



Training Curriculum to Enhance Customer Service Skills for Alien Workers in Thailand's Hotel and Resort Industry

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Abstract

This research aimed to develop a training curriculum to enhance customer service skills for alien workers in hotel and resort businesses in Thailand using the Delphi technique and curriculum experimentation. Data were analyzed statistically using median, absolute value of the difference between median and base values, interquartile range, mean, standard deviation, and t-test (one sample group). The results showed that the training curriculum consisted of 6 components: principles, objectives, content structure, duration, methods and activities, and evaluation. The training curriculum and documentation suitability was ranked at the highest level ($\bar{x} = 4.83$, S.D. = .095). All components of the training curriculum were appropriate at the highest level and the index of correspondence between various components of the training curriculum and elements of the activity plan in each learning unit according to expert opinions. The index of congruence was equal to 1.00 for all items. Overall, the alien workers in the experimental group had a statistically significant difference in customer service skills between pre- and post-training at a .01 level. Additionally, they had the highest satisfaction with the training curriculum ($\bar{x} = 4.62$, S.D. = 0.209).

Keywords: Training Curriculum, Customer Service Skills, Alien Workers, Hotel and Resort Businesses

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1. Introduction

Nowadays, human resources are a highly valuable resource. In Thailand, there has been economic growth and change in the production structure according to the country's economic situation. There has been both domestic investment promotion and encouragement, prompting foreign investors to invest in Thailand. There has also been improvement in the production system of goods and services, causing an employment imbalance. Particularly in the tourism and service industries, there is a growing demand for workers, which has been met with a shortage of labor in some occupations. In some areas, the available labor skills do not match the demands of the labor market, causing a labor shortage problem. Entrepreneurs, therefore, need to find workers from other places to fill the positions they need. In terms of economic problems and the lack of production factors, the labor and wage rates of alien workers in neighboring countries such as the Union of Myanmar and Lao People's Democratic Republic are lower than in Thailand [1].

Hotels and resorts are businesses that focus on providing accommodation services for those who have to travel long distances for different purposes. Today, hotels are not just places to stay, but can also be used as venues for various events. Therefore, the hotel business plays an increasingly important role in

the economy, meaning there is a lot of competition in the service industry. At the same time, many countries, including Thailand, are focusing on promoting the tourism industry, which is considered the country's main income. To be successful in today's era, hotel and resort businesses are unpredictable without good service. Service is essential to the survival and growth of any type of business, as can be seen from the various business organizations that have adopted service as one of the strategies to differentiate them from others. Both product businesses and service businesses must make their businesses stand out from the competition to increase their market competitiveness. This is possible by aiming to meet the needs of the service recipients (customers) by providing the service recipients with the highest satisfaction. When the service recipients are satisfied with the service they receive, they often come back to use the service from that business again. Becoming a loyal customer and often recommending that service or product to others (word of mouth) makes the business grow even more. Chomnat Nittayo, Sophon Thanyavejkit, Bowonwit Jindarak, and Nanthanit Thongsri [2] found that the employment of highly-skilled foreign workers in the targeted industries, both in the former industry (first S-Curve) and the new industry (new S-Curve), is still a small proportion overall in terms of the proportion of high-skilled migrant workers in the targeted industries. As the group with the most employment, the tourism industry is well-compensated (Affluent, Medical, and Wellness

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Tourism). In addition, when comparing highly-skilled migrant workers to the total workforce, it is still considered a small proportion. Initially, the proportion of high-skilled and low-skilled migrants was similar. In recent times, however, the proportions of the labor force in both groups are quite different. The share of low-skilled migrant workers rose sharply to 9 percent in 2019 as a result of key policy outcomes; the minimum wage increased in 2011 and a waiver of foreign worker registration was assessed in 2018.

