

## **CHAPTER V**

### **CONCLUSIONS**



A study of service quality and efficiency building for the staff of small hotels in Phuket was aimed to study service quality levels and competencies of small hotels staff in Phuket. This is for studying an appropriate guideline to build service quality and efficiency for small hotels staff in order to enhance the ability in competence for the small hotels in Phuket. Thus, to achieve the research's objectives, the researcher determined the three main objectives as follow:

1. To evaluate the service quality level of small hotels staff in Phuket.
2. To study the staff competencies of small hotels in Phuket.
3. To propose an appropriate guideline of service quality and efficiency for small hotels staff in Phuket.

Additionally, this study also reviewed the relevant literatures, and defined the research conceptual frameworks in order to be a direction for this research. The researcher concluded and discussed of the data which is based on the context of small hotels comprising with human resources management, service and service quality management. In this study, the researcher used mix-methods technique including 323 series of questionnaire surveys which collected with the tourists both Thais and foreigners in order to evaluate the service quality level of small hotels staff in Phuket. Furthermore, the researcher also used in-depth interviews with 22 management levels of small hotels in Phuket in order to get knowledge of service efficiency of small hotels staff in Phuket. Both questionnaire surveys and in-depth interviews were used for building an appropriate model of service quality and efficiency of small hotels staff in Phuket. The main purpose of this chapter is to present and conclude the following topics:

1. Findings
2. Discussion
3. Recommendations

## Findings

The research findings will be presented by the research objectives. The details were described as follows.

### **1. Objective 1: To evaluate the service quality level of small hotels staff in Phuket (Quantitative findings)**

#### **1.1 Thai tourists**

##### **1.1.1 General information and traveling behavior of Thai tourists**

Most respondents were females of 76 people, accounted for 58.50%. They had mostly ages between 21 - 30 years old 55 people, accounted for 42.30%. They were largely single 70 people, accounted for 53.80%. Their education level was mainly a Bachelor's Degree 78 people, accounted for 60.00%. The domicile of the respondents was generally from Bangkok and Nonthaburi 33 people, accounted for 25.40%. Their occupation was mostly employee of a company of 63 people, accounted for 48.50%. They had mostly monthly income under 15,000 Bath. For the traveling behavior of respondents; they were principally travelled with friends of 44 people, accounted for 33.80%, and the numbers of people traveling with between 2-5 persons of 97 people, accounted for 76.60%.

##### **1.1.2 Thai tourists' views of the service quality level of small hotels staff in Phuket** which is based on the SERVEQUAL model.

**1) The opinions on the reliability of small hotels staff** found that small hotels staff had a good quality on reliability elements. This is the respondents focused on the first three elements which included; firstly, the elements of providing accurate and reliable information, the second, the elements of treating all customers in the same manner and consistency, and lastly, the element of providing service on time every time.

**2) The opinions on the responsiveness of small hotels staff** found that the respondents evaluated good quality on the reliability level of small hotels staff. The samples aimed to the first three elements which comprised of small hotels staff were firstly warm, helpful and friendly, the second, the element of offering comfort to their customers, and lastly, the element of willingness to help customers.

### **3) The opinions on the assurance of small hotels staff**

found that small hotels staff were evaluated in a good quality. This the respondents pointed on the first three elements including: firstly, the elements of polite and courteous, followed by the second, the elements of credibility and honesty, followed by the third, the element of providing security to their guest.

### **4) The opinions on the empathy of small hotels staff**

found that small hotels staff were evaluated in a good quality by the respondents—they pointed on the first three elements which included: firstly, the element of using jargon-free language, followed by the second, the element of recognition their customers accurately, and lastly, the elements of giving special attention and care to customers.

### **5) The opinions on the tangibles of small hotels staff**

found that the respondents also evaluated staff in a good quality—they underlined to the first three elements including: the first, the elements of neat and clean appearance, followed by the second, the element of know how to use office equipment, and lastly, the element of preparing themselves well for work.

## **1.1.3 Additional opinions and recommendations of Thai tourists**

This section presented additional opinions of the service quality and efficiency developing of small hotels staff in Phuket which were integrated from the Thai tourists. The details were presented as follows:

The samples gave interesting recommendations for **developing service quality**—they offered three ideas which included: 1) knowledge and skills training especially service knowledge and skills, English skills, 2) developing staff personality, 3) enhancing the different of service with other hotels. For the service efficiency improving, there were two suggestions comprising with 1) service knowledge and skills, and 2) creating credibility to guests. Additionally, the respondents also gave **other recommendations** which included: 1) increasing the numbers of staff and 2) separate responsible.

## **1.2 Foreign tourists**

### **1.2.1 General information and traveling behavior of foreign tourists**



According to the study results found that the respondents were largely males of 100 people, accounted for 51.80%. They had mostly ages between 21-30 years old 66 people, accounted for 34.20%. Their marital status was principally married of 101 people, accounted for 52.30%. Their education level was mainly a Bachelor's Degree of 88 people, accounted for 45.60%. The ethnicity of the respondents was generally European of 82 people, accounted for 42.50%. Their occupation was mostly employee of a company of 125 people, accounted for 64.80%. They had mostly monthly income during 1,487–1,812 US\$ of 74 people, accounted for 38.30%. They greatly travelled with friends of 80 people, accounted for 41.50%, and the numbers of people traveling with during 2–5 persons of 152 people, accounted for 79.60%.

**1.2.2 Foreign tourists' views of the service quality level of small hotels staff in Phuket** which is based on the SERVQUAL model.

**1) The opinions on the reliability of small hotels staff** found that small hotels staff had a good quality. This is the respondents highlighted to the first three elements which included: firstly, the elements of providing accurate and reliable information, followed by the second, the elements of treating all customers in the same manner and consistency, and lastly, the element of providing service on time every time.

**2) The opinions on the responsiveness of small hotels staff** found that the respondents evaluated staff in a good quality—they underlined to the first three elements including the first, the element of giving warm, helpful and friendly, followed by the second, the element of willingness to help customers, and lastly, the element of offering comfort to their customers.

**3) The opinions on the assurance of small hotels staff** found that small hotels staff were evaluated in a good quality by the respondents—they focused on the first three elements including: the first, the elements of polite and courteous, followed by the second, the elements of credibility and honesty, and largely, the element of providing security to their guests.

**4) The opinions on the empathy of small hotels staff** found that the respondents evaluated small hotels staff in a good quality—they looked at the first three elements which included: the first, the elements of using jargon-free



language, followed by the second, the element of making an effort to understand their customer's needs, and lastly, the element of giving special attention and care to customers.

#### 5) **The opinions on the tangibles of small hotels staff**

found that small hotels staff were evaluated in a good quality by the respondents. This is the respondents aimed to the first three elements of tangibles. The first, the elements of neat and clean appearance, followed by the second, the elements of know how to use office equipment, and lastly, the element of preparing themselves well for work.

#### 1.2.3 **Additional opinions and recommendations**

This section presented additional opinions about service quality and efficiency developing of small hotels staff in Phuket which integrated from responses of foreign tourists. The details were presented as follows:

The samples offered opinions to **develop service quality** for small hotels staff into three recommendations including 1) updating current information, 2) developing service knowledge and skills, and 3) providing proactive staff.

For the opinions of **service efficiency improving**, the respondents gave interestingly recommendations of giving knowledge on analyzing and evaluating information, innovating, planning, and making decisions. Additionally, the samples also gave **other recommendations** for developing service quality and efficiency of small hotels staff which comprised of developing staff on thinking, and attitude.

