



**Career Analysis of Hotel General Managers: A Comparison Study
Between Domestic, Independent and International Hotels**

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บทคัดย่อ

การศึกษาค้นคว้าครั้งนี้มีความพยายามต้องการที่จะสำรวจเส้นทางสายอาชีพของผู้จัดการทั่วไปของโรงแรมที่ทำงานในพื้นที่รีสอร์ท 7 แห่งในประเทศไทย อีกทั้งการศึกษายังต้องการค้นหาความสามารถหลักที่จำเป็นในการทำงานสำหรับผู้จัดการทั่วไปของโรงแรมและการสำรวจความต้องการการฝึกฝนอบรมในเส้นทางสายอาชีพสำหรับการพัฒนาความสามารถหลักในการบริหารโรงแรมเพื่อความสำเร็จในหน้าที่การงานต่อไปในภายภาคหน้า การศึกษาค้นคว้านี้ได้มีการเก็บข้อมูลจากกลุ่มตัวอย่าง ซึ่งเป็นผู้จัดการทั่วไปโรงแรม จำนวน 21 คน ประกอบด้วยผู้จัดการทั่วไปที่ทำงานโรงแรมในเครือของประเทศไทย ผู้จัดการทั่วไปที่ทำงานโรงแรมอิสระ และผู้จัดการทั่วไปที่ทำงานโรงแรมในเครือของต่างประเทศ การเก็บข้อมูลใช้ระยะเวลา ตั้งแต่เดือนกรกฎาคม 2555 ถึงเดือนตุลาคม 2556 โดยใช้การสัมภาษณ์แบบกึ่งโครงสร้างในการเก็บข้อมูลการสัมภาษณ์แบบสอบถามประกอบด้วย ข้อมูลเกี่ยวกับประวัติการศึกษา ประสบการณ์ในการฝึกฝนอบรมประวัติการทำงาน โดยระบุระยะเวลาในการทำงาน ในแต่ละตำแหน่งและแผนกที่ผู้ถูกสัมภาษณ์เคยทำงานมา นอกจากนี้ คำถามเกี่ยวกับความสามารถหลัก 5 ประการที่สำคัญในการบริหารจัดการโรงแรมเพื่อที่จะประสบความสำเร็จในการดำรงตำแหน่งผู้จัดการทั่วไป โรงแรมและคำถามเกี่ยวกับความต้องการการฝึกฝนอบรมเพื่อที่จะประสบความสำเร็จในด้านอาชีพต่อไปในอนาคต

ผลการวิเคราะห์ข้อมูลพบว่าผู้ให้สัมภาษณ์ที่ทำงานในโรงแรมเครือในประเทศและเครือต่างประเทศมีรูปแบบที่เหมือนกันในกรณีของระยะเวลาในการทำงานก่อนที่จะดำรงตำแหน่งผู้จัดการโรงแรม โดยใช้เวลาเฉลี่ย 15 ปีในการทำงานก่อนที่จะดำรงตำแหน่งผู้จัดการโรงแรม ในขณะที่เดียวกัน ผู้ให้สัมภาษณ์ที่ทำงานในโรงแรมเครืออิสระใช้เวลาในการทำงาน เพื่อหาประสบการณ์นานกว่าผู้ให้สัมภาษณ์ที่ทำงานในเครือโรงแรมในประเทศและต่างประเทศ โดยใช้เวลา 18 ปีก่อนที่จะเป็นผู้จัดการโรงแรม สำหรับตำแหน่งในสายอาชีพนั้น ผู้ให้สัมภาษณ์จากโรงแรมเครือในประเทศเริ่มงานในตำแหน่งพนักงานระดับปฏิบัติการ หรือตำแหน่งนักศึกษาฝึกงาน ในขณะที่ผู้ให้สัมภาษณ์จากโรงแรมเครืออิสระเริ่มต้นอาชีพในตำแหน่งงานที่แตกต่างกัน อาทิ เช่น พนักงานระดับปฏิบัติการ นักศึกษาฝึกงาน และหัวหน้าพนักงานระดับปฏิบัติการ อีกทั้ง

ผู้ให้สัมภาษณ์จากโรงแรมเครือข่ายต่างประเทศส่วนใหญ่เริ่มต้นอาชีพด้วยตำแหน่งนักศึกษาฝึกงาน สำหรับตำแหน่งสุดท้ายก่อนที่ผู้ให้สัมภาษณ์จะดำรงตำแหน่งผู้จัดการโรงแรม ผลการวิจัยไม่พบข้อแตกต่างระหว่างผู้ให้สัมภาษณ์แต่อย่างใด โดยพบว่า ผู้ให้สัมภาษณ์ส่วนใหญ่ดำรงตำแหน่ง ผู้ช่วยผู้จัดการบริหาร หรือผู้จัดการโรงแรม ก่อนที่จะดำรงตำแหน่งผู้จัดการโรงแรม อีกทั้งการศึกษาพบว่า ผู้ให้สัมภาษณ์ส่วนใหญ่ทำงานในแผนกอาหารและเครื่องดื่มก่อนที่จะดำรงตำแหน่งผู้จัดการโรงแรม

นอกจากนี้การศึกษายังพบว่าผู้ให้สัมภาษณ์ส่วนใหญ่ที่ทำงานในเครือโรงแรมต่างประเทศมีการเคลื่อนย้ายเปลี่ยนแปลงหน้าที่การงาน โดยได้รับมอบหมายงานจากทางผู้จ้างงาน หรืออีกนัยหนึ่งสามารถอธิบายได้ว่า มีการเคลื่อนย้ายงานโดยใช้ตลาดแรงงานภายใน โดยผู้ให้สัมภาษณ์มีการย้ายงานภายในองค์กรนั่นเอง ส่วนผู้ให้สัมภาษณ์จากโรงแรมเครือในประเทศและเครืออิสระมีการเคลื่อนย้ายเปลี่ยนแปลงงานไปยังหลากหลายบริษัทในเส้นทางสายอาชีพ นั้นหมายความว่า ผู้ให้สัมภาษณ์ได้ใช้ตลาดแรงงานนอกในการเคลื่อนย้ายเปลี่ยนแปลงงาน หรือเรียกอีกอย่าง คือ การย้ายงานระหว่างองค์กร แต่อย่างไรก็ตามการศึกษารั้งนี้ไม่พบข้อแตกต่างระหว่างผู้ให้สัมภาษณ์เกี่ยวกับการเคลื่อนย้ายเปลี่ยนแปลงงาน โดยผลการวิจัยพบว่า ผู้ให้สัมภาษณ์ส่วนใหญ่ตัดสินใจด้วยตนเองในการเคลื่อนย้ายเปลี่ยนแปลงงานในแต่ละครั้ง โดยองค์กรหรือผู้จ้างงานไม่ได้มีบทบาทต่อการเคลื่อนย้ายเปลี่ยนแปลงงานแต่อย่างใด