Despite the availability of training courses, there can be limitations that contribute to problems in the tourism industry. Here are a few reasons why these courses may not be sufficient: language barriers, lack of hands-on experience, limited customization, and inadequate ongoing training and support. These limitations can contribute to problems in the tourism industry, including decreased guest satisfaction, negative reviews, and potential loss of business. To address these issues, it is important to consider comprehensive training programs that incorporate language training, practical experience, customization based on specific hotel or resort needs, and ongoing support to enhance and maintain customer service skills. Therefore, the researcher recognizes the importance of developing a training course to enhance customer service skills for migrant workers in hotels and resorts in Thailand to enable service operators to demonstrate desired behaviors and ultimately enhance satisfaction to service recipients. The research results will also be useful to the tourism and service sectors when making decisions about opening courses, teaching, and training to enhance knowledge and other skills for the quality of foreign workers to the right to continue working. The results can address the sustainability of training programs and their long-term impact on customer service. This can involve investigating methods for ongoing training, coaching, and support to ensure continuous improvement of customer service skills among alien workers as well.

2. Literature Review

The literature and related research were analyzed to create a conceptual framework, as shown in Figure 1. From the literature review, the relationship between variables is seen as follows:

2.1 The primary variables in this research are the components of a training course for enhancing customer service skills for alien workers in the hotel and resort business in Thailand based on the concept of Taba [3], Smith [4], and Pornsima [5]. It is indicated that training is the process of structuring events to equip trainees with knowledge, skills, and experiences that they can use in the future to develop and improve their own behavior. There are four important management processes in training: investigating training requirements, developing training courses, con-

ducting training activities, and evaluating and following up. The facilitator is responsible for planning and designing activities that are appropriate for the group of trainees, using the training time wisely with respect to the material, and choosing an appropriate place and equipment. Most essential, the activities must be tightly knit and linked to connections and continuity. Another critical factor influencing training management success is the selection of training techniques and procedures that are suited to the objectives' content and target population. The researcher analyzed and synthesized the topic and content structure that was set according to the training criteria for the assessment of tourism accommodation standards [6], including uniforms and name tags, personality, and manners, communication in Thai and foreign languages, and providing effective information and assistance.

2.2 The dependent variable is the training curriculum to enhance customer service skills for alien workers in the hotel and resort business in Thailand. As a result of recent advances in science and technology that have given rise to new management or working practices, the training in this study is referred to as training to increase operational skills (skill training), which focuses on upskilling and requires employees to develop skills to meet the needs of the organization [7].

2.3 In terms of the outcome, the benefits obtained from the training curriculum can enhance customer service skills for alien workers in the hotel and resort business in Thailand. This is a key component in evaluating training effectiveness and the satisfaction of alien workers with the training curriculum.

3. Methodology

This research study was conducted in the form of research and development with the following research steps:

3.1 Phase 1 Study of the Elements of the Training Curriculum

Phase 1 was a study of the elements of the training curriculum to enhance customer service skills for alien workers in the hotel and resort business in Thailand using the 3-round Delphi Research Technique. By conducting multiple rounds of surveys, data can be systematically gathered and synthesized from the opinions, expertise, and insights of a diverse group of experts in the field of customer service, training, or the hotel and resort industry. This can help establish a collective agreement or convergence of opinions on the training curriculum to enhance customer service skills for alien workers. Utilizing the Delphi technique increases the reliability and validity of the findings through data triangulation. Triangulation involves comparing the responses across rounds, identifying patterns, areas of agreement, and divergence,



Figure 1: Theoretical framework of the study

and gaining a more comprehensive understanding of the topic.

The sample consisted of 17 experts chosen from the sample size determination according to the McMillan study [8], which found that for a sample of 17 or more, the degree of discrepancy was reduced steadily. There is also a very low error of 0.02 starting with the sample number of 17-21 experts or more. The selection of experts was a specific selection with purposive sampling that involved government officials and private sector representatives with at least 5 years of experience related to operations in the tourism industry, and the hotel and resort business in Thailand. In this research study, the details of the sample group are as follows:

1. 12 hotel and resort business executives,
2. 1 government sector employee in skill development, and
3. 4 private sector representatives who are involved in training alien workers in hotels and resorts.

The first phase of the study involved an examination of the background data. The Delphi Technique was used to study the components of a training curriculum to enhance customer service skills for alien workers in hotels and resorts in Thailand. Therefore, the interview form and opinion questionnaire of experts were used in a total of 3 rounds from 5 January 2022 to 11 February 2022.

