Abstract

The purpose of this study is to determine the importance of human resource development and the training need analysis of leading five star hotels in Thailand. It is fruitful to measure the effectiveness of training need analysis which is done by training or human resource development department of the hotel as it may improve staff’s productivity and career growth. The human resource manager or training manager foresees the concept of training need analysis for the employees in hotel as a higher priority task. Thus, a survey research was applied to study the key concepts of training need analysis. Using a purposive random sampling technique, 200 usable responses were collected from employees of leading five star hotels. The findings show that training need analysis is a foundational effort of employees’ success in their career paths and growths. Moreover, everyone at these five star hotels have the ability to be heard. Every effort is made to keep its employees fully developed on their tasks via training. In other words, employees have accessed to all their needs and expectations on the process of training need analysis. In addition, most employees are satisfied with the training need analysis activity of their hotel properties. In concluding remarks, the practice of training need analysis of the hotel sector is considered to be a crucial part to be considered for the hospitality industry.

Keywords: human resource development, training need analysis, hotel sector
1. Introduction

Trends of training need analysis have evolved so rapidly that they constantly require redefinition as the competitive global business environment makes human resources development assignments a necessary proposition. There is a competitive advantage to be gained from exploring new approaches in HRD, especially in the context of hotel businesses. A thorough analysis of training needs is an important component of any systematic training strategy. International hotel companies face substantial challenges in terms of human resources development. This situation may lead the assumption that they would therefore apply particular care in the planning, design, implementation and evaluation of their training activities.

It is critical to understand how organizations plan, design, implement and evaluate their training programs. As an activity which potentially increases a company’s effectiveness by developing its human resources, the training function can have a major impact on the ability of organizations to achieve their objectives.

The hospitality sector is a labor intensive industry, highly reliant on well-trained employees and managers. Many of its current and future challenges relate to human resources issues. The greatest challenge facing the hospitality industry today in the area of human resources is the investment in and delivery of training. Shortages of skilled employees at all hierarchical levels including management have been reported throughout the hotel industry in many areas. There are several potential reasons for this. These may include a lack of mobility by hospitality workers, or an insufficient number of new entrants into the hospitality labor market to satisfy its rate of expansion and compensate for its attrition in human resources. One reason may also be a lack of effectiveness in the way the hotel industry plans and implements training, thus leading to a failure to develop existing employees to master the skills needed today and tomorrow.

This research aims to develop an understanding of the current situation concerning hotel frontline staffs’ as well as hotel managers’ skills and competencies and career development. Primary research was undertaken via a series of two consolidated focus groups of the hotel professionals in Bangkok and Pattaya. A comparative analysis was then completed to compare the findings in order to identify issues or gaps. Firstly, the results show that there is a general acceptance that changes have to occur in the provision of training in the hotels. All focus group participants recognized that higher and general skills have to be added to the crafted curriculum as employees need to be more responsive to the coming of ASEAN
community 2015. In essence, a balance needs to be found between practice and theory. The second main concern emerging from this research is that the hotel sector is very attractive to the staffs’ career growths, who favor a better work/life balance than that offered by the hospitality industry such as hotels, restaurants, airlines, and etc. For these reasons, the hospitality industry should also focus on developing a more attractive image in terms of role, wages and career development.

1.1 Research Objectives

- To state of the report consisting of an analysis of the training needs of the staffs in hotels, and the provision of training and education services to meet those needs.
- To clarify the literature review on the opportunities and issues related to the employment and development of employees in hotel sector.
- To provide a comprehensive analysis of the skills, characteristics and attributes need to be success for training and development in hotel industry.

1.2 Research Questions

According to Tas, LaBrecque and Clayton (1996) identified that five main competencies in hotel property management. These competencies are, in order of importance. Therefore, the researcher has adapted intend to address and answer on perception of the hotel staffs regarding training need analysis as following needs of these skills:

- Interpersonal skill (skills for effective interaction with others)
- Leadership skill (the ability to turn ideas into productive action)
- Conceptual-creative skill (the cognitive skills needed for the job)
- Administrative skill (personnel and financial management of the business)
- Technical skill (the knowledge and skills essential to producing the product or service).