สำหรับผลการวิจัยในด้านการศึกษามีผลกระทบต่อการพัฒนาเส้นทางสายอาชีพของผู้ให้สัมภาษณ์หรือไม่ ผลการวิจัยพบว่า การศึกษาไม่ได้มีผลกระทบต่อพัฒนาด้านอาชีพต่อผู้ให้สัมภาษณ์ส่วนใหญ่แต่อย่างใด ในขณะที่เดียวกัน ผู้ให้สัมภาษณ์เชื่อว่า การศึกษาระดับสูงไม่ได้ช่วยให้ดำรงตำแหน่งที่สูงขึ้นได้รวดเร็วกว่าการมีอายุการทำงานและการมีประสบการณ์ตรงในการทำงานในธุรกิจโรงแรม

ในส่วนของการวิเคราะห์ความสามารถหลักที่จำเป็นในการบริหารโรงแรมในฐานะผู้จัดการโรงแรม ผลการวิจัยพบว่า ผู้ให้สัมภาษณ์จากโรงแรมเครือในประเทศและต่างประเทศเห็นด้วยว่า ความสามารถหลักที่สำคัญที่สุดในการบริหารโรงแรม คือ การสามารถในการเป็นผู้นำ ในขณะที่ผู้ให้สัมภาษณ์จากโรงแรมอิสระส่วนใหญ่ แนะนำว่า ความสามารถด้านการขายและการตลาด มีบทบาทสำคัญอย่างยิ่งในการบริหารจัดการโรงแรมอิสระ

สำหรับการสำรวจความต้องการในการฝึกอบรม พบว่า ผู้ให้สัมภาษณ์จากเครือโรงแรมในประเทศและโรงแรมอิสระ มีความต้องการการฝึกอบรมมากกว่าผู้ให้สัมภาษณ์จากเครือโรงแรมต่างประเทศ โดยผู้ให้สัมภาษณ์จากเครือโรงแรมในประเทศมีความต้องการเรียนในระดับปริญญาโท ในด้านการบริหารจัดการเพื่อที่จะเป็นความรู้ในการพัฒนาด้านอาชีพต่อไป ในขณะที่

ผู้ให้สัมภาษณ์จากโรงแรมอิสระ ต้องการที่จะได้รับการฝึกฝนอบรมในหัวข้อที่เกี่ยวกับการบริหารจัดการรายรับรายจ่ายของโรงแรมและการตลาดออนไลน์หรือการประชาสัมพันธ์โรงแรมผ่านทางระบบอินเทอร์เน็ต โดยผลการวิจัยได้พบความแตกต่างในผู้ให้สัมภาษณ์จากเครือโรงแรมต่างประเทศได้รับการสนับสนุนเกี่ยวกับการฝึกฝนอบรมและการพัฒนาด้านอาชีพจากสำนักงานใหญ่ขององค์กร

คำสำคัญ: ผู้จัดการทั่วไปโรงแรม ทักษะหลัก การฝึกฝนการพัฒนาอาชีพ เส้นทางสายอาชีพ การวิเคราะห์ห่ออาชีพ การบริหารจัดการโรงแรม รีสอร์ท ประเทศไทย

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ABSTRACT

This study had attempted to investigate career paths of hotel general managers in 7 resort destinations in Thailand. The study had also identified the key competencies needed for hotel general managers and to explore training needs for future competency development. The data collected from a sample of 21 hotel general managers work are working for domestic, independent and international hotels from July 2012 to October 2013. The data was collected by semi-structured interviews. These consisted of educational qualifications, training experiences, the duration, level and functional area of each job, the extent of job moves. In addition, questions on hotel management competencies focused on top five important competencies to be successful in hotel general manager's career and training needs for future competency development.

The results found that interviewees who are working in domestic chained hotel and international chained hotel have the same pattern on career length. The average number of years to become GM was 15 years while interviewees from independent hotel took average 18 years to become GM. Which mean interviewees from independent hotels spent more years to gain their working experience to reach GM position. For stages in career path, interviewees from domestic chained hotel seem to start their career at the first stage as line staff or management trainee position while interviewees from independent hotel started their career from different positions such as line staff, management trainee and supervisor. Most of the interviewees from international chained hotel started their career as management trainee. For the final stage of their career before GM position, there was no difference between interviewees from domestic, independent and international chained hotel. The results found that most of the interviewees held EAM/Resident manager position before becoming GM. For the functional responsibilities background, the results indicated that the majority of the interviewees came up through the food and beverage department becoming hotel general manager.

The results found that interviewees who are working in international chained hotel made the maximum number of career moves by employer which mean they used internal labor market for their career moves (moved within company). While interviewees from domestic chained and independent hotel have moved to work in many hotel organizations during their career routes which means they used external labor market for their career moves (moved between company). The results found that there was no difference between the interviewees from domestic chained hotel, independent hotel and international chained hotel. Mostly career moves were taken by the individual, not the employer.

For the education and career path of the interviewees in this study. Analysis of the data showed that education did not influence the career advancement of more than half of the interviewees. They believed that a higher degree will not contribute more to the hotel business than having more years' experience in the hospitality industry.

For the required competency of GMs in this study. The results found that the interviewees from domestic and international chained hotel agreed that the most important competency to manage their hotel was "Leadership competency" while the interviewees from independent hotel suggested "Sales & Marketing competency" plays a vital role in managing independent hotels.

For the investigation of training needs, the interviewees expected for future competency development. Interestingly, the results found that interviewees from domestic chained hotel and independent hotel required more training than those who are working in international chained hotel. Most of the interviewees from domestic chained hotel are expecting to study MBA education for their future career development. Meanwhile, interviewees from independent hotels stressed that the most important training topic to be successful GMs in independent hotel is "Revenue management" and "Digital marketing training". The differentiation found that interviewees from international chained hotel are attending career development and training programs provided by their corporate offices.

Key words: hotel general manager, competency, career development, career path, career analysis, hotel management, resort, Thailand

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LIST OF ABBREVIATIONS

UNWTO	World Tourism Organizations
THA	Thai Hotel Association
TAT	Tourism Authority of Thailand
YoY	Year On Year
ADR	Average Daily Rate
OCC	Occupancy
REVPAR	Revenue Per Available Room
MBA	Master of Business Administration
UK	United Kingdom
USA	United State of America

Chapter 1

Introduction

1.1 Global Tourism Situations

Over the past six decades, tourism has experienced continued expansion and diversification, to become one of the largest and fastest-growing economic sectors in the world. An ever-increasing number of destinations worldwide have opened up to, and invested in tourism, turning it into a key driver of socio-economic progress through the creation of jobs and enterprises, export revenues, and infrastructure development (UNWTO,2015).