The median of the data, the range between the quartile, and the absolute value of the difference between the median and base values were analyzed in the third round of the Delphi research method. Theoretically, the criteria for determining the consensus statement are: the median must not be less than 3.50, the absolute difference between the median and baseline is not more than 1.00, and the interquartile range is not more than 1.50 [9][10]. There must be no more than a 15% change in answers from the previous round to be considered an acceptable criterion [11]. The results were then summarized as components of a training curriculum to enhance customer service skills for alien workers in the hotel and resort business in Thailand.

3.2 Phase 2 Development of a Trial Training Curriculum

The trial training curriculum to enhance customer service skills for alien workers in the hotel and resort

business in Thailand was designed based on the results of data obtained from Phase 1. The researcher contacted all 5 selected experts by phone to explain the details of the research and ask for their consent to provide information about this research. All experts informed consent to participate in this study. After that, the researcher submitted a request for approval to review the trial training curriculum along with the documentation, trial training conformity assessment, and the satisfaction questionnaire for alien workers who participated in the curriculum experimentation. The period of data collection was from 28 February 2022 to 9 March 2022.

The data obtained from the trial training curriculum suitability assessment were analyzed statistically in terms of mean and standard deviation. The eligibility criteria for the acceptable trial curriculum were determined at a higher level ($\bar{x} = 3.51$ or higher) (Best Kahn, 1993). The scores were analyzed for the Index of item objective congruence (IOC) which is considered to be in conformity and usable criteria at 0.60 or higher. These values are considered sufficient and statistically acceptable [12]. If more than 3 experts have additional suggestions on the corresponding issues, they consider adding to the training curriculum by considering the data from Phase 1.

3.3 Phase 3 Curriculum Experimentation

This is where the training curriculum was tested with a targeted sample to verify its effectiveness. The sample group included alien workers in the hotel and resort business in Thailand who entered under Section 59 of immigration law. The type of aliens who come to work in the country according to the Memorandum of Understanding (MOUs) made by the Thai government with foreign governments includes those who come from Myanmar, Laos, and Cambodia. They can communicate well in Thai, are aged 20 years or older, and voluntarily participated in 30 trials of a training curriculum to enhance customer service skills without coercion. It was the smallest sample size to perform statistical analysis that was able to generate a normal curve. The normal curve can give the mean and standard deviation with the least acceptable deviation [13] by using the voluntary selection technique.

The researcher set the time for the activities to be carried out on 23-24 March 2022 from 8.30 AM –

16.30 PM at the Malibu Garden Resort, located in Rayong Province. The experiment included organized activities with the speakers and adjusted the flexible time to suit the content media and learning resources specified in the activity plan. The researcher conducted an assessment according to the actual conditions by observing participants in activities and performance results together with an individual interview to observe changes in the behavior of alien workers' customer service skills. After experimentation on the last day of training, the customer service skills of migrant workers and the satisfaction of alien workers were measured using tests and questionnaires.

For data analysis, data collected from the quantitative measuring tools were analyzed using statistics, i.e., mean and standard deviation. For the Customer Service Skills Assessment Form for Foreign Workers, a dependent t-test was used to compare the mean difference in customer service skills of migrant workers between the pre- and post-training according to the single-group pretest-posttest design [14], as shown in Figure 2.

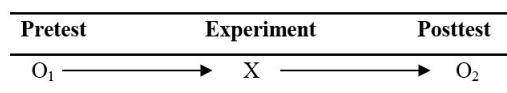


Figure 2: Single-group pretest – posttest design

4. Results

4.1 Components of a training curriculum to enhance customer service skills for alien workers in Thailand's hotel and resort industry

The findings from the third round of Delphi research found that experts' opinions were at the highest level (Md = 4.88, Mo = 4.89, Md-Mo = 0.01, IR = 0.04), as shown in Table 1.

