw-Hill, London. Uitto, J.I. (1998), "The geography of disaster vulnerability in megacities: a theoretical framework", Applied Geography, Vol. 18 No. 1, pp. 7-16.

UN/ISDR (2002), "Living with risk: a global review of disaster reduction initiatives", Preliminary version prepared as an interagency effort coordinated by the ISDR Secretariat, Geneva.

Zikmund, W.G. (1997) Business Research Method, 5th Edition, Dryden Press, Fort Worth

Other sources:

Grant, Sarah E. & Powell, Douglas.(1999.June) Crisis Response & Communication Planning Manual [Online] http://www.foodsaftynetwork.ca/crisis/crisis-manual.hutm. [2004,July 25]

http://www.dhrm.state.va.us/hrpolicy/policy/pol4_17.pdf#search=%22Emergency%20services%20nature%20disaster%22

http://www.normal.org/Code/25_02.asp

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix A

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Questionnaire

This questionnaire is part of the Master's Thesis for Master of Businesses Administration in Tourism Management, Graduate School of Business, Assumption University. There are several statements about the readiness of Phuket hotel industry of disaster. Please kindly be informed that there are no rights or wrong answers, so please give the answer that most closely expresses your perception. All of information from this questionnaire will only be used for educational purpose and will be kept confidential. Thank you for your time and cooperation.

Part1: Demographic Profile

Directions: please complete the following information about yourself by making the check mark (X) in the blank relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

1. What is your gender?

   ☐ Male

   ☐ Female

2. How old are you?

   ☐ 25 or below

   ☐ 26-30

   ☐ 31-40

- ☐ 41-50
- ☐ 51 and above

3. Level of education

- ☐ High school or less
- ☐ Associate or two years college degree
- ☐ Bachelor's degree
- ☐ Master degree or above

4. Income

- ☐ Below 10,001 Bath/month
- ☐ 10,001-15,000 Bath/month
- ☐ 15,001-20,000 Bath/month
- ☐ 20,001-25,000 Bath/month
- ☐ 25,001-30,000 Bath/month
- ☐ 30,000 Bath/month or above

5. How long have you been working in this Hotel?

- ☐ Less than 1 year
- ☐ 1 – Less than 3 years
- ☐ 3 – Less than 5 years
- ☐ 5 – Less than 7 years
- ☐ 7 – Less than 10 years
- ☐ 10 years and above

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
มหาวิทยาลัยอัสสัมชัญ

6. The hotel for which you work is it?

- ☐ Hotel Under Management Contract
- ☐ Independent Hotel

Part II: Crisis Readiness

Please indicate your felling and perception on this crisis management. To evaluate your feeling, meanings of each level are as follows:

1. ***Strongly Disagree***
2. ***Disagree***
3. ***Natural***
4. ***Agree***
5. ***Strong Agree***

Statement	**Degree of Performance**				
Establish Crisis Management Team					
1. The Hotel has a good trained crisis response team	1	2	3	4	5
2. The Hotel identified good crisis coordinator	1	2	3	4	5
3. The Hotel assigned responsibilities to each stakeholder	1	2	3	4	5
4. The Hotel has a multi-network notification system in place to alert all stakeholders	1	2	3	4	5
Crisis Management Plan					
5. The Hotel has a good crisis management plan	1	2	3	4	5
6. The Hotel placed crisis management toolboxes (necessary items assembled in advance) in several easily accessible locations	1	2	3	4	5
7. The Hotel developed all necessary form to assist in crisis management	1	2	3	4	5