UNWTO (2015) forecasted in January 2015 point to a 3% to 4% growth in international tourist arrivals in 2015 – in line with the Tourism Towards 2030 long-term forecast of 3.3% a year. By UNWTO region, prospects for 2015 are strongest for Asia and the Pacific and the Americas (both +4% to +5%), followed by Europe (+3% to +4%), the Middle East (+2% to +5%) and Africa (+3% to +5%). International tourist arrivals (overnight visitors) hit a record 1133 million worldwide in 2014, up from 1087 million in 2013. Demand continued to be strong in most source markets and destinations, despite ongoing geopolitical, economic and health challenges in some parts of the world. With 46 million more tourists travelling the world (+4.3%), 2014 marks the fifth consecutive year of robust growth above the long-term average (+3.3% a year) since the financial crisis of 2009. Europe (+3%) led growth in absolute terms, welcoming 15 million more international tourists in 2014 to reach a total 582 million arrivals. The Americas recorded the fastest relative growth across all UNWTO regions with an 8% increase in international arrivals to reach 181 million – 13 million more than in 2013. Asia and the Pacific saw an increase of 5%, equivalent to 14 million more tourists, taking the regional total to 263 million arrivals. In 2015 growth is expected to continue at a sustained rate of 3% to 4% worldwide. By UNWTO region, prospects for 2015 are strongest for Asia and the Pacific and the Americas (both +4% to +5%), followed by Europe (+3% to +4%). In Africa (+3% to +5%) and the Middle East (+2% to +5%), prospects are positive but more uncertain and volatile.

Receipts from international visitor spending on accommodation, food and drink, entertainment, shopping and other services and goods reached an estimated US\$ 1245 billion (euro 937 billion) in 2014, an increase of 3.7% in real terms (taking into account exchange rate

fluctuations and in inflation). In absolute terms, international tourism receipts in destinations around the world increased by US\$ 48 billion (euro 36 billion). Europe, which accounts for 41% of worldwide international tourism receipts, saw the largest increase in absolute terms: up by US\$ 17 billion to reach US\$ 509 billion (euro 383 billion). Asia and the Pacific (30% share) recorded an increase of US\$ 16 billion, reaching US\$ 377 billion (euro 284 billion). In the Americas, (22% share) receipts increased by US\$ 10 billion to a total of US\$ 274 billion (euro 206 billion). In the Middle East (4% share) tourism receipts increased by an estimated US\$ 4 billion to US\$ 49 billion (euro 37 billion) and in Africa (3% share), receipts increased by US\$ 1 billion to US\$ 36 billion (euro 27 billion). In relative terms, the Middle East was the fastest growing region with a 6% increase in receipts, followed by Asia and the Pacific and Europe (both +4%) and the Americas and Africa (both +3%) (UNWTO,2015).

In 2014, Asia and the Pacific welcomed 263 million international tourists, 14 million up from 2013 (+5%). The region earned US\$ 377 billion in tourism receipts, up by US\$ 16 billion over 2014 (+4% in real terms). Asia and the Pacific accounts for 23% of worldwide arrivals and 30% of receipts. After several years of fast growth, South-East Asia (+3%) recorded more modest figures in 2014. The sub regional average was weighed down by subdued results in major destination Thailand (-7%), largely due to the political unrest at the beginning of the year, following four years of double-digit growth. Other destinations posted stronger results, especially Myanmar (+51%), where arrivals surged in another year of remarkable growth. Malaysia, Indonesia and Cambodia (all +7%) also posted solid growth, while Vietnam saw a 4% increase in arrivals and growth was at in Singapore (+0%) (UNWTO,2015).

1.2 Thailand's Hotel Industry

After a successful year for tourism in 2013, Thailand experienced a 6.7 percent decrease in visitor arrivals and a 4.9 percent decrease in tourism receipts. This slump in tourism receipts is attributed to the anti-government protests during the peak tourism season, from November 2013 to February 2014, and the military curfew implemented thereafter. Although the unrest was localized to Bangkok, it caused uncertainty about travel to Thailand in general, affecting tourism across the country. Tourists from within Asia contributed, by far, the most to the total number of visitor arrivals, following the same trend as 2013. Approximately 14.5 million of

Thailand's tourists came from its surrounding countries. Within this group, approximately 6.6 million Southeast Asian residents visited Thailand, followed by 4.2 million from China, and about 1.1 and 1.2 million from Korea and Japan respectively. According to STR Global data, as of September 2014, approximately 101 hotels, comprising about 18,000 rooms, were introduced into the market. These new hotels were mainly located in Bangkok with 32 percent of new rooms, and Phuket with 22 percent of new rooms. New supply growth was also expected in beach destinations like Pattaya and Hua Hin. Occupancy, ADR and RevPAR dropped YoY by -14 percent, -12 percent, and -23 percent respectively. The performance of the hotel market in Bangkok suffered more than the other regions due to civil unrest, while resort destinations with direct flights from overseas tended to suffer less. The Thai tourism sector is expected to recover quickly from the impact, however (THA,2015).

Room occupancy slumped by 15 percent, YoY. The aggregated performances across all categories resulted in an occupancy rate of 63 percent. The shortfall in occupancy corresponds with the downturn in international tourist arrivals, which is generally attributed to the political disorder which lasted for almost half a year. In 2014, occupancy rates across the board dropped as much as 21 percent, with the bulk of hotels in the THB 1,500 to THB 5,500 category hotels suffering most. Demand for the highest and lowest rate segments was most unaffected in 2014. None of the rate categories managed to exceed an average occupancy of 70 percent. On average the top- and bottom-most tiers performed the best at 65 percent and 69 percent, respectively. Average rate in the top tier hotels suffered the most, with a YoY drop of seven percent. Hotels in the Under THB 1,500 and THB 3,500 to THB 5,500 categories managed to achieve the most positive rate growth, with a 28 and two percent, respectively. Poor occupancy performance in 2014 has put downward pressure on rates for most hotels. Despite falling average rates, hotels in the Above THB 5,500 category managed to increase their total revenue per available room, when compared to the previous year, by increasing guest spend in other areas of the hotel. Hotels in other rate categories were unable to replicate this performance. The newly added hotels in 2015 have also affected YoY change to the overall average statistics. RevPAR performance dropped in all but one rate category. Hotels in the Under THB 1,500 category succeeded in growing RevPAR by five percent, on the back of average rate growth. Despite positive rate growth, hotels in the THB 3,500 to 5,500 category suffered a three percent drop in

RevPAR, compared to the previous year. Hotels that dropped rates and achieved a lower YoY occupancy experienced the worst RevPAR performance. However, hotels in the Under THB 1500 and Above THB 5500 category achieved the strongest EBIDTA performance. EBIDTA performance in the Under THB 1,500 hotels were driven by strong total revenue growth, whilst performance in the Above THB 5,500 hotels were driven by the strong reduction in total expenses and fixed costs. On the other hand, hotels in the THB 3,500 to 5,500 category incurred significantly higher expenses per available room and saw GOP per available room drop by six percent (THA,2015).