4.2 Development of a training curriculum to enhance customer service skills for alien workers in Thailand's hotel and resort industry

The researcher used the results of Phase 1 to design and develop a trial training curriculum. The details are as follows:

1. Principles and rationale consist of 2 issues:
 - 1.1 This is a curriculum that focuses on training alien workers to satisfy and impress customers.
 - 1.2 This is a curriculum that focuses on communication skills and the coordination of alien workers.
2. Objectives consist of 2 issues:
 - 2.1 To enhance knowledge and skills for customer service to alien workers.
 - 2.2 To enhance communication skills and good coordination for alien workers.
3. Content structure consists of 4 learning units:

Unit 1 General knowledge about products and services

Unit 2 Service Fundamentals

Unit 3 Basic English for Services 1

Unit 4 Basic English for Services 2

4. Training duration

The total training duration is 12 hours, defined as 2 consecutive working days from Tuesday to Thursday only.

5. Training methods and activities

The training curriculum is designed for every unit to perform the same 4 types of activities, namely learning from a role model, learning from real, active, and taking lessons. For better learning, learning media will be used to organize the activities in the trial training curriculum. A variety of learning media included worksheets, knowledge sheets, picture sheets, articles, simulated problem situations, board games, and recreational games.

6. Training evaluation measurements

The trial training curriculum is based on two types of authentic assessment principles, comprising the assessment of knowledge and ideas, and the assessment of performance and processes. There are two stages of learning: before and after the training. In addition, the overall scoring criteria (holistic rubrics) are set.

The trial training curriculum and documentation were reviewed by 5 experts. The results showed that the suitability of the trial training curriculum and documentation was ranked at the highest level ($\bar{x} = 4.83$, $SD = .095$). When considering each component, it was found that the trial training curriculum components were at the highest level. The conformity index between the components of the trial training curriculum and the elements of the activity plan in each unit had a concordance index of 1.00 for all items. Consequently, the trial training curriculum has appropriate elements that meet the specified criteria and is consistent among the internal components. Further, the activity plan can be used for training to enhance the customer service skills of alien workers in the hotel and resort business in Thailand.

4.3 Evaluation of the effectiveness of a training curriculum to enhance customer service skills for alien workers in Thailand's hotel and resort industry

The researcher used the trial training curriculum, which was revised according to the advice of experts, to experiment with a sample of 30 alien workers. The alien workers in the trial group were assessed for customer service skills during and after the training. Overall, there was a statistically significant difference at the .01 level. When considering the customer service skills component, it was found that the alien workers in the experimental group had customer service skills before and after training. There was a statistically significant difference at the .01 level for all

Table 1. Source of emission and absorption of greenhouse gases and greenhouse gas emissions for the carbon footprint assessment of Rajabhat Universities in Southern Thailand.