### 2. **Objective 2: To study the staff competencies of small hotels in Phuket (Qualitative findings)**

The results of in-depth interviews with 22 small hotels' human resource managers and/or management levels in Phuket found that **the current situations of small hotels in Phuket** had continuously growth and highly competition. This can be seen by the number of small hotels in Phuket such as guest house, bungalow, resort, service apartment, designed hotels (boutique hotel and HIP hotel), etc. These kinds of small hotels affected the service types of small hotels staff in Phuket. Interestingly, many small hotels had no clearly separation of departments and had no enough staff because small hotels had low benefits and compensations. Therefore, small hotel

entrepreneurs hired un-skill and inexperience staff especially Burmese employees because these employees were hired low salary and low benefit in order to save hotels' budget.

For the opinions on **the service quality of small hotels staff in Phuket**; the research findings highlighted that small hotels staff should be developed because they faced to many service problems which caused by the lack of skills, knowledge and attributes to work in the hotels. These problems caused by the employee without practical skills training and had no correctly learned of service processes, as well as small hotel entrepreneurs had small budget to train and give them service education.

Additionally, the researcher also made in-depth interviews on the service efficiency of small hotels staff. The data was integrated into the following:

**The service efficiency of small hotels staff in Phuket**; the study indicated that its service efficiency was not over the average levels of the eight group competencies which included:

### **1. Leading and deciding**

These competencies reported the results regarding the managers' views of the leading and deciding competencies for small hotels staff in Phuket. These issues related to the power and control of staff including making decisions, acting with confidence, acting on their own initiative, taking calculated risk, and taking responsibility.

In summary, the managers' views regarding the making decisions, acting with confidence, acting on their own initiative, and taking calculated risk. The result shown that small hotels staff got incompetence on these issues because they did not have well skills and experiences as well as knowledge for work in hotels. However, they had competent in taking responsibility.

### **2. Supporting and cooperating**

The supporting and cooperating competencies showed the results concerning the managers' views of the supporting and cooperating competencies for small hotels staff in Phuket. These issues related to the agreeableness of small hotels staff including listening, showing tolerance, showing consideration and empathy, acting with integrity, working with people, understanding and consulting others,





developing communication, upholding ethics and values, and showing environmental responsibility.

The summary of managers' views on these issues found that small hotels staff should more improve in listening, showing tolerance, showing consideration and empathy, and acting with integrity. This is caused by the staff lacked of skills and practices on supporting and cooperating. Interestingly, they got competent in working with people, understanding others, consulting others, developing communication, upholding ethics and values, and showing environmental responsibility. This is caused by the staff followed by the hotels' rules and regulations including demonstrate their service-minded and friendly during they were on duty.

### **3. Interacting and presenting**

These issues related to the extraversion and general mental ability of small hotels staff in Phuket including building rapport, networking, relating across levels, managing conflict, using humor, promoting ideas, negotiating, speaking fluently, projecting credibility, and responding to an audience.

In summary, the managers' views concerning the building rapport, networking, relating across levels, using humor, speaking fluently, and responding to an audience. The results showed that small hotels staff got an average competence on these issues because they had the ability to build the familiarity and friendly to others as well as staff braved to speak openly with others. Besides, they should develop themselves in managing conflict, promoting ideas, negotiating, and projecting credibility because small hotels staff mostly worked under the command of hotel managers or owners and followed by the hotels' rules and regulations.

### **4. Analyzing and interpreting**

These issues reported the results regarding the managers' views of the analyzing and interpreting competencies for small hotels staff in Phuket. These issues related to the general mental ability and openness to experience of staff including writhing correctly and clearly, analyzing, evaluating information, learning and thinking quickly, using technological resources, and demonstrating cross function awareness.

In summary, the managers' views on writing correctly and clearly, analyzing, evaluating information, and learning and thinking quickly. The results

indicated that small hotels staff lacked of these issues. This is because staff did not understand to analyze and conclude data gathering by the computer system and other sources. Furthermore, they lacked of conceptual skills and technical skills as well as they did not have the ability to apply their experiences to solve the problems. However, they got competence in using technological resources, and demonstrating cross function awareness because they had the ability to use computer program for checking-in and out at front office as well as they used other office supplies and equipments well.

### **5. Creating and conceptualizing**

The creating and conceptualizing competencies showed the results concerning the managers' views on these issues of small hotels staff in Phuket. These issues related to the openness to experience and general mental ability of small hotels staff including gathering information, managing knowledge, introducing change, and approaching work strategically.

Generally, the managers' views on these competencies found that small hotels staff lacked of competent for all issues because they did not have adequately skills and experiences including knowledge to work in the hotel.

### **6. Organizing and executing**

These issues showed the results concerning the managers' views on the organizing and executing of small hotels staff in Phuket. These issues related to the conscientiousness and general mental ability of small hotels staff including planning, managing time, focusing on customer needs and satisfaction, monitoring, maintaining quality processes, and complying with legal obligations.

In summary, the managers' views on these competencies found that small hotels staff did not have competent in planning and focusing on customer needs and satisfaction. This is because staff did not have authority to do a decision-making about the planning and managing of the hotels in policies, regulations and rules as well as methods and processes for work. Additionally, they also lacked of competent in maintaining quality processes. Interestingly, they got competence in managing time, monitoring, and complying with legal obligations. This is because staff was forced to follow by the hotel rules and regulations



## 7. Adapting and coping

These competencies reported the results regarding the managers' views of the adapting and coping competencies for small hotels staff in Phuket. These issues related to the emotional stability of staff including adapting to change, accepting new ideas, adapting interpersonal styles to fit the situation, showing cross-cultural awareness, coping with pressure and criticism, and showing emotional self-control.

In summary, the managers' views regarding the adapting interpersonal styles to fit the situation found that small hotels staff got an average competence. This is because small hotels staff encountered many tourists. Thus, they were forced to adapt themselves to fit the situation by the nature of service industry. However, they did not have competent in adapting to change, accepting new ideas, coping with pressure and criticism, and showing emotional self-control. This is may caused by the staff did not understand the current situations and circumstances occurring in the hotels including they mostly worked for a long time. Interestingly, they got competence in showing cross-cultural awareness because staff tried to understand the characteristics and behaviors of guests.

## 8. Enterprising and performing

These competencies reported the results regarding the managers' views of the enterprising and performing competencies for small hotels staff in Phuket. These issues related to the need for achievement and negative agreeableness of staff including achieving objectives, working enthusiastically, pursuing self-development, demonstrating financial awareness, and keeping aware of organizational issues.

In summary, the managers' views on these issues found that small hotels staff got an average competence for all aspects because staff tried to follow the hotel's norms in order to achieve the hotel's objectives and their benefits.

When asked about **the internal factors** affecting the service quality and efficiency of small hotels staff in Phuket found that there were mainly 7 factors which included: 1) they worked more than eight hours, 2) unlimited education, 3) lack of service knowledge, 4) lack of service capacity, 5) hotels' benefits and motivations, 6) family problems, and 7) small hotels' facilities. For **the external factors** found that

there were 4 factors which included: 1) air pollution problems, 2) temperature, 3) traffic congestion, and 4) seasonality.

Additionally, small hotel entrepreneurs and managers in Phuket gave interestingly **recommendations** for the service quality and efficiency building of small hotels staff in Phuket. This is small hotel entrepreneurs and managers offered the different recommendations as follows:

**Small hotel entrepreneurs at Thalang district** gave mainly 6 recommendations which included: 1) developing English or other foreign languages, 2) developing knowledge and skills, 3) recruiting new experience staff, 4) developing Thai educational system, 5) prompt service, 6) training practical skills and service theories.

