

<b>Research Title:</b>	The Model of Personnel Development in 3-Star Hotel in Bangkok
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## ABSTRACT

The objectives of this research were to 1) examine the needs and the model of personnel development in 3-star hotel in Bangkok; 2) compare hotels to find the needs in personnel development classified by personal status, and 3) propose the model of personnel development according to the needs of employees by using both quantitative and qualitative research methodologies. The samples were taken from 273 operation personnel from seven 3-star hotels in Bangkok: Grand de Ville Hotel, S.D Avenue Hotel, Saint James Hotel, Vieng Tai Hotel, Chaydon Bangkok Hotel, Bangkok Rama Hotel and Suan Dusit Place Hotel. Key informants who took part in the qualitative assessment comprised of 17 executive personnel of these 3-star hotels in Bangkok. The research instrument included a questionnaire with reliability analysis in accordance with  $\alpha$ -Coefficient of Cronbach at a score of .8585, in-depth interviews and group discussions. Statistics used in quantitative method were frequency, percentage, means, standard deviation, dependent sample T-Test, the One-way ANOVA test and the multiple comparison test of Scheffé method. Information derived from using the qualitative method was analyzed through content analysis.

The findings revealed the following:

1. Overall, the need for personnel development of 3-Star hotels in Bangkok was at a high level. Considering each aspect, every aspect was at a high level. Personal characteristics had the highest level, followed by competency, knowledge and skill respectively.
2. The results from comparing the needs in personnel development classified by personal status revealed that, overall, personnel with different gender and age had similar needs. However, for personnel with different working experience and departments, their needs were different at a .05 level of significance.
3. The model for personnel development should be standardized and practical, which could increase personnel's proficiency. Moreover, the model should be flexible so that all levels of personnel could make use of it and further develop themselves based on their position. For example, the hotel could hold operational training courses for personnel with expertise or significant working experience. On the contrary, the hotel could hold a theoretical training course which would include service ethics as well as general and work related knowledge for new personnel. Also, the model should emphasize the personnel development at the managerial or executive level because the manager must thoroughly understand the task in order to be able to communicate or correctly transfer the task to the people under them. Moreover, a good development model should be measurable and assessable in order to detect employees' problems and working errors and solve them appropriately.