Regarding to location, occupancy rates generally declined everywhere across the country, but this trend was most evident in Bangkok. This measurable difference in the occupancy performance of Bangkok hotels versus the others serves to highlight the specific effect that political turmoil had on hotels in the capital. Despite the general industry downturn, top tier hotels in Phuket, as well as those in the various Other locations throughout Thailand, achieved a reasonable increase in occupancy. Considering the predominance of resort hotels and seasonality of the local market, occupancy rates in the highest and lowest end hotels in Greater Phuket were relatively healthy at 79 percent and 70 percent, respectively. As expected, ADR in Bangkok reflected a noticeable decline, except in the Under THB 1,500 hotel category. However, rate growth was positive in the Greater Phuket rate categories Under THB 1,500 and THB 3,000 to 5,500. Across the board, hotels in Bangkok reflected the decrease in Total Revenue per Available Room, compared to the other categories in Phuket, suggesting guests' unwillingness to spend on other goods and services. As occupancy fell, ADR grew in regions such as Hua Hin/Cha Am, Chiang Rai/Chiang Mai, and Krabi, suggesting that hotels in these areas opted to push for yield in 2014. In many locations, such as Hua Hin/Cha Am, Chiang Rai/Chiang Mai, Krabi, low-tier hotels in Bangkok, Under THB 1,500 and THB 3,500 to 5,500 hotel category, RevPAR performance was saved by rate growth. Despite achieving some of the worst YoY RevPAR performance, hotels in Koh Samui still had one of the highest overall RevPAR values at THB 4,118. In most areas, falling RevPAR contributed to a decrease in total revenue per available room; however, hotels across Greater Phuket managed to improve their total revenue per available room in 2014 by boosting the performance of other revenue generating departments (THA,2015).

The hotel industry has to face up to both present and future competition resulting from globalization, technological, and market changes. In the face of a high competitive environment, it has long been considered important for a hotel to formulate a marketing competition strategy, strengthen corporate operations and upgrade quality of service (Hwang and Chang, 2003). This brings into further threats such as high labor turnover rate, high demand for competent managers, low demand and over supply. To achieve survive under these situations; hotels need to adjust their structures, strategies, work systems, and management in order to remain competitive. Furthermore, increasing customer demand for care in quality of service is highlighting the critical role played by managerial competences in promoting quality performance from contact employees, thereby leading to customer satisfaction (Shemwell, 1998). Therefore, hotel general manager is a key person who plays an important role to enhance and develop hotels to meet the required standard. But there has no research up to date has been undertaken in Thailand context about careers of hotel general managers. Only Ladkin and Juwaheer (2000) have undertaken research in Europe, Mauritius, North America and Australia, but so far hotel general managers' careers in Thailand have been ignored. Given the importance of tourism as an economic activity in Thailand and the subsequent growth in tourism and hospitality industry are significant options available to individuals seeking jobs within the Thailand labor market. Thus, to fulfill the needs of the industry, it is also appropriate to identify required competencies for hotel general managers and to explore their career development and training experiences.

Among all of these, the hotel industry is one of the most important one to support all aspects. As Thailand is developing into a world-class tourist destination, hotel management that combines international and domestic human resources strategies and practices may become the best model for success. The hotel industry is therefore in need of well-educated and capable labor. The increasing growth rate in Thailand hotel sector has been hindered by quantity and quality of human resources available. One way in which hotels may attract and retain qualified employees is by helping them to develop their careers and increasing their career satisfaction (Barnett and Bradley, 2007). As a result, career analysis has become a critical issue for the hospitality industry in Thailand.

1.3 Background of the study

This study is to offer a detailed of exploration into the career paths using career analysis technique, to identify competencies needed for career success as hotel general manager, to investigate hotel general manager's career development and training experiences and to explore required career development and training for competency development in the future to be successful as hotel general manager with specific focus on career path and competencies needed for hotel general managers in different hotel affiliations; domestic hotels independent hotels and international hotels.

1.4 Justifications

The justification for undertaking this research lies in two directions.

The first is the need to promote career analysis as a method to explore the behavior of the labor market in Thailand and the nature of working lives of hotel general managers in different hotel affiliations. Furthermore, career analysis is essentially a form of supply side information that can be used for human resources planning. Career analysis can be seen as analysis of labor supply, as it illustrates to industry the stock and skill development of labor through the explanation of detailed individual and aggregate career histories (Riley & Ladkin, 1994).

The second reason for undertaking this study is that the hospitality industry in Thailand faces significant difficulties of globalization trends, technological innovations, and market changes, given the importance of hospitality industry as an economic activity in Thailand with the fast growing numbers of domestic and inbound travelers, Thailand's hotel industry has expanded significantly and the subsequent growth related to employment. Careers in the hospitality industry are a significant option available to individuals seeking jobs within the Thailand labor market, attracting and retaining qualified talent is also one of the major issue in the hotel industry nowadays. Career development is an effective way of retaining and developing staff, it is important for hotels in Thailand to practice effective career analysis. Therefore, information on careers in the industry may help to inform career choice and career planning.

The rationale for focusing on exploring career path of hotel general managers due to top management level for career analysis is in part of high profile of occupation within the

hotel industry, and the reason for focusing on hotel affiliation; independent hotels, domestic hotels and international hotels is to compare and contrast career development and training experiences of hotel general managers.

1.5 Objective of the study

1.5.1 To investigate career paths of hotel general managers in independent hotels, domestic chained hotels and international chained hotels.

1.5.2 To identify competencies needed for hotel general managers in independent hotels, domestic chained hotels and international chained hotels.

1.5.3 To explore training needs for competency to be successful as hotel general manager.

1.6 Significance of the study

1.6.1 To provide the guideline of career planning and chances for career growth to hotels' employees and students on entry area to industry.

1.6.2 Give an outline of how the people in the managerial level jobs have progressed in their career.

1.6.3 Characteristics of job opportunities offered in this segment.

1.6.4 To guide the hotel industry to recruit the potential and qualified candidate for the management position.

1.6.5 Propose suggestions to individuals, government and employers to advance career in managerial position in Thailand hospitality industry.

1.7 Scope of the study

1.7.1 Scope of Time: The interview carried out from July 2012 to October 2013.

1.7.2 Scope of Geography: Distribution interview to hotel general managers to carried out at hotels in resort destinations in Thailand; Phuket, Krabi, Phang Nga, Koh Samui, Koh Samet, Koh Chang and Pattaya.

1.7.3 Area of Research: Primary focus is to investigate career paths by using career analysis technique for hotel general managers. And identify competencies needed for hotel

general managers and explore career development and training experiences of hotel general managers who work in difference hotel affiliations.

1.7.4 Scope of Demography: The data collected from hotel general managers who work in Thailand.

1.8 Definition of Key Terms

1.8.1 Hotel General Manager

The term of hotel general managers in this study refer to Thai and Non-Thai who work in only the top management/executive position in hotel.

1.8.2 Career

The pattern or sequence of work roles of an individual which typically implies upward movement and advancement in one or more organizations.

1.8.3 Career analysis

Career analysis is an analysis of labor supply to hotel industry through the exploration of detailed individual, working experience, education, functional of job, career move, training experience and aggregate career histories.

1.8.4 Career path

Career path is the sequence of jobs that people desire to undertake in order to achieve personal and career goals.