**Small hotel entrepreneurs at Muang district** had 6 suggestions comprising with 1) developing service minded, care to customers, and technology skills, 2) training foreign language, knowledge, and skills, 3) attentive staff, 4) inspecting staff's services, 5) staff should have various skills, and 6) recruiting staff that have directly knowledge and experience.

**Small hotel entrepreneurs at Kathu district** had interestingly 10 recommendations comprising with 1) developing personality and communication skills, 2) staff must be friendly, smiley, and honesty, 3) staff must have well service minded and conscious to the hotels, 4) staff should have multi-language skills, 5) controlling self-emotion, 6) managing problems effectively, 7) encouraging and cooperating the policies, regulations, and laws by the government, 8) caring and solving customers' problems, 9) learning the way to take care of customers nearby or similar with large hotels, and 10) learning cross-cultural.

## **Discussion**

According to the questionnaire surveys on the service quality and efficiency of small hotels staff in Phuket both Thai and foreign tourists indicated that the numbers of Thai female tourists was higher than male tourists. On the other hand, the numbers of foreign male tourists had higher than female. It will be seen that the number of foreign male tourists had higher than Thai male tourists. This is because it might be caused by 4 main factors that influent the consumer behavior of Thai tourists.



These factors are comprised of 1) social factors, 2) psychological factors, 3) cultural factors, and 4) personal factors. All factors are consistent with the finding of Sereerat (1998 as cited in Krutwaysho, Maneerat and Treesuk, 2008) which found that economic factor is under cultural factors, and the different of personal factors affected the buying behavior of consumers more than other factors. On the other hand, for the foreign tourists will emphasize the social factors which has been influenced by the reference groups more than other factors. However, quality, price, and characteristics of goods and services are also important to make decision of consumers.

The results also found that tourists in Phuket both Thais and foreigners had the range of age between 21 – 30 years old. For the marital status found that Thai tourists were greatly single but foreigner tourists were mostly married. Their major education was a Bachelor's degree or equivalent. This is also found that the respondents were largely employees of a company. Additionally, the results found that Thai tourists had lower monthly income than standard criteria but foreigner tourists had higher monthly income than standard criteria. This both Thai and foreigner tourists preferred to travel with friends between 2 – 5 persons. According to the general information of the tourists found that mostly tourists were of working age. The results also found that the most foreign tourists were European, for Thai tourists came from Bangkok and Nonthaburi.

The **service quality level** found that small hotels staff were evaluated a good quality of **reliability**. This is caused by the small hotels staff provided accurate and reliable information, treated all customers in the same manner and consistency, and provided service on time every time. Thus, small hotels staff should keep service behavior in the same manner and consistency by emphasizing on staff training for taking care of customers. Additionally, staff should have inspected the service behavior by managers or commanders. Interestingly, small hotel entrepreneurs should determine policy for controlling service approach of staff because the hotel guests will satisfy and impress with consistency service and the same standard that provide by the small hotels staff. In additions, staff should consistently train and practice as well as cultivate the way to provide correctly service approaches including building satisfaction techniques to the guests. These elements were consistent with the theory of Berry (1995, unpagel, as cited in Kandampully and Butler, 2001, pp. 112-119),

which mentioned that the reliability is the ability to offer service without failure. Additionally, Fitzsimmons and Fitzsimmons (2006, p. 132) supported that the reliability is the ability to provide the promised service dependably and accurately. As such, small hotels staff should provide service on time every time, in the same manner, and without errors.

The **responsiveness** of small hotels staff found that the respondents agreed that small hotels staff were also good service quality because staff were warm, helpful and friendly. Additionally, the results also found that staff offered comfort to their customers, and willingness to help customers. Thus, they should keep and increase their service quality level by cultivating themselves on service minded. They should have more knowledge and should be trained on the right service approach for increasing their service quality level and service skills. This is consistent with the theory of Quinn, Baruch and Pauette (1987, p. 50; Grönroos, 1990, p. 27; and Walker, 2008, p. 11), they informed that service is an any intangible activities which staff should be of assistance to guests such as convenience, amusement, timeliness, comfort, or health. Moreover, Kandampully (2007, pp. 88-89) also informed that staff should have the ability of responsiveness to guests. For instant, staff should have the willingness to help customers and provide prompt service, do not keep customer waiting particularly for no apparent reason and create unnecessary negative perceptions of quality. Interestingly, staff should have the ability to recover quickly with professionalism, and have willingly assist of facilitate another person and help make that person feel satisfied.

The **assurance** of small hotels staff found that the respondents evaluated them that they were good quality because staff were polite and courteous, followed by the credibility and honesty, and provided security to their guest. Thus, in order to create more satisfaction to the guests, staff should maintain and expand these quality levels by the small hotel entrepreneurs should always drive them to train and practice on service approach, personality, communication, service minded, etc. for both in-house training and public training for enhancing their knowledge and skills for work. Furthermore, entrepreneurs should create a culture of service to their staff in order to all staff will think and act in the same direction. This is consistent with the theory of Parasuraman, Zeithaml and Berry (1985, unpagged), which described that staff must



have the ability to perform service with the knowledge and courtesy, inspiration trust and confidence to guests, politeness and respect for the customer. Moreover, staff must have effectively communication with the customers.

The **empathy** of small hotels staff found that they were still evaluated in a good quality because they used jargon-free language. They were also accurately recognition their customers, and gave special attention and care to customers. Thus, small hotels entrepreneurs should cultivate and motivate their staff to have a conscious of service mind to the customers by service training such as service techniques, service minded, service processes, employee productivity and efficiency, etc. In addition, entrepreneurs should provide effectively standard of staff empathy in the standard operating procedures manual. This is for creating service standard to the staff and service satisfaction to the customers. Furthermore, small hotels staff should be regularly evaluated on their performance in order to stimulate staff have attention to provide the best service to the customers and motivate them to follow by the standard operating procedures manual which will be able to increase more service quality level of small hotels staff and promote the satisfaction and impression of the customers. This is consistent with the theory of Sultan and Simpson (2000), which described that staff must have the provision of caring, individualize attention the firm provides to its customers which include approachably, sense of security, and the effort to understand the customer's needs.

The **tangibles** of small hotels staff found that the respondents evaluated staff in a good quality because they were neat and clean appearance. They knew how to use office equipment, and prepared themselves well for work. Thus, small hotel entrepreneurs should maintain and improve the tangible aspects to the best service quality level by developing the intangible assets to be tangiblizing the intangible such as work experiences, in-house management processes, and new modern technology usage. They may gather the intangible assets to the standard operating procedures manual for the ability to follow by the other staff. In additions, small hotel entrepreneurs should take new modern technology into the hotels such as the property management software and restaurant management software, etc. in order to increase service speed and accuracy to the customers as well as to decrease work processes and procedures. Furthermore, small hotel entrepreneurs should have attention to the

different and outstanding from other hotel services such as service types, hotel designs, and staff uniform, etc. This is for the competent in competing with other hotels. This is consistent with the concept and theory of Ieamlaorphakdee (2005, p. 49; Yossapornpaiboon, 2008, pp. 30-31); Sultan and Simpson (2000), which described that small hotels staff have to show the ability of physical appearance, equipment, personnel, and communication materials. For example, staff have neat and clean appearance, and know how to use any kind of office equipments etc.

The recommendations of developing service quality for small hotels staff found that both tourists and small hotel managers recommended that staff should be developed many elements of service quality and efficiency, which comprised of 6 factors as follows.

**1. Developing service skills and knowledge**—this is found that small hotels staff got problems of language and technology skills, service processes and service recovery knowledge, service minded traits. This is might cause by the Thai education system that does not have well enough quality which can be seen from English and practical skills of graduated students that cannot be used in the real situation.