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

8. The hotel instructs its people to follow the guideline strictly in crisis situation	1	2	3	4	5
Simulation Exercise					
9. In the year, the hotel practice crisis alert	1	2	3	4	5
Crisis Awareness					
10. All the staffs in the hotels are aware of the crisis situation	1	2	3	4	5
11. The Hotel made suppliers, vendors and channel partners aware of the crisis plan	1	2	3	4	5
Train Staff					
12.The Hotel trained skillful staffs in the normal days	1	2	3	4	5
13. The Hotel established procedures for annual inclusion of new staff/stakeholders	1	2	3	4	5
Decision making					
14. The Hotel collected and disseminated appropriate information through one agreed spokesperson	1	2	3	4	5
15. When disaster occurs there is a good emergency decision making system	1	2	3	4	5
Establish local network					
16. The Hotel established a good media liaison and plan for communication	1	2	3	4	5
17. We have an good emergency website designs that can be activated on short notice	1	2	3	4	5
18. The Hotel designated a safe and secure crisis center	1	2	3	4	5
Emergency service					
19. The Hotel established a emergency services department	1	2	3	4	5
20. The Hotel has emergency cancellation system and booking system	1	2	3	4	5
21. In the Hotel, there are evacuated maps to show the customers the best way to evacuate during the crisis.	1	2	3	4	5

Appendix B

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ของนักศึกษาปรัญญาโทคณะบริหารธุรกิจ สาขาวิชา การจัดการการท่องเที่ยว ของมหาวิทยาลัย อสัมชัญ คำถามทั้งหมดเกี่ยวของกับภัยธรรมชาติคลื่นยักษ์ที่เกิดขึ้นที่จังหวัดภูเก็ตที่ผ่านมา. คุณสามารถตอบคำถามได้ตามความเห็นของคุณ ทุกคำตอบของคุณจะใช้ในการหาข้อมูลเพื่อทำวิจัยสำหรับการศึกษาเท่านั้น ขอบคุณสำหรับการให้ข้อมูลที่เป็นประโยชน์สำหรับเรา

<u>ส่วนที่ 1 : รายละเอียดของผู้กรอกแบบสอบถาม</u>

คำแนะนำ : กรุณา กากบาท ในช่องที่คุณต้องการ

เพศ

- ☐ ผู้ชาย
- ☐ ผู้หญิง

2. อายุ

- ☐ 25 หรือต่ำกว่า
- ☐ 26-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51 หรือสูงกว่า