Besides the skills from the above, in order to measure how effective the performance of training and development of the hotel properties. The researcher would ask the staffs as follows:

- Is the hotel providing the training on emphasis critical thinking, problem solving, strategic planning and leadership?
- Beside the traditional skills, Is the hotel providing some general training for the knowledge of marketing, management, human resources, accounting, numeracy
and computer/information technology?

- Is the teaching style of the trainers always “employees-centered” approach?

1.3 Scope and Limitation of the Study

The research focuses on only houses some leading hotels in the heart of Bangkok and Pattaya, Thailand. Amongst the hotels we approached were the Chatrium Hotel Riverside Bangkok, Sheraton Grande Sukhumvit, Four Seasons Hotel Bangkok, Hilton Pattaya Hotel, and Centara Grand Mirage Beach Resort Pattaya. A total of 40 staffs in each hotel were interviewed by using a prepared questionnaire. Particularly, examine the hotel staffs and management team of those hotels on their satisfaction of the training need analysis of their properties.

1.4 Significance of the Study

This research would facilitate both hotel properties by investigating the perception of hotel staffs who have already involved the training need analysis. Therefore, the findings will measure the satisfaction of hotel staffs and the results would be useful for its properties and other hospitality businesses.

2. Literature Review

2.1 Human Resource Development

Human Resource Development (HRD) is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance. It is useful to recognize that alternative definitions of HRD have been presented over the years. For example, a recent definition took an inclusive international perspective of HRD that finds HRD functioning as an agent of societal and national development, not just focused on organizations. It reads as follows: “Human Resource Development is any process or activity that, either initially or over the long term, has the potential to develop adults’ work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity” (McLean & McLean, 2001).

The context in which HRD functions is almost always within a host organization. The organization can be a corporation, business, industry, government agency, or a nonprofit organization – large or small. The host organization is a system having a mission with mission – driven goals and outputs. In an international context, the host organization for
HRD can be a nation. This strategic investment in HRD at the nation level can range from maintaining high-level national workforce competitiveness to fundamental elevation of a nation from poverty and disarray. The host organization may also be a multinational or global organization with operations in many continents and many nations. Such complex organizations can both affect the structure of HRD and be the focus of HRD work. HRD has traditionally been sensitive to culture within an organization and between organizations. Making the transition to global issues has been relatively easy for HRD. HRD can be thought of as a subsystem that functions within the larger host system for the purpose of advancing, supporting, harmonizing, and, at times, leading the host system. Take, for example, a company that produces and sells cars to customers. Responsible HRD would be ever vigilant to this primary focus of the company and see itself as supporting, shaping, or leading the various elements of the complex automobile organizational system in which it functions (Swanson and Holton III, 2001).

2.2 HRD as a Training Function and a Professional Field of Practice

Swanson and Holton III (2001) clarified that the HRD profession is large and widely recognized. As with any applied field that exists in a large number and variety of organizations, HRD can take on a variety of names and roles. This can be confusing to those outside the profession and even sometimes confusing to those in the profession. HRD, embracing the thinking underlying
- Training,
- Training and development,
- Employee development,
- Technical training,
- Management development,
- Executive and leadership development,
- Human performance technology,
- Organization development, and
- Organizational learning.

Thus, practitioners who work in HRD may have varying titles such as manager of management development, organization development specialist, and director of technical training.

In addition, HRD roles can span the organization such as the chief learning officer, director of organizational effectiveness, director of executive development, director of HRD, or training director. They can also fit within a subunit such as manager of sales training, training manager, training supervisor, training coordinator, HRD coordinator (at a particular company location), or bank teller training specialist. Furthermore, a very large contingent in organizations is doing HRD work as part of their non–HRD jobs. For these people, HRD work is part of their larger job. It is almost impossible to calculate the total
organizational commitment to HRD. Reports of chief executive officers leading executive development programs and shipping clerks doing on-the-job training of new employees are commonplace. Efforts at analyzing the total financial commitment to HRD have been elusive.