**2. Developing personality**—this is because the characteristic of hotels staff must have the ability to attract customers from the first encounter and create credibility to guests. However, small hotels staff in Phuket must improve physical characteristics especially dressing, and make-up etc. Additionally, they have to develop the ability of communication to public especially staff at front office department and food and beverage department because they have to contact directly with guests.

**3. Enhancing the different of service with other hotels**—this is because there are many hotels in various types and sizes in Phuket. Therefore, small hotels have to create their own identity and uniqueness especially staff service identity and unique of hotels in order to attract customers. However, small hotels in Phuket nowadays did not have the different types and services except designed hotels (HIP and boutique hotels).

**4. Separating responsible and increasing the numbers of employees**—this is because small hotels in Phuket have small budget to operate. This results to the



responsibility and the numbers of staff. Many small hotels staff need to do work in multi-responsible. Therefore, small hotels staff do not have enough time for developing their knowledge and skills.

**5. Recruiting experienced staff**—this is because small hotel entrepreneurs have small budget. Therefore, they hired un-skills and inexperience employees working in the hotels because these staff was hired low salaries and compensations. This results to staff service and customers satisfaction because staff does not have well adequate skills, knowledge and traits for work in the hotels. As such, small hotel entrepreneurs need to select or recruit employees who got directly experiences and knowledge of the hotels which will be able to help entrepreneurs save their budgets for training of service and knowledge skills.

**6. Inspecting staff services quality and attending to staff**—this is because small hotel entrepreneurs were limited by the numbers of staff. So, they need to do many practical works along with their staff. Therefore, they do not have adequately the time to care of staff. These results affect the service quality of staff because their service qualities do not have checked. As a result, staff ignored their service quality which can be seen from their service behaviors and processes, dressing, personality, and manners etc.

**The opinions on the service efficiency of small hotels staff in Phuket** found that the competent level of staff was not over an average. This is because it might be caused by the competition situations of hotel businesses in Phuket. These competitions affected the budget of small hotel entrepreneurs to develop their staff competencies. This is consistent with the findings of Krutwaysho, Maneerat and Treesuk (2008), they identified that small hotels today stem from the intense competition generated by the national and multinational chains of medium and large hotels as well as small hotels had small budget for hotels' operation. These situations directly effected the hotels' operation.

Small hotels were found in Phuket including guest house, bungalow, resort, service apartment, designed hotels (boutique hotel and HIP hotel) etc. This is followed by the concept and theory of Baker, Baradley and Huyton (1998, pp 7-10; Henkin, 2001, pp. 3-7; Mill, 2006, p 3; Powers and Barrows, 2006, pp. 261-271; Walker, 2008, pp. 109-118; Ninemeier and Perdue, 2008, pp. 61-62; Andrews, 2009, pp. 14-15), they

classified small hotels into 10 types including 1) HIP hotels, 2) Boutique hotels, 3) Bungalows, 4) Guest houses, 5) Resort hotels, 6) Airport hotels, 7) Motels, 8) Budget hotels, 9) Rooming houses, and 10) Bed and breakfast.

**The problems of small hotels in Phuket**, the results indicated to the same direction that there were 2 factors of problems including 1) internal factors, and 2) external factors. The internal factors found that many small hotels did not have clearly separation departments and did not have enough staff because small hotels had low benefits and compensations, which followed by the concept of Gee, Choy and Markens (1994; Bangmo, 2001; Naveekarn, 2004). Therefore, small hotel entrepreneurs hired employees who did not have well skills and experiences especially Burmese employees because these employees were hired low salaries and low benefits in order to save hotels' budget.

Additionally, the results also found that staff worked over eight hours, unlimited education, lacked of service knowledge and capacity, low benefits and motivations from the hotels, family problems, and facilities in the hotels. This is consistent with the theory of Morrison (1998, pp. 191-200) which mentioned that small hotel entrepreneurs and staff are subject to a lack of entrepreneurial drive, owing to the public nature of its ownership. Not only that, Wanhill (1997, pp. 47-70) also described that staff and entrepreneurs lack of commercial drive and initiative, owing to non-economic motives for operating the business, and limited skills in marketing, quality assurance, pricing policy, cost control and re-adjustment, and shortage of financial resources.

The external factors found that the most problems of small hotels caused by the air pollution problems, temperature, traffic congestion, and seasonal. These external environmental factors influenced staff service quality which followed by the concept of Lancaster (2006), she notified that these environments are uncontrollable factors but small hotels staff will be able to choose for changing and acting as an appropriate.

When asked about the **competence of small hotels staff in Phuket** found that its service efficiency levels had both the competent and incompetent of the eight group competencies form. The **leading and deciding competencies**, the result indicated that staff had competent in taking responsibility but they had incompetent in



making decisions, acting with confidence, acting on their own initiative and taking calculated risks. These competencies were difficult skills for staff especially new staff—they did not have well skills and experiences as well as knowledge for work in hotels. This is followed by the concept of SHL Group (2001) which stated that these competencies need for power and control as well as can be able to influence others' behavior toward the enterprise's goals. Therefore, staff should have the competent in taking control and exercising leadership, initiating action, giving direction and taking responsibility. Interestingly, small hotel entrepreneurs should develop them both conceptual skills and technical skills including interpersonal skills in order to increase staff competencies in leading and deciding. Small hotel entrepreneurs must enhance staff education in managerial competency for improving staff skills. This is followed by the concept of Phu Wittayaphanth (2012, p. 62), she defined that staff have to have the ability to solve problem to be accepted by the organizations and hotel guests. Additionally, staff should be trained the responsibility for occurring results and presenting opinion to the members of the organization in order to stimulate themselves to demonstrate leadership.

The **supporting and cooperating competencies found that** small hotels staff had competent in working with people, upholding ethics and values as well as showing environmental responsibility, developing communication, understanding and consulting others. This will be seen by the employees were able to work and interact well with colleges. Moreover, staff followed by the hotels' rules and regulations including demonstrate their service-minded and friendly during they were on duty. These staff's activities are followed by the concept and theory of Somsawat (2009, p. 89) which informed that staff must have a good attitude to work in service industries. Besides, they have to have well the way of thinking and views as well as attentively and intently to service their customers.

However, staff had incompetent in acting with integrity, showing tolerance, listening, and showing consideration and empathy. This is Bartram (2005, pp. 1185-1203) mentioned that staff must supports others and shows respect and positive regard for them in social situations. Puts people first working effectively with individuals and teams, clients and staff, and behaves consistently with clear personal values that complement those of the organization. Additionally, Phu Wittayaphanth (2012, p. 72)



indicated that staff must have the ability to interface to send and receive information both inside and outside of the organizations in order to meet the time limit including the exchange of information, and the advice of communication techniques or methods effectively to others.

The **interacting and presenting competencies** found that staff was in an average competent in networking, relating across levels, responding to an audience and speaking fluently, building rapport and using humor. Hotels as defined by the theories of Henkin (2001, pp. 1, 3-5, 5-7; Baker, Baradley and Huyton, 1998, pp. 7-10; Mill, 2006, p. 3; Ninemeier and Perdue, 2008, pp. 61-62; Powers and Barrows, 2006, pp. 261-271; Walker, 2008, pp. 109-118; Andrews, 2009, pp. 14-15) described that it has their own specificity within the accommodation industry which provides inexpensive services and offers clean guest rooms as well as provides small numbers of rooms, followed by the definitions affected small hotels staff had the ability to create easily both familiarity and friendly to customers, colleagues and management levels or owners. The familiarity and friendly affected the courageous of staff to speak openly with others which are the one of techniques to create harmony and good relations including good atmosphere within the organization. Phuwittayaphanth (2012, p. 72) mentioned the interaction that it is a personal attribute which is the ability to build and maintain a good relationship to people both inside and outside the organization in order to achieve the goal of working together and to benefit both the individual and the organization. Interestingly, the theory of Bartram and SHL Group (2005) clarified that staff needed to be required to have effectively communicates and networks, successfully influences and persuades others, and relates to others in a confident and related manner.