3. การศึกษา

- ☐ มัธยมปลาย หรือต่ำกว่า
- ☐ ปวช. หรือ ปวส

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

☐ ปริญญาตรี

☐ ปริญญาโท หรือสูงกว่า

4. รายได้

☐ ต่ำกว่า 10,001 บาท/เดือน

☐ 10,001-15,000 บาท/เดือน

☐ 15,001-20,000 บาท/เดือน

☐ 20,001-25,000บาท/เดือน

☐ 25,001-30,000 บาท/เดือน

☐ 30,000 บาท/เดือน หรือสูงกว่า

5. คุณทำงานในโรงแรมนี้นานกี่ปี

☐ น้อยกว่า 1 ปี

☐ 1 ปี - 3 ปี

☐ 3 ปี - 5 ปี

☐ 5 ปี - 7 ปี

☐ 7 ปี - 10 ปี

☐ 10 ปี หรือ มากว่า

6. โรงแรมที่คุณทำงานอยู่ เป็นสมาชิกของสมาคมการโรงแรมหรือไม่

☐ เป็นสมาชิกของสมาคม

☐ ไม่เป็นสมาชิก

<u>ส่วนที่ 2 : การเตรียมการ ในยามเกิดภัยภิบัติ</u>

1. ไม่เห็นด้วยอย่างมาก

2. ไม่เห็นด้วย

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

3. เฉยๆ

4. เห็นด้วย

5. เห็นด้วยอย่างมาก

การจัดตั้งทีมงานสำหรับเตือนภัย เมื่อมีภัยภิบัติ					
1. โรงแรมมีทีมงานไว้สำหรับอบรมเรื่องนี้โดยเฉพาะ	1	2	3	4	5
2. โรงแรมมีการประสานงานกับ องค์กรการเตือนภัยภิบัติ	1	2	3	4	5
3. โรงแรมได้แบ่งหน้าที่พนักงาน สำหรับดูแลลูกค้าแต่ละคนในยามเกิดภัยภิบัติ	1	2	3	4	5
4. โรงแรมมีระบบเตือนภัยที่ดีสำหรับเตือนภัยทุกคนในโรงแรม	1	2	3	4	5
แผนงานเกี่ยวกับการเตือนภัย					
5. โรงแรมมีแผนการ การเตือนภัยที่ดี	1	2	3	4	5
6. โรงแรมได้ติดตั้งสัญญานเตือนภัยไว้ในที่สะดวกต่อการเตือนภัย	1	2	3	4	5
7. โรงแรมได้พัฒนาสิ่งที่จำเป็นทั้งหมดที่ไว้สำหรับการเตือนภัยต่อเหตุการณ์ที่จะเกิดขึ้น	1	2	3	4	5
8. โรงแรมแนะนำให้ลูกค้าคอยฟังคำแนะนำของเจ้าหน้าที่ในยามเกิดภัยพิบัติ	1	2	3	4	5
การฝึกเตือนภัย					
9. ทุกปี โรงแรมจะมีการฝึกเตือนภัย โดยจำลองจากเหตุการณ์ที่เกินขึ้นจริง	1	2	3	4	5
การระมัดระวังต่อภัยภิบัติ					
10. พนักงานทั้งหมดของโรงแรมมีความระมัดระวังกับเหตุการณ์ที่จะเกิดขึ้นตลอดเวลา	1	2	3	4	5

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIS VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

11. โรงแรมได้เตรียมการสำหรับสิ่งจำเป็น และอำนวยความสะดวกสำหรับยามที่เกิดเหตุการณ์จริง	1	2	3	4	5
การฝึกพนักงาน					
12. โรงแรมได้มีการฝึกอบรมพนักงานเกี่ยวกับเรื่องนี้เสมอ	1	2	3	4	5
13. โรงแรมได้มีการฝึกอบรมประจำปีสำหรับพนักงานใหม่	1	2	3	4	5
การตัดสินใจ					
14. โรงแรมมีทีมงานที่คอยเก็บข้อมูลต่างๆเกี่ยวกับภัยพิบัติที่เกิดขึ้นแล้วเสนอต่อผู้มีอำนาจในการตัดสินในแต่เพียงผู้เดียว	1	2	3	4	5
15. โรงแรมมีเจ้าหนี้ที่ผู้รับผิดชอบที่มีความสามารถสูงในการตัดสินใจเกี่ยวกับภัยพิบัติที่เกิดขึ้น	1	2	3	4	5
การติดตั้งระบบเตือนภัยใน					
16. โรงแรมได้ติดตั้งระบบเสียงตามสายสำหรับเตือนภัยในยามเกิดภัยพิบัติ	1	2	3	4	5
17. โรงแรมมีเวปไซด์ในอินเทอร์เนตสำหรับส่งข้อความเตือนภัย ในยามเกิดภัยพิบัติ	1	2	3	4	5
18. โรงแรมมีศูนย์ความปลอดภัย และช่วยเหลือประชาชน ในยามที่เกิดภัยภิบัติ	1	2	3	4	5
การบริการยามฉุกเฉิน					
19.โรงแรมได้จัดตั้งฝ่ายบริการยามฉุกเฉิน ในยามที่เกิดภัยภิบัติ	1	2	3	4	5
20.โรงแรมได้ติดตั้งระบบเตือนภัย และ ยกเลิกการเตือนภัย ในยามเกิดภัยพิบัติ	1	2	3	4	5
21.โรงแรมมีแผนผังโรงแรมแสดงให้ลูกค้าเห็นที่ตั้งต่างๆ เพื่อช่วยหาทางหนี ในยามที่เกิดภัยภิบัติ	1	2	3	4	5

THE ASSUMPTION UNIVERSITY LIBRARY