

The results of study found out that most of the methods used by hotel personnel management are as followed:

Part 1: The personnel management methods:

1.1 The factors used for man power planning depend on the number of rooms in each hotel, the performance of the hotel, the present number of employees, the cost of investment, and the size of hotels.

1.2 The methods of recruitment were made by personnel contact and advertising.

1.3 The selection tools are judging from the application forms and interviews.

1.4 The performance appraisal was made by judgement from the quality of past performance with the hotels' standard.

1.5 The promotion criteria based on the investigation of the capabilities and seniority.

1.6 The training techniques were in house training and off the job training (observation and training from other hotels).

1.7 Wage and salary were determined from quality and amount of work, education background, experiences, competitors' rates of payment and local rates of payment.

1.8 Increases of payment and fringe benefit were used motivate the hotels' employees.

Part 2: The problems of the hotel were categorized into three items.

2.1 Lacking of labour force.

2.2 Resignation.

2.3 Disqualification of employees.

Part 3: The opinions of personnel department about the labour problems.

3.1 Lacking of labour force was mainly caused by the expansion of the hotel business.

3.2 The resignation problem mainly effected from poorly system of wage, salary, fringe benefit and management techniques of the hotels.

3.3 Disqualification of employees mainly effect from the employees lacked of experiences.

Part 4: These problems of the hotel personnel management can be solve by the following methods.

4.1 The institutes should accept more students in this field.

4.2 The hotel should set fair wage, salary and fringe benefit.

4.3 The selection method should concentrate on employee experience of working in hotel.

Part 5: The prospective qualification of the hotels' employees.

5.1 The administrative level should have enough experience and responsibility.

5.2 The operation level should have the background of study in the field that suit to the job and good personality.

Part 6: From 37 hotels in Chiangmai, there are 6,205 employees with average 1.04 person per room.