However, small hotels staff needed more improvement in promoting ideas, negotiating, projecting credibility and managing conflict. These problems will be seen by the environmental within hotels. This is because most small hotels staff worked under the order of hotel managers or owners which may caused by the hotels' rules and regulations. This affected the staff creative ideas to present new concepts and methods for work which will lead to design new style of work and modernization as well as promote a good image of the organization. This is because staff was forced to follow by the traditional management methods and ideas of hotel owners or



management levels which is consistent with the concept of Rattanawirakul (2008, pp. 52-53), he said that the lack of management system or management method development of senior hotel owners lead to fall in hotel businesses because the traditional management system of small hotels are generally managed by an owner-operated system which will be seen by many people who have relationship with owner working in management levels of hotels. These people lack of both knowledge and experiences for hotel administration. This will always lead to disadvantage to hotels.

For the problem of staff negotiating found that staff did not flexible to the hotels' rules and regulations making them lacked of understanding the situation of the need to negotiate. This affected the staff ability to search information and other details in order to use for negotiating, as well as to determine and select the appropriate alternative to the acceptance and agreement of both parties. This is followed by the concept of Phu Wittayaphanth (2012, p. 71) which mentioned that staff must have the ability to understand situations that necessary for negotiating. Moreover, they must have the ability to search information and select the appropriate alternative to negotiate between staff and customers.

The **analyzing and interpreting competencies**, the results indicated that staff had competent in using technological resources and demonstrating cross-function awareness. This is will be seen by the ability to use computer program system for guest check-in and check-out of front officers as well as the ability to use other communication tools and office equipments such as telephone, facsimile machine and calculator. Rattanawirakul (2008, p. 148) stated that modern customers want to get prompt and accuracy service from staff. Thus, the use of modern technology of front officers and restaurant officers including other departments in the hotels will lead to save the time and increase more comfort, prompt and accuracy because those technologies will decrease working time and add more accuracy and prompt service to customers. Additionally, modern technology will be able to help for controlling system especially cost control of food and beverage department. Interestingly, Risk and Insurance Management Society (2007) explained that effectively staff should have the ability to understand the essential component and requirements so as to assist in designing a risk management information system (RMIS) and networking.

The staff demonstrating cross-function awareness will be seen by the various functions of one staff in small hotels. This can be exemplified by the front officers who have served as front receptionist and front cashier staff in the same person as well as other related duties. Additionally, housekeeping was one of departments that required staff to have multi-functional ability such as housekeepers who have served as room attendant, they must have the ability to arrange flowers and decorate the place both inside and outside hotels. Its multi-functional ability is consistent with the theory of Kappa, Nitschke and Schappert (1997, p. 72), they introduced that “employees should be trained to performance the duties of more than one position” because staff will get the opportunity to acquire diverse skill, brings variety to the job, and makes employees more valuable to the employer and it may also lead to promotions.

However, the results also highlighted that small hotels’ staff did not have competence in analyzing, evaluating information, learning and thinking quickly, and writing correctly and clearly. For the problems of analyzing and evaluating information found that staff did not understand to analyze and conclude data that gathered by the computer system and other sources although small hotel entrepreneurs provided them with technology and other office supplies. This may caused by the staff lacked of both conceptual skills and technical skills which affected staff did not have adequately ability to analyze and conclude data correctly and accurately. Thus, staff should improve the ability of analyzing and evaluating information; they may get more knowledge and experiences by reading and practicing all the time or small hotel entrepreneurs should have attention to educate and train all related employees in analyzing and evaluating information through classroom training both in-house training and public training. Phuwittayaphanth (2012, p. 71) stated that staff have to have the ability to design and develop methods and techniques to gather and find data including bring the information technology system applying to use for searching and storage data. Risk and Insurance Management Society (2007) also described that staff should have the ability to link risk initiative into critical business drivers, create valid risk forecasts, perform risk mapping and risk profiling and determine the costs of risks. For the problems of learning and thinking quickly will be seen by the staff followed by the command of commanders including followed by the hotel’s rules and



regulations. These activities affected the attempt of staff to learn new experiences and new things because they have encountered with the same circumstances and situations.

Not only that, it also affected the staff ability to think especially new circumstances that they have never met before. They could not have the ability to quickly analytical thinking and could not solve adequately the occurred problems because they could not be able to apply their experiences to solve those problems. This is caused by the staff did not learn methods and techniques to solve new problems because they have followed by the command of commanders and hotels' rules and regulations. Thus, small hotel entrepreneurs should provide opportunities for work independent under the hotel's policies without any pressure from the hotel's rules and regulations including the interfering of hotel owners or managers. Additionally, hotel owners or management levels should set the hotel's rules and regulations including policies that have flexible and adaptable to situations. This is followed by the concept of SHL Group (2011) which explained that effectively staff should have the ability to show evidence of clear analytical thinking, gets to the heart of complex problems and issues, and applies own expertise effectively. Interestingly, Phuwittayaphanth (2012, p. 63) defined that staff have to have the ability to determine the way to gather issues and circumstances or problems including the principle of analyzing the conclusion, and separate data into sub-factor such as cause, outcome, impact, suggestions and relevant persons etc.

For the **creating and conceptualizing competencies** found that staff did not have competent. Therefore, small hotel employees should be developed these competencies in order to have the ability to complete with large hotels or other types of accommodations. The research result found that small hotels staff were mostly a lack of managing knowledge. This is caused by the small hotels staff did not have adequately skills to work in the hotel because they had not much experience. Additionally, they did not have directly knowledge in the hotel. Thus, staff should improve these competences which are consistent by the concept of Risk and Insurance Management Society (2007) that staff must have the ability to create new innovative concepts, products, and solutions. Phuwittayaphanth (2012, p.73) also supported that staff must have the creativity and knowledge. Thus, they must have the ability to design the innovative and modern of products and services in order to enhance the

good image of the hotel. Besides, they should have knowledge to describe concept, principle, method, and process for work including the ability to answer questions on various issues related to the hotels' products and services as well as general information both inside and outside the hotel. These capabilities affect the staff ability in a systematic analysis and gathering data which will lead to the effective performance of the hotels staff. Moreover, Quinn, et al. (2007, pp. 15-21) also supported that employees are expected to be creative, clever dreamers who see the future, envision innovations package them inviting ways, and convince other that they are necessary and desirable. Besides, Bartram (2005, pp. 1185-1203) also described that staff must work well in situations requiring openness to ideas and experiences, seeks out learning opportunities handles situations and problems with innovation and creativity, thinks broadly and strategically, and supports and drives a organizational change.