2.3 Importance of Training in Organization

Developing a national role in training is important for an employers' organization for several reasons. First, it enables the organization to contribute to the development of a country's human capital, through its influence on education policies and systems and training by public training institutions, to better serve business needs. It also enables it to influence employers in regard to the need for them to invest more in training and employee development - which employers should recognize as one key to their competitiveness in the future. Second, it provides an important service to members, especially in industrial relations in respect of which sources of training for employers in developing countries are few. Third, it is an important source of income provided the organization can deliver relevant quality training. Fourth, it compels its own staff to improve their knowledge without which they cannot offer training to enterprises through their own staff. Fifth, the knowledge required for training increases the quality of other services provided by the organization - policy lobbying, advisory and representation services. Sixth, it contributes to better human relations at the enterprise level and therefore to better enterprise performance, by matching corporate goals and people management policies. Finally, it improves the overall image of the organization and invests it with a degree of professionalism, which can lead to increased membership and influence (Silva, 1997).

2.4 The Training Role

Silva (1997) revealed that the role of an employers' organization in training has to be viewed from different perspectives. First and foremost it must be viewed from an "internal" point of view i.e. the training and development of its own staff. This is essential to the effectiveness of the organization's training services as well as to the other services it provides members, all of which fall within the following: influencing the legal and policy environment needed for business growth and development/ direct services to members.

This requires that the staff be trained in the areas of the organization's services and core competencies which may include areas such as: industrial relations/ human resource management/ occupational safety and health/ information analysis and research for influencing the policy environment,
transferring knowledge to members undertaking wage and other surveys.

Hence, this objective of training (i.e. to make its other services more effective) involves mostly the acquisition of knowledge needed for staff to perform their functions. This is an important prerequisite to staff undertaking the second role of an employers' organization in training, which is to provide training to members (and sometimes to nonmembers) in areas in which they expect services. But unlike in the case of the first objective of training earlier referred to, this second role or objective requires not only knowledge in the areas of training, but also training skills i.e. in training techniques or methodologies. If staff does not develop training skills they will be able to transfer knowledge but not the skills to apply the knowledge to particular situations which arise in enterprises (productivity is increasingly the application of knowledge). Examples include negotiation, workplace mechanisms to improve workplace relations and human resource management policies and practices such as: recruitment, selection, and induction/ performance appraisal/ leadership and motivation/ employee retention/ wage and salary determination.

Silva (1997) discussed further that the main objectives of this second training role (to provide training to members) are: to provide members with the means to address labor – related problems and issues/ to instill in enterprise managers the skills needed to improve their management of people/ where enterprises have a training department, to train their personnel. It follows that the staff of employers' organizations are not themselves practitioners in people management. They are trainers of those engaged in managing people and, occasionally of other trainers.

2.5 Training Need Analysis

Needs assessment, or needs analysis, is the process of determining the organization’s training needs and seeks to answer the question of whether the organization’s needs, objectives, and problems can be met or addressed by training. Within this context, needs assessment is a three-step process that consists of organizational analysis (e.g., which organizational goals can be attained through personnel training? Where is training needed in the organization?), task analysis (e.g., what must the trainee learn in order to perform the job effectively? What will training cover?), and person analysis (e.g., Which individuals need training and for what?). Thus, conducting a systematic needs assessment is a crucial initial step to training design and development and can substantially influence the overall effectiveness of training programs (Goldstein & Ford, 2002; McGehee & Thayer, 1961; Sleezer, 1993; Zemke, 1994). Specifically, a systematic needs assessment can guide and
serve as the basis for the design, development, delivery, and evaluation of the training program; it can be used to specify a number of key features for the implementation (input) and evaluation (outcomes) of training programs. Consequently, the presence and comprehensiveness of a needs assessment should be related to the overall effectiveness of training because it provides the mechanism whereby the questions central to successful training programs can be answered. In the design and development of training programs, systematic attempts to assess the training needs of the organization, identify the job requirements to be trained, and identify who needs training and the kind of training to be delivered should result in more effective training (Arthur and Bennett, 2003).