1.8.5 Hotel Management Competency

Hotel Management Competency is the activities and skills, which are essential in order to perform the duties of a specific position in hotel industry. It's measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual need to successfully perform work roles or discharge occupational functions.

1.8.6 Career development

Career development in this study refers to the series of activities or the on-going/lifelong process of developing one's career. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization or moving to a different organization.

1.8.7 Training

Training in this study refers to developing in oneself or others, any skills and knowledge that relate to specific useful hotel management competencies. Training has specific goals of improving one's capability, capacity, productivity and performance.

1.8.8 Training needs

Training needs in this study refers to the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life for professional and competency development.

1.8.9 Independent Hotels

Independent Hotels are those brand hotels owned and operating by the Thai or Non- Thai owners or their representatives, and to be meeting with the criteria in terms of size: at least 49 bedrooms with full service or luxury operation.

1.8.10 Domestic Hotels

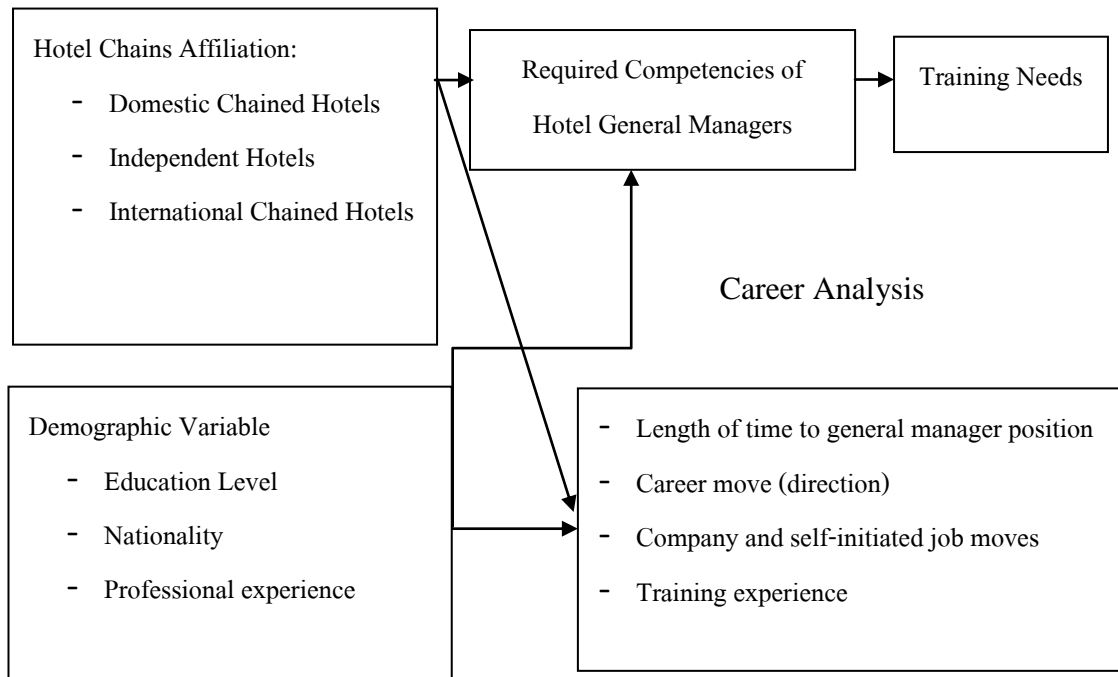
Domestic Hotels are those brand hotels owned and operating by the Thai or Non-Thai owners or their representatives with more than 2 properties in Thailand using the same standard operating procedure and system, and to be meeting with the criteria in terms of size: at least 49 bedrooms with full service or luxury operation.

1.8.11 International Hotels

International Hotels are those brand hotels owned and operating by the international management with more than 2 properties in Thailand using brand's international standard operating procedure and system, and to be meeting with the criteria in terms of size: at least 49 bedrooms with full service or luxury operation.

1.9 Conceptual Framework

Figure 1.1 Conceptual Framework



Chapter 2

Literature review

This research aims to investigate career paths by using career analysis, to identify key hotel management competencies and to explore training needs for future competencies development in career of hotel general managers in different hotel affiliations; domestic hotels, independent hotels and international chain hotels. The related theories and related researches are applied as follows:

- 2.1 The concept of career and evolution of career development
- 2.2 Career planning and development
- 2.3 Career planning and development in hospitality industry
- 2.4 Career analysis in hospitality industry
- 2.5 Hotel Management Competency

2.1 The concept of a career path and evolution of career development

Careers paths are vital as they determine the life story of the individual, rather than simply the role they play within an industry or organization. A career is comprised of the series of occupational positions the individual undertakes during their life span, determining their progress and development as a person. The word “position” is deliberately vague: it may denote a profession, a formal job title, an organizational hierarchy level or a reputation (Hoekstra, 2011). Overall, the individual should see their career as their life’s journey – hence why it often referred to as a “path”. Building on this metaphor, individuals can opt to take the beaten path, or to navigate their own way across the open plains (Baruch, 2004a).

A career is defined as a series of jobs arranged over time (Riley & Ladkin, 1994). Or alternatively, a career is the sequence of employment-related positions, roles, activities and experiences attained by an individual over the course of their life (Arnold, 2001). How a person’s career develops can be considered the outcome of two main factors; firstly, the opportunities made available to an individual, such as the size of the industry, organizational structure and opportunity for development, and secondly, the individual’s own personal abilities and ambitions. While the structure of the industry creates the framework for any occupation, the

individual's ability and ambition will determine how career paths are forged within the boundaries of this structure (Ladkin, 2002). For the majority of individuals, the career forms a significant part of their life's journey, thus shaping their identity. As their career develops over the years, the individual's own identity will also be shaped through their personal experiences (Inkson, 2007).

Hughes (1937) asserted that a career is "the moving perspective in which persons orient themselves with reference to the social order, and of the typical sequences and concatenation of office". More recently, the career has been defined as "a process of development of the employee along a path of experience and jobs in one or more organization" (Baruch & Rosenstein, 1992). So while the career is the 'property' of the individual, who may be influenced by external factors such as family and circumstance, the career of employed people is also planned and managed to a large extent by their organizations.

In the past, career development and planning was largely considered to be the responsibility of the individual. Arthur, Hall & Lawrence, 1989, regard career as "an evolving sequence of person's work experience over time". More recently however, the emphasis of career development has shifted from the individual to the organization (Gutteridge, Leibowitz, & Shore, 1993). Traditional careers have dominated industrial employment because they were supported by the organizational structures (Sullivan, 1999). Career paths were often based on hierarchy (Whyte, 1956), whereby numerous individuals within an organization compete for limited opportunities for promotion (Rosenbaum, 1979), and "climbing the corporate ladder" was the ultimate indicator of personal success (Townsend, 1970). Broadly speaking, this process of career progression has been commonplace since the industrial revolution.