The **organizing and executing competencies** found that they had both competent and incompetent. The incompetent competencies of small hotels staff were found in the research result including planning and focusing on customer needs and satisfaction, and maintaining quality processes. This is caused by the operational level staff did not have authority to do a decision-making about the planning and managing of the hotels in policies, regulations and rules as well as methods and processes for work because hotel owners or hotel management levels had set it all up without participation with the operational level employees. Therefore, small hotels staff could not be followed by the ideas of hotel executives because the staff competencies did not meet with the hotel executives required. As a result, staff did not have well competencies to prioritize tasks and determine performance plan for the routine and urgent tasks especially the solution quality process and the right way to respond the needs of customers. Thus, hotel executives should change the way to organize and execute by allowing staff to have participation in planning, decision-making procedures and processes to work. Moreover, Risk and Insurance Management Society (2007) also described that this competency is the strategic layer which requires the ability to understand all the organization's activities, how the pieces fit together, and how the organization can achieve its strategic goals. Interestingly, SHL Group (2011) supported that effectively staff must plans ahead and works in a systematic and



organized way, follows directions and procedures, and focuses on customer satisfaction and delivers a quality service or product to the agreed standards.

Interestingly, this research result found that small hotels staff had competent in managing time, monitoring, and complying with legal obligations. This is because staff was forced to follow by the hotel rules and regulations which explain in detail how they must behave in the workplace on the public board of personnel department or public area within the hotels including all employees will be an orientation before working. As a result, it affected the perception of staff so that they had the ability to follow the rules and regulations of the hotel efficiently.

Additionally, they also had the ability to be a monitor other performances because some hotel employees had many experiences to work with the hotels so that they knew well hotel performance procedures and processes which is consistent with the theory of Quinn, et al. (2007, p. 17) that hotel employees are “expected to know what is going on in the unit” as well as “know all the facts and details and is good at analysis” because they must have the ability to handle data and forms, review and respond to routine information, conduct inspections and tours, and authorize reviews of reports and other documents.

The **adapting and coping competencies of staff** found that they were in an average competent in adapting interpersonal styles to fit the situation because the characteristic of hotels work is typically coordination across many organizations both inside and outside. Thus, staff who had plenty of experiences to work in the hotels—they will have the ability to adapt their interpersonal in each situations easily. However, small hotel executives should stimulate staff to build sincerely and regularly relationship in order to increase highly competent for small hotels staff which is consistent with the theory of Phuwittayaphanth (2012, p.72) that staff should have the ability to build and maintain a good relationship with other persons both inside and outside organizations in order to work cooperation goals as well as for benefits that affect to the individual, department, and organization.

The research result also found that staff had competent in showing cross-cultural awareness which will be seen by the adaptation of staff to offer services for their guests. Additionally, small hotels staff were also trying to understand the characteristics and behaviors of guests. Thus, small hotels staff must have the ability

to adapt themselves in order to be able to understand the different of culture. As Kasavana and Brooks (2001, pp. 32-34) informed that hotels today are facing to the many of international guests who bring a different set of needs and expectations. To meet this multicultural challenge, hotel executives must decide what markets they want to serve and establish a program to accommodate those markets.

Additionally, found that staff did not have well competent in accepting new ideas and adapting to change. This is may caused by the staff did not understand the current situations and circumstances occurring in the hotels including they mostly worked for a long time. Hence, staff had a little cooperation and willingness to accept changes and new ideas form others. Thus, small hotel entrepreneurs should educate or inform staff in the current circumstances or situations for both inside and outside of the hotel as well as cultivate and stimulate staff to learn and create new idea in order to enhance them to accept changes effectively. This is consistent with the theory of Risk and Insurance Management Society (2007) that these competencies are sometimes considered the soft interpersonal or personal skill. Staff should have the ability to be creative and inquisitive, seek new solutions to challenges, and able to be adaptable, flexible, and open to change. In additions, Bartram and SHL Group (2011) also supported that staff should have competent in adapting and responding well to change.

Interestingly, the result also highlighted that many small hotels staff did not have well competence in coping with pressure and criticism, and showing emotional self-control. It may caused by the staff had a lot of experiences working in the hotels including they tired with a long day work. Hence, they showed unsatisfied on their face when they got complained and pressured from their guests and commanders. Therefore, small hotel entrepreneurs should educate and train staff in coping with pressure and criticism as well as emotional self-control. Entrepreneurs might often educate and train staff in classroom training or non classroom training depending on situations and opportunity for professionalism in their work. This is accordance with the theory of Bartram and SHL Group (2011) stated that staff should have competent in managing pressure effectively and coping well with setbacks. Phuwittayaphanth (2012, p.73) supported that staff must have the ability to manage properly their personality and emotional control for both oneself and others in the different situations and circumstances.



The **enterprising and performing competencies** found that staff was in an average competent in demonstrating financial awareness and keeping aware of organizational issues, achieving objectives, working enthusiastically, and pursuing self-development. This is will be seen by the staff tried to follow the hotel's norms in order to achieve the hotel's objectives and their benefits. In order to increase more these competencies, small hotel entrepreneurs should stimulate staff with the effective techniques—education, code of conducts, incentive prizes, performance manual, etc. Additionally, staff must have attention to learn the necessity issues for work in the hotels, and always study tactics of service and satisfaction approaches with hotel guests and colleagues. Moreover, staff should have attempted to develop their multi-skills in order to their career path in the future. This is consistent with the theory of Bartram and SHL Group (2005), they elucidated that staff must focuses on results and achieving personal work objectives, works best when work is related closely to results and the impact of personal effects is obvious, shows an understanding of business, commerce and finance, and seeks opportunities for self development and career advancement.

## **Recommendations**

### **Objective 3: To propose an appropriate guideline of service quality and efficiency for small hotels staff in Phuket**

#### **1. Recommendations of research**

The results of this study will be useful for small hotel entrepreneurs. This is because it can provide guidelines to develop staff service quality and efficiency of small hotels in Phuket. Small hotel entrepreneurs will be able to adapt service types suitable for the needs of their customers. From the study findings found that small hotels staff were good service quality but they were incompetent of service efficiency. This is because they lacked of service skills, knowledge skills and traits for work in the hotels. However, both of it shall be continuously developed in order to increase more service quality and efficiency levels. Therefore, the researcher will propose an appropriate guideline for the service quality and efficiency of small hotels staff in Phuket which is followed by the influent of SERVQUAL factors and the Great 8

Competency factors including gathering to the characteristic of small hotels that can be seen in Phuket. The details are described below:

## **1.1 Service quality guidelines**

### **1.1.1 Reliability**

The reliability quality is to provide accurate and reliable information, providing service time with the same manner and without errors. The research result found that both Thai and foreign tourists focused on the treat all customers in the same manner and consistency. Thus, small hotels staff should keep service behavior in the same manner and consistency by emphasizing on staff training for taking care of customers. Additionally, staff should have inspected the service behavior by managers or commanders. Interestingly, small hotel entrepreneurs should determine policy for controlling service approach of the staff because the hotel guests will satisfy and impress with consistency service and the same standard that provide by the small hotels staff.

Thai and foreign tourists also focused on providing accurate and reliable information. Thus, small hotels staff should have attention to give information that already analyzed to the guests by emphasizing on staff educating in giving information to the guest. Consequently, small hotel entrepreneurs should evaluate the staff's knowledge regularly in order to ensure that what the staff's knowledge level are and what knowledge should be developed for staff.

Additionally, the research result found that both Thai and foreign tourists emphasized on providing service on time every time and without errors. Thus, small hotels staff should focus on time managing and offering the promised that gave to the hotels' guests by writing on the department's log book in order to inform other staff knows about the needs of guests and able to complete offering service to the guests in time. Hence, staff should try to complete the service at that moment in order to enhance the staff's effective for work and create satisfaction to the hotel guests.