2.6 Human Resource Management and Development in Tourism and Hospitality Industry

The success of any industry depends to a great extent on the quality of human resource and tourism is not an exception. Tourism is labor intensive industry, which provides employment to skilled, semi-skilled and unskilled workers directly and indirectly. The progressive labor force with dynamic management and responsive government and responsible society are the pillars of the tourism industry. Traditionally, the employment has been seen as an area that is reactive to changes in the wide business environment. There is a widely accepted assumption that the role of people within organizations is required to change and develop in response to developments in markets, products and technology. Most of the large tourism companies recognized this assumption and has been started organizing work and support human resource functions such as training and development. This is possible only when the external labor market permits employers to adapt these changing dimensions (Subbarao, 2008).

Thus, training and development activities are designed in order to impart specific skills, abilities and knowledge to employees. Effective training is basic ingredient of success in the hospitality industry. The concept of training is endorsed my most managers in the hospitality industry, yet supervisors, managers, directors, or even general managers often give little thought to the training function in the context of their own business or departmental responsibilities until something goes wrong. One of the main problems in hospitality industry is that investment in training and development of employees is a reactive process for many organizations. Frequently, training and development arises as the result of significant change in the operational environment or as a
consequent of crisis such as staff turnover or major departmental problems. Training is then used to cope with the immediate difficulty. This process may be proved costly to tourism and hospitality businesses. Whereas development refers to learning opportunities designed to help employees grow and evolve a vision about the future.

Therefore, the job of HRD is to identify the training need and then accordingly to design the suitable programme for that. Training within hotels, restaurants, airlines or any other tourism and hospitality businesses provides the best opportunity to influence the attitude and performance of employees. The training programmes include is such as introduction, fire, food hygiene, control of substances hazardous to health, manual handling first-aid, technical skills, product knowledge, and customer service. For Example, in most of the hotels, airlines, restaurants, tour operators or travel agencies their training methods used are both on-the-job as well as off-the-job.

2.7 Human Resource Management and Development in Hotels

In a labor intensive industry such as hospitality, the effective utilization of human resources can give a hotel a competitive advantage. In view of the growing importance of tourism in both Singapore and Australia, it is absolutely essential for hotels in both countries to develop efficient human resource management practices capable of providing excellent quality of service. Hotels must develop human resource practices which will enable them to recruit, select and retain competent employees who can contribute to the achievement of their objectives. Hotels in both Australia and Singapore have overseas guests who require high standards of service quality. To encourage tourists to stay in hotels, the hotels must meet the guests' expectations of service quality (Nankervis and Debrah, 1995).

2.8 Steps in Needs Assessment

There are certain kinds of models with different steps suggested for needs assessment. To begin with, steps in needs assessment are stated as the following by McKillip (1987):

1. Identify users and the uses of the needs assessment
2. Describe the target population and the service environment
3. Identify needs by describe problems & solutions
4. Assess the importance of the needs
5. Communicate results

Richards (2001) suggests that decisions on the practical procedures involved in collecting, organizing, analyzing and reporting the information collected be made. He states that
there needs to be a clear reason for collecting different kinds of information and so as to ensure that only information that will actually be used is collected.

3. Methodology

However, the researcher did interviews of hotel staffs who have attended the training and development programs in their properties by distributing a questionnaire. The researcher distributed 250 questionnaires but tabulated the results of only 200 questionnaires which had been completed. The questionnaires were distributed and filled in during 17 – 29 September 2012.

The 1st hotel the researcher chose Chatrium Hotel Riverside Bangkok as a destination for our educational hotel trip and departmental operating visits 2011 because it’s a brand new hotel located on the banks of the majestic Chao Phraya River with the cultural and historical hub of Bangkok at its doorsteps, the 5- star Chatrium Hotel Riverside Bangkok offers a premium choice by blending spacious yet luxurious contemporary accommodation with warm and friendly Thai hospitality. Whether for business, leisure, meetings or just simply pleasure, our ability to tailor our products and services to your needs will certainly create “A remarkable experience”.