According to Arthur, Kapova and Wilderom (2005), a career is now broadly defined as the unfolding sequence of the individual's various employment experiences over time. But traditionally, careers tended to be defined in terms of advancement within a single organization, or a limited number of companies. Individuals taking the more traditional career path tend to be more passive – relying on their employers to shape the course of their career rather than actively pursuing their own opportunities (Hall, 2002). Traditional career paths followed a gradual and steady upward trajectory within an organized structure (Wang, Horng, Cheng and Killman, 2011). As a result, the relative success of a traditional career is measured by factors

including the individual's position within an organization or the number of promotions attained (Arthur et al., 2005).

De Simone and Harris (1998) asserted however, that traditional career development theories could not sufficiently explain modern career development paths. Modern theorists attempted to explain career development through a system that emphasized that the overall context should be used to view career development (Arthur and McMahon, 2005; Chen 2003). This reflects the "new deal" in global employment, whereby organizations can no longer promise their employees life-long employment and steady career advancement (Arthur and Rousseau, 1996). As such, modern employees have to be far more engaged in the management and development of their own careers. Increasingly, they are now being required to create career options that allow them to realize their personal goals and ensure their future success, rather than relying on their organizations (Hall and Moss, 1998).

Contemporary business literature, both in a general sense and specifically within the area of labor, has emphasized the new, dynamic nature of labor markets. The major trend is that, in the past, organizations had rigid hierarchical structures and operated within a broadly stable environment. This meant that career paths were predictable, stable and linear. Modern organizational structures however, are dynamic, fluid and prone to much greater upheaval, which careers unpredictable, multi-directional and importantly, vulnerable (Baruch, 2004). Modern day organizations experienced rapid changes and become "boundaryless" (Ashkenas, Ulrich, Jick & Kerr, 1995), global (Barlett & Ghoshal, 1989), and more competitive (Porter, 1998).

Among the key developments that have shaped this "new reality" of career structure are changes to the global economic outlook, social structure and changing identity of individuals. At a macro-economic level, a generally more unstable business environment and the need for the restructuring of organizations have combined with prevailing social forces, such as the introduction of females and minorities into a wider range of roles. At the micro-level, these factors are coupled with a shift in personal values and attitudes to life and work, which influence and shape the behavior of individuals (Baruch, 2004).

The concept of a "career" has become more flexible and fluid, blurring the previously clear lines to success and even forcing a re-evaluation of how success is measured. Career systems are no longer linear; they have become multi-directional (Baruch, 2004b). This

trend is coupled with the shift in focus towards the individual, which is still on-going. Broadly speaking, people are developing a higher sense of individual consciousness, with focus on self-concern. Individuals now have a far greater choice of career paths laid before them, and like to choose their own directions rather than having organizations decide for them. According to Singer, 1997, people are now becoming the masters of their own destiny, and thus, masters of their own careers.

Much of the recent career-based literature has focused on the sweeping changes to the business environment, and their subsequent impact on careers. DeFillippi and Arthur (1994) introduced the concept of “boundaryless” careers, whereby traditional career-related boundaries are blurred, both within organizations and externally. Furthermore, Peiperl and Baruch’s (1997) “post-corporate career” concept depicts how modern careers combine both traditional hierarchical structures and innovative new ventures. As a result, modern careers have a higher level of complexity and flexibility. To thrive in a world of Boundaryless Careers, individuals need to embark on an “Intelligent Career” (Arthur, Claman, & DeFillippi, 1995) or adopt a “Protean Career” (Hall, 1996) approach. In the last decade, two new theories and ideas on careers have gained traction in business literature: the “Protean Career” and “Boundaryless Career” (Briscoe, Hall, Rachel & DeMuth, 2006).

The Protean Career approach requires the individual to manage his or her career in a proactive way, driven by their own personal values and evaluating success based on subjective criteria (Hall, 2002). A Protean Career is managed by the individual, rather than the organization, and its path varies according to education, training and employment. The Protean Career encompasses several organizations and even changes in occupational field, and is driven by the individual’s own personal career choices. In turn, these choices are driven by the individual’s search for self-fulfillment (Hall, 1976; p.201).

Hall and Mirvis (1996) describe the Protean Career as one in which the individual, rather than the organization, takes responsibility for shaping and directing the path of the career. In its essence, the Protean Career is the contract the individual makes with him- or herself, rather than between the individual and the organization. Both the career path, and the definition of career success, are created and decided by the individual. In contrast with a

traditional career, whereby success is measured by position of title, Protean Career success is defined by the individual's feelings of personal achievement and self-fulfillment.

For the individual, a Protean Career attitude can be important in order to make the career choices that lead to greater subjective success (Vos and Soens, 2008) and to take greater responsibility for their lives and opportunities (Hall, 2002). Individuals who adopt a Protean Career attitude use their own personal values to guide their career (values-driven) and take an independent role in managing their vocational behavior (self-directed). This can mean that they exhibit more mobility and demonstrate a higher capacity for personal learning (Briscoe et al., 2006).

To realize the full potential of their career, an individual must develop new skills and competencies related to the management of both themselves and their career (Hall and Moss, 1998). Inherent to the notion of Protean Careers is that the assertion that the employee is primarily responsible for managing his or her career, and that the individual's sense of identity and values are important factors in guiding their decisions (Briscoe and Hall, 2006) and directing the path of their careers (Vos and Soens, 2008).

The Boundaryless Career meanwhile, focuses on analyzing both the objective and subjective aspects of career at multiple levels. It considers organizational position, mobility, flexibility, the working environment, and the organizational structure, while also placing less emphasis on the reliance of organizational structure to define career paths (Arthur, 1994).

The emergence of boundaryless organizations is in line with broader trend of society's boundaries being broken down. Conventional practices are being replaced by new norms in a manner that is both innovative and challenging. This change in structure does not mean that organizations need to abandon their role in managing careers however; instead they are playing a significant new role — being a supportive developer of their human assets. In this way, organizations are starting to move away from their traditional 'command and control' approach, and becoming more 'supportive and developmental'. The organization has become the enabler of successful career, rather than the master who dictates the individual's career path, like a chess player moving pieces across a board. Through this new system, organizations can arrange their system to suit the needs of employees and the environment, by strategically aiming to gain both internal and external integration of their career practices (Baruch, 1999).

An important characteristic of Boundaryless Career attitude is the inclination of the individual to crossing organizational boundaries in employment mobility. Someone with a high degree of organization mobility would be more comfortable with, or even prefer, a career path that plays out across several employers (Arthur and Rosseau, 1996).

In this environment, different career concepts are valid. Both the Intelligent Career and the Protean Career, mentioned above, are applicable within the Boundaryless Career environment. The Intelligent Career (Arthur, 1995) focuses on the qualities required by individuals to manage their own careers. Indeed, the term 'Intelligent Career' was coined to reflect the need for effective and intelligent career management by the individual. This intelligence comprises three main areas: "Know-why" (having knowledge of your own values, attitudes, internal needs, identity and lifestyle); "Know-how" (recognizing personal skills, expertise, capabilities and knowledge); and "Know-whom" (the individual's personal network on contacts, relationships, and ability to find the right people). To these, Jones and DeFillippi (1996) added three more: "Know-What" (recognition of opportunities, threats and requirements), "Know-Where" (how to enter, train and advance), and "Know-When" (the timing of choices and decision-making).