### **1.1.2 Responsiveness**

The responsiveness quality is the willingness to help customers and provide prompt service, do not keep customers waiting particularly for no apparent reason, creates unnecessary negative perceptions of quality. In the event



of a service failure, the ability to recover quickly with professionalism can create very positive perceptions of quality. This is the research result indicated that small hotels staff were good quality in offering comfort to their customers and willing to help customers including they are warm, helpful and friendly as well as they make their customers feel welcome. Thus, they should keep and increase their service quality level by cultivating themselves on service minded. They should have more knowledge and should be trained on the right service approach for increasing their service quality level and service skills.

Small hotels staff should have the specialty attention to improve their professional to correct a service error because they got the fair quality level of service recovery. Therefore, they should more improve their service quality level on service recovery by training and learning for both the theoretical and practical on service failure and service recovery in order to increase their knowledge and skills to be able to analyze the service failures and able to recovery those service error as a professional. Besides, small hotels staff should provide more prompt service by having attention to lessen to the customers' needs for responding the needs of customers promptly. Interestingly, small hotel entrepreneurs should produce staff performance manual for being tool to follow by the service processes of the hotels which staff performance manual can help to remind staff about the service processes and procedures, as well as small hotel entrepreneurs should provide modern office supplies and equipments for staff such as computers, facsimile machine, telephones, trolleys, etc. for decreasing service processes and increasing the staff's efficiency for work.

### **1.1.3 Assurance**

The assurance quality is the knowledge and courtesy of staff, and their ability to inspire trust and confidence. The assurance dimension includes competence to perform the service, politeness and respect for the customer, and effective communication with the customer.

Small hotels staff got a lot of good quality levels for the assurance including they provided effectively communication with their customers, polite and courteous. Additionally, they had good service experiences and skills, and they had qualified to work in the hotels. Besides, they had credibility and honesty, and provided security to their guests as well as they were approachable. Thus, in order to

create more satisfaction to the guests, staff should maintain and expand these quality levels by the small hotel entrepreneurs should always drive them to train and practice on service approach, personality, communication, service minded, etc. for both in-house training and public training for enhancing their knowledge and skills for work. Furthermore, entrepreneurs should create a culture of service to their staff in order to all staff will think and act in the same direction.

The research result also highlighted that staff should have more quality of multi-lingual skills because they got fair quality level for this aspect. Thereby, staff must have an interest in knowledge, and always try to practice on language skills in order to increase the ability to effectively communication skills with the guests. Interestingly, entrepreneurs should be pushing for language skills training within the hotels especially, languages that are necessary and lack of. This is for encouraging and stimulating staff to pay attention to learn and practice on language skills.

#### **1.1.4 Empathy**

The research result highlighted that both Thai and foreign tourists wanted small hotels staff to improve more understanding their customer's needs, giving special attention and care to customers as well as remembering their customers because these dimensions show the quality level of staff empathy when they provide service to the customers. Thus, small hotels entrepreneurs should cultivate and motivate their staff to have a conscious of service mind to the customers by service training such as service techniques, service minded, service processes, employee productivity and efficiency, etc. In addition, entrepreneurs should provide effectively standard of staff empathy in the standard operating procedures manual. This is for creating service standard to the staff and service satisfaction to the customers. Furthermore, small hotels staff should be regularly evaluated on their performance in order to stimulate staff have attention to provide the best service to the customers and motivate them to follow by the standard operating procedures manual which will be able to increase more service quality level of small hotels staff and promote the satisfaction and impression of the customers.



### **1.1.5 Tangibles**

The researcher found that both Thai and foreign tourists satisfied to the tangibles of small hotels staff because staff had good physical appearances—neat and clean. They also prepared themselves well for work and knew how to use office equipment. Thus, small hotel entrepreneurs should maintain and improve the tangible aspects to the best service quality level by developing the intangible assets to be tangibilizing the intangible such as work experiences, in-house management processes, and new modern technology usage. They may gather the intangible assets to the standard operating procedures manual for the ability to follow by the other staff. In additions, small hotel entrepreneurs should take new modern technology into the hotels such as the property management software and restaurant management software, etc. in order to increase service speed and accuracy to the customers as well as to decrease work processes and procedures. Furthermore, small hotel entrepreneurs should have attention to the different and outstanding from other hotel services such as service types, hotel designs, and staff uniform, etc. This is for the competent in competing with other hotels.

## **1.2 Service efficiency guideline**

### **1.2.1 Leading and deciding**

Leading and deciding competencies need for power and control. This competency is the ability to influence others' behavior toward the enterprise's goals. However, the research result found that small hotels staff lacked of the competent in making decisions. Thus, they should have high emotional intelligence in order to increase the competent of controlling conceptual skills which is to recognize and analyze problems and make difficult choices under uncertain conditions in dynamic global environments. This is staff should be trained and cultivated themselves in controlling self-emotion. Moreover, they should learn both internal and external environments within the organizations for the ability to understand the occurrence situations.

The competent in taking responsibility and acting with confidence also found that they must be improved because it is important factor for work in hotels. Thus, small hotels staff needs to require self realization especially know self-ability and know how to self-control as well as discipline to live and work.



These activities affect staff ability to know self-responsibility and self-confidence. As a result, it will enhance small hotels staff work more effectively, and achieve the objectives of organization.

### **1.2.2 Supporting and cooperating**

This competency utilizes to support others and show respect and positive regard for staff in social situations, put people first working effectively with individuals and teams, clients and staff, behave consistently with clear personal values that complement those of the organization. This is many small hotel managers notified that small hotels staff face to many problems in understanding and consulting other, listening, and showing consideration and empathy. Thus, small hotel entrepreneurs should pay attention to improve these problems by creating situations about small hotels' problems for staff to get in those circumstances and making them familiar with the occurrence situations.

For the problems of communicating skills and self-knowledge, upholding ethics and values, and acting with integrity. Small hotel entrepreneurs should pay attention to these problems by training staff skills especially service skills in food and beverage service, front service, and housekeeping service. Additionally, staff should be educated in upholding ethics and values, acting with integrity, and showing tolerance. Entrepreneurs should encourage staff to study in higher level than their old education. This is for staff will be educated and cultivated in the right processes of service and qualifications of hotels staff.

Moreover, entrepreneurs should stimulate staff to be environmentally responsible by enhancing staff to use effectively resources of hotels such as recycle, reuse, reduce and repair. This is because many tourists pay attention to natural resources and energy conservation which will be seen many tourists choose to use service of hotels that participate in projects related to environmental protection such as ISO 14001, and Green Leaf Project.

### **1.2.3 Interacting and presenting**

The researcher found that small hotels staff need more improve their competence in responding to an audience and speaking fluently, building rapport and using humor. Thus, small hotels staff had to create familiar and friendly to customers, colleagues and management levels or owners by the courageous



to speak openly with others which are the one of techniques to create harmony and good relations including good atmosphere within the organization.

Moreover, the result found that small hotels staff needed more improvement in promoting ideas, and negotiating because of the environmental within hotels and the rules and regulations of the hotels. Thus, the hotels' rules and regulations must be flexible and should not be bounded by the traditional management system. However, it must be under the law and moral. This is for the ability to create new ideas to present new concepts and methods including new style for work and promote a good image for the organization.

Additionally, small hotels staff lacked of competent in networking, relating across levels. Thus, entrepreneurs should have attention to have continuously staff activities by having the management levels involved in such activities such as sport day activity and big cleaning project activity. This is for establishing a relationship and intimacy between staff and management.

For the problems of managing conflict, staff should be flexible along with the different situations under the hotel rules and ethics. They need to learn various different situations for being an experience in managing each types of conflict that may cause by both staff and tourists. Additionally, staff also lacked of speaking fluently. Therefore, entrepreneurs should have attention to develop their foreign language especially English by training and having policy for staff to use English in commutating within the hotels such as English writing on log book, English speaking with colleagues. This is in order to increase their competency and able to communicate fluently with foreign tourists.