Chatrium Hotel Riverside Bangkok considered being an exclusive location. The magic, mystery and charm of the Chao Phraya River that flows through the inner city of Bangkok awaits when you stay at Chatrium Hotel Riverside Bangkok, ideally located in the cultural and historical hub of Bangkok while just 35 minutes from Suvarnabhumi International Airport. Complimentary shuttle boat services make the city's modern and efficient Bangkok Mass Transit System (BTS) a short but pleasant boat ride away. The location is close to the expressway and Central Business district, making both business and leisure activities a pleasure (Chatrium Hotel Riverside Bangkok, 2012).

The 2nd hotel is Sheraton Grande Sukhumvit, A luxury collection hotel. The Sheraton Grande Sukhumvit, A Luxury Collection Hotel is a renowned luxury in the heart of Bangkok's business and entertainment district. With a direct link to the BTS Asok SkyTrain station that links to the Terminal 21 Shopping Mall and a few steps from the MRT Sukhumvit subway station, our luxury Bangkok hotel provides convenient access to many cultural sites and attractions. Defined by grand designs and opulent interiors, the Sheraton Grande Sukhumvit offers its guests luxury 5 star accommodation in the heart of Bangkok. Exquisite living spaces and tasteful décor, the renowned restaurants, Rossini’s and basil, the Grande Spa, exceptional business and function facilities, and unrivalled technology,
all combine to deliver an unforgettable personal experience (Sheraton Grande Sukhumvit, 2012).

The 3rd hotel the researcher chose Four Seasons Hotel Bangkok, strategically situated in the heart of the city; Four Seasons Hotel Bangkok boasts traditional Thai architecture, hand-painted silk ceilings, a grand lobby and glorious gardens. Four Seasons Hotel Bangkok offers easy access for those who want to explore the city, cruise the Chao Phraya River, or visit the ancient ruins of Thailand. This luxury five-star hotel offers a true Bangkok experience. Escape to a luxurious sanctuary enhanced by a blend of traditional and contemporary décor. Four Seasons Hotel Bangkok elegantly appointed accommodations that convey a warm, welcoming ambience with lovely views over the tropical gardens, outdoor pool, neighboring residential streets or the private golf course of the Royal Bangkok Sports Club. (Four Seasons Hotel Bangkok, 2012).

Looking for the well-known brand of the luxury hotel in Pattaya, another hotel would be “Hilton Pattaya Hotel”. Hilton Pattaya is a stylish hotel, soaring 34 levels above Pattaya's CentralFestival Pattaya Beach, South East Asia's largest beachfront shopping complex. Hilton Pattaya offers contemporary luxury alongside instant access to local beaches, shops, restaurants and attractions. Bangkok's Suvarnabhumi Airport (BKK) is only 90 minutes from this stylish Pattaya hotel. All of the spacious accommodations at this Pattaya destination hotel are equipped with balconies, HD TVs and high-speed internet access. Upgrade to an Executive Room for panoramic views from the Executive Lounge. Celebrate in the magnificent ballroom with an outdoor balcony and breathtaking beach views. Contemporary audio visual equipment, a business center and professional catering and meeting team members will ensure a successful event. Enjoy succulent seafood in Flare or sip cocktails in Drift bar. Swim in the landscaped outdoor infinity pool, work out in the 24-hour fitness center or enjoy a treatment in the spa. There are a variety of recreational activities within easy reach of the hotel, including golf, watersports and horse riding. The Hilton Pattaya hotel is also close to Pattaya's cultural, sports and entertainment attractions. (Hilton Pattaya Hotel, 2012).