As a result of these factors, employees are forced to be proactive and to anticipate the challenges and opportunities that may arise along their career path. They need to establish and examine their career objectives, and as such, it becomes the individual who chooses their own occupation, organization and position, while organizations recruit and select the individual employees (Wang, Horng, Cheng & Killman, 2011).

2.2 Career planning and development

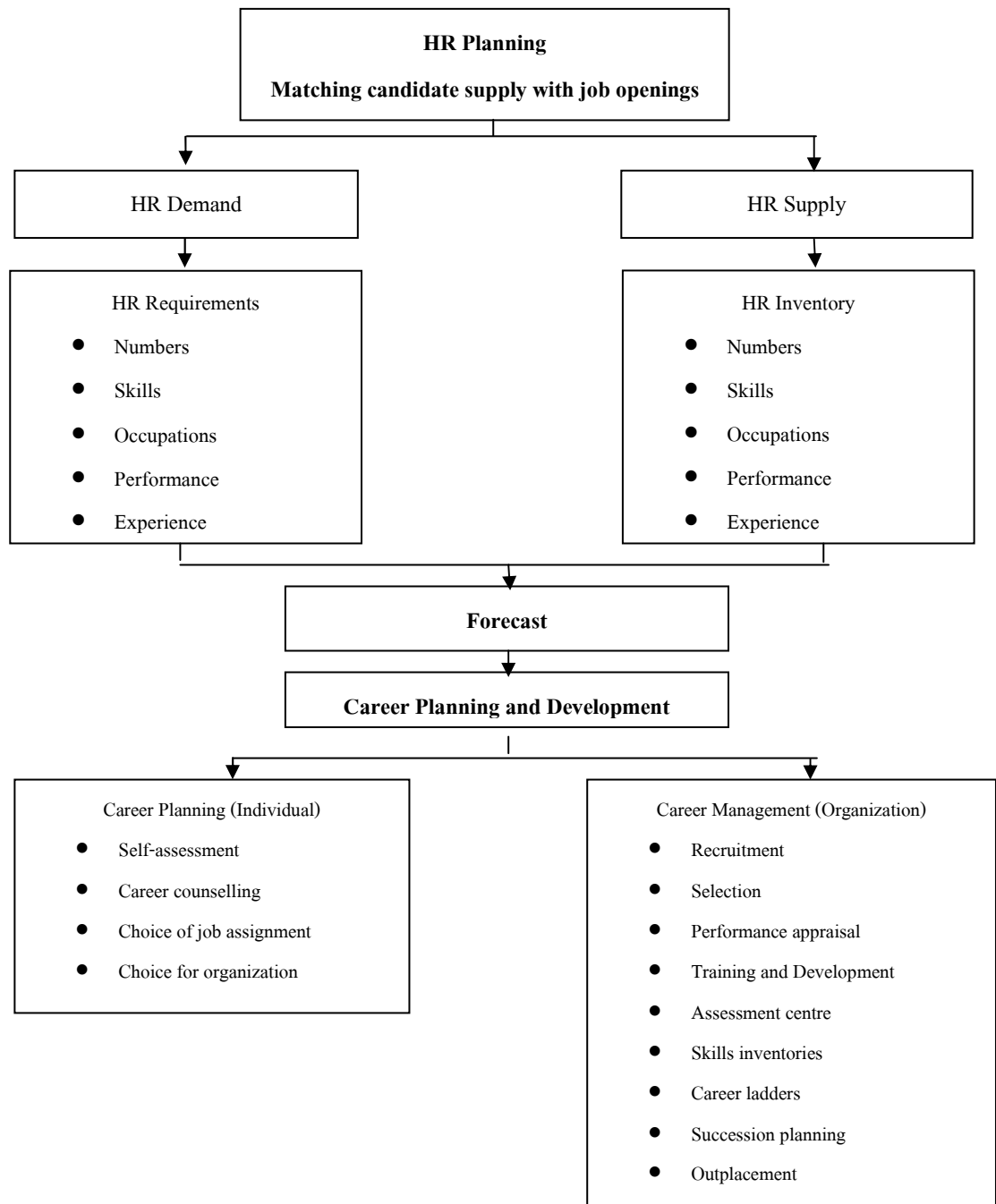
Long-lasting life time careers are a thing that occurred in the past. Nowadays, competition is rising, fast-changing of technological, indelicate restructuring and downsizing mean that high execution no longer protects from demotion. Employees and organization are paying more concern to career planning and development since employees are more and more considered about their quality of life, educational levels and employees' ambitions are increasing, employees are making the transition from vertical careers to lateral careers and organizations have a rising meaning of commitment to employees. Employees currently decide their own way;

they increasingly will move from opportunity to opportunity beyond regards for conventional job scopes. The employees have to start to think of their careers as a series of jobs that will or will not be in the same company. They have to discreet for themselves since the future is no longer impacted. At the present, transcendent changing work environment means employees are susceptible to career complexity and fatigue. Hence career planning and development is crucial. Marvelously, career planning and development should be seen as a method that aligns the attention and expertise of employees with the needs of the organization. This means that careers must be organized strategically thus the skills required by the organization's strategic business objectives are comprehended and a work force with a parallel profile of efficacies is developed. Employees would be notified of the organization's business aspect and be contributed to establish their career objectives around the organization's future. Career planning and development present a significant part in assuring that the organization has a competitive and educated worker. Accordingly, organizations require to make this method a key business strategy if they want to succeed in increasingly competitive business surroundings where employee know-how is a critical source of competitive advantage (Stone, 1998).

Furthermore, Stone (1998) clarified that career planning and development relate to two procedures; (1) career planning (employee centred) and (2) career management (organization centred). Employee benefits consist of better self-comprehending and better exploration of desired career objectives. Organizational advantages include transmission of career opportunities to employees, a preferable match between employee career ambitions and organizational occasions and obtain objectives. Career management do not remain or are not gathered in some organizations. Nevertheless, it makes minor sense to educate and develop employees without having appropriate positions available, or to estimate employee needs without having a program to satisfy them. (Figure 2.1).

Finally, career planning and development would be significant to every employee since the aftermaths of career achievement or setback are so intimately connected with each person's self-idea, analyze and sufficiency with life (Stone, 1998).

Figure 2.1 Career planning and development



Source: Stone, 1998

Furthermore, Hall (1986) & Schein (1978) stated the importance and reputation of organizational career planning and management (CPM) as part of HRM has been largely

admitted. Meanwhile, Baruch (2004a) mentioned the difficulty of many start-up businesses and small new venture there is a numerous of mergers and acquisitions, creating very large organizations. The large organizations as well as smaller ones have a responsibility to plan and administer their human resource capitals. Developing an extensive method for career management might follow CPM practices tend to appear in groups, where groups of operates are interrelated, regarding to their application in organizations (Baruch and Peiperl, 2000). Table 2.1 presents such a portfolio of career practices that can be applied in organizations for CPM.