Components of a training curriculum	Md	Mo	Md-Mo	IR
1. Principles	5.00	5.00	0.00	0.80
1.1 Alien workers are necessary for hotels and resorts in Thailand.	5.00	5.00	0.00	0.00
1.2 Important factors for sustainable business success are providing customers with satisfaction and impression.	5.00	5.00	0.00	0.00
1.3 Service is an important indicator in the hotel and resort business.	5.00	5.00	0.00	0.00
1.4 Increasing the work skills of alien workers who have good quality service and meet their needs will be able to create satisfaction for customers.	5.00	5.00	0.00	0.00
1.5 Cultivating alien workers with a service mind is a focus of service work.	5.00	5.00	0.00	0.00
1.6 Alien employees who provide services must develop themselves to always have service consciousness.	5.00	5.00	0.00	0.00
1.7 The development of effective communication and coordination skills by alien workers is a priority for the organization.	5.00	5.00	0.00	0.00
Components of a Training Curriculum	Md	Mo	Md-Mo	IR
1.8 Understanding of the roles and duties of alien workers to have the skills to work with others and the ability to communicate effectively to strive for excellent service as well as meet the various needs and expectations of customers is necessary.	5.00	5.00	0.00	0.00
2. Objectives	4.60	4.60	0.00	0.20
2.1 To encourage migrant employees to realize the importance of service excellence.	5.00	5.00	0.00	0.00
2.2 To improve work processes and skilled service for efficiency.	5.00	5.00	0.00	1.00
2.3 To enable alien workers to have good service behaviors, communication skills, and good coordination.	5.00	5.00	0.00	0.00
2.4 To enable alien workers to develop basic knowledge in service.	5.00	5.00	0.00	0.00
2.5 To enable migrant workers to realize the importance of goals and create a sense of ownership of the organization.*	4.00	4.00	0.00	0.00
3. Content Structure	4.90	4.89	0.01	0.06
3.1 Uniform and Name Tag	5.00	5.00	0.00	0.00
that are neat, clean, and suitable for the type of work.				
3.1.2 Employees should be trained on make-up appropriate for the job.	5.00	5.00	0.00	0.00
3.1.3 Dress and name tags should follow the rules and regulations of the organization.	5.00	5.00	0.00	0.00
3.1.4 The topic of clothing maintenance techniques should be trained.	5.00	5.00	0.00	0.00
3.2 Personality and Manners	4.75	4.75	0.00	0.25
3.2.1 Employees should be trained to smile.	5.00	5.00	0.00	0.00
3.2.2 Employees should be trained on correct salutations.	5.00	5.00	0.00	0.00
3.2.3 Employees should be trained to greet customers.	5.00	5.00	0.00	0.00
3.2.4 There should be content about service and different cultures.*	4.00	4.00	0.00	1.00
3.2.5 There should be content to practice polite gestures in service, such as standing, walking, and sitting.	5.00	5.00	0.00	0.00
3.2.6 Critical positive attitudes towards service should be established to influence personality expression and manners.	5.00	5.00	0.00	1.00
3.3 Communication in Thai and foreign languages	5.00	5.00	0.00	0.00
3.3.1 Employees should be able to communicate well in the Thai language suitable for duties and types of work.	5.00	5.00	0.00	0.00
3.3.2 Employees should be able to use basic English.	5.00	5.00	0.00	0.00
3.3.3 Employees should be able to introduce themselves and welcome guests in English.	5.00	5.00	0.00	0.00
3.3.4 Employees should be able to tell customers the correct time in Thai and English.	5.00	5.00	0.00	0.00
3.3.5 Employees should be able to give correct directions to customers in Thai and English.	5.00	5.00	0.00	0.00
3.3.6 Employees should be able to communicate the weather properly.	5.00	5.00	0.00	0.00
3.3.7 Employees should know the terms that refer to products in the organization in English.	5.00	5.00	0.00	0.00

Table 1. Source of emission and absorption of greenhouse gases and greenhouse gas emissions for the carbon footprint assessment of Rajabhat Universities in Southern Thailand. (Continue)

Components of a training curriculum	Md	Mo	Md-Mo	IR
3.4 Giving effective information and assistance	4.80	4.80	0.00	0.20
3.4.1 The organizational structure should be introduced in the training curriculum.	5.00	5.00	0.00	0.00
3.4.2 The organization's products should be known.	5.00	5.00	0.00	0.00
3.4.3 Basic medical terminology should be understood to provide accurate and timely assistance to customers.	5.00	5.00	0.00	1.00
3.4.4 Employees should learn how to communicate information by telephone to customers.	5.00	5.00	0.00	0.00
3.4.5 Foreign workers can provide accurate information about the organization.	5.00	5.00	0.00	1.00
4. Training Duration	5.00	4.80	0.20	0.40
4.1 The optimal duration is 3 days or 18 hours.*	4.00	5.00	1.00	2.00
4.2 The optimal duration is 2 days or 12 hours.	5.00	5.00	0.00	0.00
4.3 The training should be continuous, and should not be delayed for a long time.	5.00	5.00	0.00	0.00
Components of a Training Curriculum	Md	Mo	Md-Mo	IR
4.4 Training should be done on weekdays without overlapping weekends or public holidays.	5.00	5.00	0.00	0.00
4.5 The optimal times are Tuesday, Wednesday, and Thursday.	5.00	5.00	0.00	0.00
5. Training Methods and Activities	5.00	5.00	0.00	0.10
5.1 Training activities should be practice-based.	5.00	5.00	0.00	0.00
5.2 Training activities should include video tutorials or case studies to attract attention.	5.00	5.00	0.00	0.00
5.3 Training activities should include periodic Q&A sessions to stimulate interest and repeat understanding.	5.00	5.00	0.00	0.00
5.4 Training activities should include recreational activities or games to enhance learning.	5.00	5.00	0.00	0.00
5.5 Training activities on the topic of foreign language communication should use native speakers.	5.00	5.00	0.00	0.00
5.6 Foreign language training activities should include Thai language lectures to enhance understanding.	5.00	5.00	0.00	0.00
5.7 Training activities should complement the use of basic technology in training.	5.00	5.00	0.00	0.00
5.8 Training activities should include group or interpersonal activities to build good relationships between participants.	5.00	5.00	0.00	0.00
6. Training Evaluation Measurements	5.00	5.00	0.00	0.00
6.1 Individual testing should be performed after training.	5.00	5.00	0.00	0.00
6.2 There should be a variety of assessments.	5.00	5.00	0.00	0.00
6.3 Assessment criteria and results should be communicated to the participants.	5.00	5.00	0.00	0.00
6.4 Post-test improvement recommendations should be made.	5.00	5.00	0.00	0.00