#### **1.2.4 Analyzing and interpreting**

The results indicated that staff had competent in using technological resources and demonstrating cross-function awareness because they had the ability to use computer program system for guest check-in and check-out of front officers as well as the ability to use other communication tools and office equipments such as telephone, facsimile machine and calculator. Thus, in order to increase the more technology competence, they should pay attention to study and practice with those technologies' system in order to decrease working time and add increase more accuracy and prompt service to customers.

Additionally, the researcher found that staff also had competent in demonstrating cross-function awareness because they were able to do various functions of one staff such as the front officers who served as front receptionist and front cashier staff in the same person as well as other related duties. Moreover, housekeepers who served as room attendant, they must have the ability to arrange flowers and decorate the place both inside and outside hotels. Therefore, small hotels staff should be trained to performance the duties of more than one position because staff will get the opportunity to acquire diverse skills, brings variety to the job, and makes employees more valuable to the employer and it may also lead to promotions.

However, the results also highlighted that, small hotels staff did not have competent in analyzing, evaluating information because they did not understand to analyze and conclude data that gathered by the computer system and other sources although small hotel entrepreneurs provided them with technology and other office supplies. This may caused by the staff lacked of both conceptual skills and technical skills which affected staff did not have adequately ability to analyze and conclude data correctly and accurately. Thus, staff should improve the ability of analyzing and evaluating information; they may get more knowledge and experiences by reading and practicing all the time or small hotel entrepreneurs should have attention to educate and train all related employees in analyzing and evaluating information through classroom training both in-house training and public training.

For the problems of learning and thinking quickly found that staff followed by the command of commanders including followed by the hotel's rules and regulations. These factors affected the attempt of staff to learn new experiences and new things because they encountered with the same circumstances and situations. Thus, small hotel entrepreneurs should give staff the freedom to work especially in critical thinking. However, they must be under the commanders' control. This is to allow staff showing their ability to think and solve problem quickly and accurately as well as to allow staff applying their experiences to solve problems. Additionally, small hotel entrepreneurs should support staff to learn methods and techniques for solving new problems and provide opportunities for work independent under the hotel's policies without any pressure from the hotel's rules and regulations



including the interfering of hotel owners or managers. Additionally, hotel owners or management levels should set a flexible and an adaptable rules, regulations, and policies along with the situations.

### **1.2.5 Creating and conceptualizing**

The researcher found that staff had incompetent in gathering information, and managing knowledge because they did not have adequately skills and experiences as well as they did not have directly knowledge to work in the hotel. Thus, staff should improve these competencies by studying, practicing, and getting more experiences for the ability to create new innovative concepts, products, and solutions as well as to be able to gather information.

For the competent of introducing change found that staff did not have well competence because they did not demonstrate any awareness of the changes that occur within the hotels including did not have any attempt to search for new tools and methods to use in the hotels as well as did not have any persuasiveness other staff to cooperate with the changes that occur within the hotels. It might be caused by the staff did not have any motivation because they got small benefits from small hotels. Thus, small hotels entrepreneurs should maintain a good staff by enhancing their competencies with training in order to develop their work skills. Moreover, small hotel entrepreneurs should take care of well-being of staff in order to maintain the experienced staff because entrepreneurs will waste the time and budgets to train and describe to concept and methods for work if they recruit new staff.

### **1.2.6 Organizing and executing**

The researcher found that small hotels staff had incompetent in planning and focusing on customer needs and satisfaction, and maintaining quality processes because staff did not have authority to do a decision-making about the hotels' planning and managing especially policies, regulations and rules as well as methods and processes for work which all things depended on hotel owners or hotel management levels. Thus, small hotel entrepreneurs should change their management system from top-down management to bottom-up management because small hotel entrepreneurs will get all data from staff to consider for setting policy and others.

Interestingly, this research result found that small hotels staff had competent in managing time, monitoring, and complying with legal obligations. This is because staff was forced to follow by the hotel rules and regulations which explain in detail how they must behave in the workplace. Thus, in order to increase more competence, small hotel entrepreneurs should educate staff by announcing hotels' rules and regulations in public areas such as public relation boards and human resource manual, etc.

Additionally, small hotels staff also had competent in monitoring because some staff had many experiences to work with the hotels so that they knew well hotel performance procedures and processes. Thus, small hotel entrepreneurs should maintain those staff that had competence in monitoring because they had the ability to coach other staff for work in the hotels including techniques, procedures, processes, methods, and solutions, etc.

#### **1.2.7 Adapting and coping**

These competencies found that small hotels staff got an average competence in adapting because the characteristics of work in hotels are typically coordination across many organizations both inside and outside. Thus, small hotel entrepreneurs should stimulate staff to build sincerely and regularly relationship with others in order to increase highly competence to small hotels staff and maintain a good relationship with other persons as well as achieve to organization goals and benefits.

The research result also found that staff had competent in showing cross-cultural awareness because they had the ability to adapt into every situation, and tried to understand the characteristics and behaviors of customers. Thus, small hotels staff must continuously maintain their competence by studying and learning more tourist behaviors in order to get in their needs and create more satisfaction to the customers. Besides, small hotel entrepreneurs should clearly determine targets by deciding what markets they want to serve in order to establish a program to accommodate those markets.

However, the researcher found that staff did not have sound competence in accepting new ideas and adapting to change because they did not understand the current situations and circumstances occurring in the hotels including



the most staff worked for a long time. Hence, they had a little cooperation and willingness to accept changes and new ideas from others. Thus, small hotel entrepreneurs should educate or inform staff in the current circumstances or situations for both inside and outside of the hotel as well as cultivate and stimulate staff to learn and create new idea in order to enhance them to accept changes effectively.

Interestingly, the result also highlighted that many small hotels staff did not have competence in coping with pressure and criticism and showing emotional self-control because they tired with a long day work including they did not have adequately experiences and skills to get pressure and criticism. Hence, they showed unsatisfied on their face when they got complained and got pressured from their guests and commanders. Therefore, small hotel entrepreneurs should educate and train staff in coping with pressure and criticism as well as emotional self-control. Entrepreneurs might often educate and train staff in classroom training or non classroom training depending on situations and opportunity for professionalism in their work.

### **1.2.8 Enterprising and performing**

The result found that staff got an average competence in demonstrating financial awareness and keeping aware of organizational issues, achieving objectives, working enthusiastically, and pursuing self-development because they tried to follow by the hotel's norms in order to achieve the hotel's objectives and their benefits. Thus, small hotel entrepreneurs should stimulate staff with the effective techniques—education, code of conducts, incentive prizes, performance manual, etc. Additionally, staff must have attention to learn the necessity issues for work in the hotels, and always study tactics of service and satisfaction approaches with hotel guests and colleagues. Moreover, staff should attempt to develop their multi-skills in order to their career path in the future.

## **2. Future research**

2.1 The results of this study should be expanded by performing a comparative research with small hotel businesses in other provinces for next research or this study should be compared a service quality and efficiency between small hotels and large hotels in Phuket or nearby.

2.2 The results of this study should be expanded to better explain staff quality levels and staff competencies by comparing opinions between Thai tourists and foreign tourists.

2.3 The results of this study should be expanded by an experimental guideline that has studied from the real entrepreneurs which can be studied an experimental research or operational research in order to study the differences between the proposed models and the hotel's old models.

2.4 The completed analytic information should be reviewed by the respondents in order to get an ideal recommendations and corrections, which are able to increase the more reliability of the research's results.