The last hotel, the researcher chose to collect the data would be Centara Grand Mirage Beach Resort Pattaya. The new Centara Grand Mirage Beach Resort Pattaya is located on Wong Amat Beach & Naklua Beach, North Pattaya, and is actually built on the original beach front land of the former Central Wong Amat Beach Resort. Centara Grand Mirage Beach Resort Pattaya is a 5-star beach resort
designed to be the first truly themed hotel in Thailand, this stunning 18-story property features 555 rooms and suites, all facing the ocean. Unlike other hotels & resorts in Pattaya, Centara Grand Mirage Beach Resort Pattaya is the only 5-star themed resort that has a direct beach access to the stretch of 230 meters of white sand beach complete with an extensive beachfront water park. This unique and exciting Lost World themed hotel is a true destination in its own right and will offer several specialty restaurants, a trendy bar, Asian restaurant, all day dining, large and versatile convention and meeting facilities, SPA Cenvaree, and a great variety of facilities for all members of the family including several swimming pools and water play areas in the exciting water park (Centara Grand Mirage Beach Resort Pattaya, 2012).

From the above, the reason why the researcher chose those 5 hotels as it considered being leading 5-star hotels located in the heart of Bangkok and Pattaya which are the famous destination for tourists and generates the frequency number of hotel guests. Therefore, when the hotel staffs have encounters with the guests. The training programs need to be developing for them in order handling with guest enquiries, complaints, and etc. The hotel staffs would some period of time to attend the training programs with the trainers from human resource development department or even outsources for hotel’s productivity and guest’s satisfaction.

The time when the questionnaires were distributed was “during their working hours”. The questionnaire was designed on a scale of 5 – 1 with 5 as “strongly agree” to 1 as “strongly disagree”.

Attributes which were considered important and which were assessed included five characteristics of training need analysis which composed of interpersonal skill, leadership skill, conceptual-creative skill, administrative skill, and technical skill.

Besides the skills needed, the researcher hinted to clarify more on the training on emphasis critical thinking, problem solving, strategic planning and leadership/ general training for the knowledge of marketing, management, human resources, accounting, numeracy and computer, information technology/ and the teaching style of the trainers are always “employees-centered” approach.
4. Findings

Table 1: The average of the evaluation criteria on a scale of 5 – 1. From their point of views, the hotel staffs acquired these five skills through training programs of their properties in average as follows.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td>Interpersonal Skill</td>
<td>4.52</td>
</tr>
<tr>
<td>Leadership Skill</td>
<td>3.78</td>
</tr>
<tr>
<td>Conceptual-creative Skill</td>
<td>4.11</td>
</tr>
<tr>
<td>Administrative Skill</td>
<td>4.34</td>
</tr>
<tr>
<td>Technical Skill</td>
<td>4.41</td>
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</tbody>
</table>

Figure 1: The average of the evaluation criteria on a scale of 5 – 1. From their point of views, the hotel staffs acquired these five skills through training programs of their properties in average as follows.
Table 2: The average of the evaluation criteria on a scale of 5 – 1. From their point of views, the hotel staffs analyzed these three main attributes of their properties in average as follows.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training emphasis on critical thinking, problem solving, strategic planning and leadership.</td>
<td>3.93</td>
</tr>
<tr>
<td>General training was applied for the knowledge of marketing, management, human resources, accounting, numeracy and computer/information technology</td>
<td>4.36</td>
</tr>
<tr>
<td>The teaching style of the trainers is always “employees-centered” approach</td>
<td>4.19</td>
</tr>
</tbody>
</table>

Figure 2: The average of the evaluation criteria on a scale of 5 – 1. From their point of views, the hotel staffs analyzed these three main attributes of their properties in average as follows.
5. Discussion on Findings

5.1 Discussions from the findings above factors and scores (Table 1)

Interpersonal Skill - regarding this skill applied, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.52 means the hotel staffs are “agree to strongly agree”. Therefore, they felt that they had more sufficient of interaction and communication skills to cope with other employees and guests.

Leadership Skill - regarding this skill applied, the average of the evaluation criteria on a scale of 5 – 1 equal to 3.78 means the hotel staffs are “neutral to agree”. Therefore, the hotels should add more leadership training programs.

Conceptual-creative Skill - regarding this skill applied, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.11 means the hotel staffs are “agree”. Therefore, they felt that they had sufficient of cognitive skills.