*Unqualified

components. Moreover, they also had the highest satisfaction with the trial training curriculum ($\bar{x} = 4.62$, $SD = 0.209$) at the highest level for all components.

5. Discussion

Alien workers are important to the hotel and resort industry in Thailand. Entrepreneurs should cultivate good service-mindedness and develop customer service skills for foreign workers to ensure maximum customer satisfaction because service-mindedness can create significant value for hotels and resorts as well as the overall industry. If alien workers have good customer service skills, customers will be impressed and potentially be willing to pay more. What is more, they are more likely to come back to use the service again as they feel satisfied with their previous experience. The value that customers are willing to pay for is consistent with research titled “The Study of the Effectiveness of Training in Hospitality – Kerala Tourism Development Experience” [15]. This research found that trained employees applied their knowledge and skills to their jobs. This has led to improvements in the efficiency of the relevant functions of employees and responsible departments, which have reported that better performance improvements are closely aligned with standard operating procedures. The results of “The Study on the Impact of Employee Training on Customer Service” [16] summarized that customer complaints are handled professionally after training. It also found that employees of private companies are motivated to attend training. Employees participating in training can improve services for the benefit of customers in achieving clear organizational objectives.

Training course objectives should focus on developing good customer service skills as well as on improving communication skills in both Thai and English as good customer service skills are critical to the success of any hotel and resort business. The duties of alien workers involved in service work are a reflection of the value of service work. Alien workers need to develop skills, behavioral knowledge, and understanding of their role in service through regular training with the goal of impressing customers. Thus, they need to have knowledge of service etiquette and personality development. The use of speech to communicate services in both Thai and English is essential, as is building service performance to increase the competitiveness of hotels and resorts in accordance with research on staff training and service quality in the hotel industry [17]. The study revealed a significant correlation between employee perceptions of the benefits of training, training support, and service quality, consistent with previous research on service skills and service quality [18]. The results of a corroborative component analysis demonstrated the suitability of the acceptable model and found that the efficiency of technical skills had a greater impact on the quality of service.

The content of the course structure should focus on dress training, labeling, and make-up suitable for the service industry, as well as basic character etiquette such as smiling, bowing, standing, etc., and knowing the rules, regulations, and products of the agency. In addition, emphasis should be placed on workshops for Basic English communication such as greeting customers, telling the time, giving directions, etc., as such structures form the basis of good hospitality standards for tourism accommodation. If alien workers are trained according to the developed framework of tourism accommodation standards, this will result in customer service quality equivalent to international standards. It will also be possible to apply knowledge to effectively develop operations in the hotel and resort business [19], which studied developing the potential of service personnel in small-hotel businesses in “A case study of a hotel in Loei Province”. The study found that the establishment needed personnel development in 5 skills, namely hospitality management, use of information technology, communication and coordination with customers, leadership, and entrepreneurship in team development, and foreign languages [20]. That study described that there are five essential elements of the diversity management of hotel staff in Ubon Ratchathani Province, including respect and appreciation, good interaction, knowledge exchange and understanding, attitude, and behavior modification and revelation.