Administrative Skill - regarding this skill applied, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.34 means the hotel staffs are “agree to strongly agree”. Therefore, they felt that they will be able to manage effectively on their job functions.

Technical Skill - regarding this skill applied, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.41 means the hotel staffs are “agree to strongly agree”. Therefore, they felt that had more knowledge and skills essential to producing the product or service.

5.2 Discussions from the findings above factors and scores (Table 2)

Discussions from the findings above factors and scores (Table 2) as follows: The training emphasis on critical thinking, problem solving, strategic planning and leadership – regarding to this factor, the average of the evaluation criteria on a scale of 5 – 1 equal to 3.93 means the hotel staffs are “agree”.

General training was applied for the knowledge of marketing, management, human resources, accounting, numeracy and computer/information technology – regarding to this factor, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.36 means the hotel staffs are “agree to strongly agree”.

The teaching style of the trainers is always “employees-centered” approach technology – regarding to this factor, the average of the evaluation criteria on a scale of 5 – 1 equal to 4.19 means the hotel staffs are “agree”.

6. Conclusion and Recommendation for Further Study

The employee-centered workforce development strategy involves a series of interactions between job experiences and skill development. The employee-centered workforce development strategy would provide first-job employees with a development experience consisting of training in general job skills such as communications, problem solving, and working with others. The training experience will also provide an opportunity to counsel employees on self-management, work habits, and work attitudes. In the employee-centered model, employees acquire knowledge as a career-long process with a heavy emphasis on self-learning. The employee-centered model also places a heavy emphasis on developing the capacity for learning new skills with expanding job opportunities.

Studies have shown that through training, employee morale and satisfaction, company productivity and service quality improved. This research showed that proper evaluation of training programs must be done to ensure the programs’ benefits outweigh the costs. Hotels can also look at other industries for ideas when developing new training programs as a way to have a competitive advantage. Hotels should also develop training programs with its business objectives, core values and strategic goals in mind. Lastly, to ensure the success of training programs in the hotel industry, programs should be evaluated regularly to monitor the success of the programs.

Training and development are essential in providing employees with the right skills for their present and future jobs. The world today is constantly evolving, with customers demanding more, which in turn adds pressure to companies and their employees. Assessing the needs of hotel staff members will lead to other studies such as syllabus design, materials development and design, implementation and evaluation of the courses in the program. A variety of factors, including resources and the target population, can influence the decision of when to conduct another needs assessment. Regularly revisiting the data from a prior needs assessment in light of changing conditions helps signal when the earlier information becomes seriously outdated or is no longer appropriate for characterizing the target population. Using a variety of needs assessment techniques and instruments and including stakeholders; especially those involved in tourism and travel business; namely, tour guides, travel agents, tour operators and hotel managers as data collection sources may enhance the quality of a needs assessment study.
Global Investments in hospitality Sector has shown increasing trends over last few years. Southeast Asia is viewed as a top global prospect for hospitality investment. Emerging markets in Southeast Asia are unseating Europe as the epicenter of new hospitality investment and development while investors in the United States are switching their focus from the acquisition of existing hotels to developing new properties. Even with the dramatic shift in the debt markets over the last few months, hotel industry sector fundamentals continue to be strong.

This study offers foundational implications for developing m-learning courses for hospitality and tourism, it also recognizes several limitations. The participants of this study were randomly selected. It would have been more specific if stratified random sampling had been employed in order to more accurately represent the target population. For further study, where possible, it is strongly recommended that stratified random sampling be employed among the staff to represent all the different types of staff's background.

It would be interesting to see how further studies about hospitality training in terms of training designs can be developed. Assessing the needs of staff members will lead to other studies such as training design, materials development and design, implementation and evaluation of the training.

A variety of factors, including resources and the target population, can influence the decision of when to conduct another needs assessment. Regularly revisiting the data from a prior needs assessment in light of changing conditions helps signal when the earlier information becomes seriously outdated or is no longer appropriate for characterizing the target population.

Reference


Four Seasons Hotel Bangkok (2012). *Four Seasons Hotel Bangkok* – Retrieved on