The duration of the training should be short, should not exceed 12 hours. It should be carried out on weekdays and not overlap with holidays, since hotels and resorts need to accommodate their clients during weekends and public holidays. If the training overlaps such time or is arranged for too long, it will affect the operation of the hotel and resort business in terms of overall customer care. It is due to most customers decide to book and purchase a hotel accommodation because they have plans to relax during the holidays, followed by hotel reservations because they have plans to do errands in other provinces. Some people book hotel stays because of a promotion [21]. The training duration of the workshop should be 2 days [22].

Training methods and activities shall emphasize participant-involved training rather than lectures alone, although the use of basic technology may be supplemented in the training. For training on communication in foreign languages, there should be training from foreign speakers to promote accuracy. Training on various topics through various media such as recreational games, video clips, practical activities, etc. is in line with an article titled “The Proactive Learning in Hospitality Studies” [23], concerning the study of hospitality and services, proactive learning involves a variety of fun and dynamic activities to introduce the real-world situations that students might experience in their service careers. The use of proactive learning tends to be associated with two key areas of student

engagement: acquiring knowledge and optimizing service skills. Also, the training course should include creative activities [4].

A good measurement and evaluation should be a multifaceted assessment. Successful training curriculum development should include all curriculum elements and emphasize on-the-job training. This is considered a practical training exercise, with the trainer closely monitoring the participants [3]. Mentors should inform trainees of the assessment criteria before the commencement of training. The results of the assessment after individual training are reflected so that the training participants can use them for improvement later. This is because measuring and evaluating the learning outcomes of the trainees is an important element in the development of training course quality. This provides the information necessary to determine whether trainees achieve the expected learning quality of learning outcomes. What are the problems and shortcomings in the training? How much can the trainers guide and assist trainees to solve problems? There must be a proper adjustment to the point consistent with the concept of measuring and evaluation of 21st century learning skills [24], which states that the measurement and evaluation of 21st-century learning skills must be a qualitative assessment emphasizing practicality, integrating assessment methods, and using a variety of measurement tools, as well as creating and developing a student portfolio system, applying technology for measurement and evaluation, and applying the benefits of feedback from learners to improve work.

To summarize, for training to be truly effective, executives must recognize the importance of training and believe in their approach to people development through training, which will result in benefits to the organization's efficiency. The most important factor in training effectiveness is course content selection, which consists of three critical steps: 1) development of the course outline, 2) making a study schedule, and 3) placement of course content. The content must meet the training objectives, be consistent with actual working conditions, and be accurate and up-to-date. When planning training, consider the type of learning you want to achieve and then select an appropriate training method. Training evaluation must also choose an appropriate evaluation method. The method of data collection itself is crucial. The scientific method is the most used approach. There is a test before and after training.

6. Conclusion and Recommendations

The training curriculum to enhance customer service skills for migrant workers at hotels and resorts in Thailand is a training course focusing on training dress and personality labeling, etiquette, good communication in Thai and foreign languages, and providing ef-

fective information and assistance using basic information in conjunction with agency procedures. The person in charge of providing training or the facilitator of the customer service skills training program for alien workers must have basic knowledge of the training protocol in order to properly conduct the training. In addition, there must be coordination within the team, coordination with trainees, and even coordination with speakers. A good coordination strategy is needed so that the coordinator is impressed and wants to be a part of the training.

In terms of suggestions for further research, the next step of the study should include additional training courses on the skills of alien workers, such as maid service, food, and beverage (room) service, guest service agent, etc. Further research should also focus on special services through foreign language communication training courses.

7. Implications

The main finding regarding practical implications is that the relevant agencies can use the research results to support the development of human resources and run hotels and resorts in Thailand's tourism business as a consequence of the knowledge gathered from the analysis. The curriculum created as a result of the research can be focused on helping the organization's foreign employees develop their customer service skills so they can meet the demands of the business community, cater to tourists' needs, instill confidence in those working in the industry, and serve as a selling point to draw in more visitors.

8. Limitations

The situations caused by the new coronavirus outbreak spread rapidly and expansively throughout Thailand from March 2021 to January 2022 affected the conduction of research. This caused the researcher to postpone the research several times.

9. Acknowledgment

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