Table 2.1 Organizational career planning and management practices

Job postings
Formal education/tuition reimbursement
Performance appraisal for career planning
Counseling by manager
Lateral moves/job rotations
Counseling by HR
Pre-retirement programs
Succession planning
Formal mentoring
Common career paths
Dual ladder
Career booklets/pamphlets
Written individual career plans
Career workshops
Assessment center
Peer appraisal
Upward appraisal
Appraisal committee
Training programs for managers
Orientation/induction programs

Table 2.1 Continued

Job postings
Special needs (high flyers)
Special needs (dual career couples)
Diversity management
Expatriation/repatriation

Source: Baruch (2004a)

While an organization realizes the gravity of career development, it usually proposes great opportunities to employees. These opportunities can relate to certainly a tuition reimbursement program or a particular counseling service for developing individual career path plans. The programs are most useful when they are (1) ordinary offered; (2) open for all employees; and (3) modified when evaluation indicates that permute is necessary. The total objective of these programs is to contend employee needs and objectives with present or future career opportunities in the organization. Hence, well-designed career development endeavor will support employees in defining their personal career needs, develop and promulgate obtainable career opportunities in the organization, and match employee needs and objectives with the organization. This obligation to career development can shift the obsolescence of human resources that is so expensive to an organization. Figure 2.2 showed an example of the type of career development programs available in a variety of organizations and industries (Ivancevich, 1994).

Table 2.2 Career Development Programs

	Career Counseling
Career Development Programs	<ul style="list-style-type: none"> ● Career counseling during the employment interview ● Career counseling during the performance appraisal session ● Psychological assessment and career alternative planning ● Career counseling as part of the day-to-day supervisor/subordinate relationship ● Special career counseling for high-potential employees ● Counseling for downward transfer

Table 2.2 Continue

	<p>Career pathing</p> <ul style="list-style-type: none"> ● Planned job progression for new employees ● Career planning to help managers acquire the necessary experience for future jobs ● Committee performs an annual review of management personnel's strengths and weaknesses and then develops a five-year career plan for each ● Plan job moves for high-potential employees to place them in a particular target job ● Rotate first-level supervisors through various departments to prepare them for upper-management positions.
	<p>Human resources</p> <ul style="list-style-type: none"> ● Computerized inventory of backgrounds and skills to help identify replacements ● Succession planning or replacement charts at all levels of management
	<p>Career information systems</p> <ul style="list-style-type: none"> ● Job posting for all non-office positions; individual can bid to be considered ● Job posting for hourly employees and career counseling for salaried employees
Career Development Programs	<p>Management or supervisory development</p> <ul style="list-style-type: none"> ● Special programs for those moving from hourly employment to management ● Responsibility of the department head to develop managers ● Management development committee to look after the career development of management ● In-house advanced management program

Table 2.2 Continue

Career Development Programs	Training
	<ul style="list-style-type: none"> ● In-house supervisory training ● Technical skills training for lower levels ● Outside management seminars ● Formalized job rotation programs ● Intern programs ● Responsibility of manager for on-the-job training ● Tuition reimbursement program
	Special groups
	<ul style="list-style-type: none"> ● Outplacement programs ● Minority indoctrination program ● Career management seminar for women ● Preretirement counseling ● Career counseling and job rotation for women and minorities ● Refresher courses for midcareer managers

Source: Ivancevich (1994:499)

Finally, an individual career development processes systems in two areas: the internal adaptive process of building career entity in a responsive environment, and the gradual establishing in the person's environment of absolute career implication fed by consequences and prestige (Hoekstra, 2011).

2.3 Career planning and development in hospitality industry

The fast-growing in the hospitality industry has led to an increasing demand for qualified hotel staff. As career development is a proficient method of retaining and developing staff, it is important for hotel organizations to handling effective career management. Career development goals to obtain gradual advancement by operation in rapport with endeavors to supply employees' career competency (Kong, Cheung & Song, 2011). Meanwhile, Heskett, Jones & Loveman, (1994) suggested the hotel organizations should offer benefits to their employees,

which in turn will entirely have an affect on their clients, and afterward eventually transfer satisfactory results for hospitality organizations.

Elmadag, Ellinger & Franke (2008) suggested that if the hospitality organizations are able to implement career development programs in an organized and meaningful way, it may benefit hospitality employees by recognizing them as paramount organizational resources and developing them into more enriched and competent workers. These originalities allow empowerment opportunities which would be better capacitate them to manage the pressure and responsibilities that occur while serving customers, and also improving their job satisfaction and commitment to offering service quality. Furthermore, development may endeavor aimed at enhancing employee's self-efficacy in the workers that work closely with customers, as well as increasing awareness of how their work redounds other departments in the organization, which may be motivate the employees to have appropriate working performance in their service roles (Bowen and Lawler, 1995). In addition, organizational entanglement in employee career development programs could benefit in gains for hospitality customer's occlusion from line-staff employees' stronger commitment to service quality, decreasing in employee turnover, and overall improvements in customer-employee interactions. Customers who discover higher service quality result from those improved factors will experience increased satisfaction and this should result in improved customer loyalty (Parasuraman, Zeithaml and Berry, 1988).

Kong, Cheung and Zhang (2010) suggested that hotel should offer effective career development activities such as training, mentoring, performance appraisal and development programs to their workers. Additionally, hotel employees must actively participate in career activities provided by their companies, as this may assist them to develop specific career objectives, improve career-relevant skills, and broaden their career-related networks. Definitely, both hotels and hotel employees have to pay more attention to career development. These activities are guaranteed as a beneficial to the career competency development. Such as, performance appraisal may offer introduce to career planning, and can assist employees to be better aware of their performances (Baruch, 2003) as well as mentoring plays a vital role in directing career development and decision making (Ayres, 2006).

Many researchers clarified career development activities consist of mentoring, job enrichment, coaching, training programs, job rotation, and tuition assistance programs, all of which are meant to support qualification and self-improvement for service employees.

First, mentoring happens in service organizations when a more experienced person, such as the employee's manager, takes responsibility for the development and advice of a less experienced employee. These professional relationships usually include advising, role modeling, networking, and the provision of social support (Gomez-Mejia, Balkin and Cardy, 2007). The next factor is job enrichment, when service managers assign more job responsibilities and varieties of tasks, in order to provide challenges and motivation. By allowing employees to act as informants to consult customer issues, new product development, and sales challenges; by doing this, the company could incorporate their unique vision into organization decisions. Moreover, job enrichment for hospitality employees can dedicate the modifying of work tasks to include higher levels of responsibility and latitude in satisfying clients, which should lead to increased feelings of empowerment for these workers (Jackson & Sirianni, 2009). Third, coaching is focused on managers working to improve an employee's performance in their current role. It should be considered as a day-by-day, hands-on procedure of service managers offering workers with personal guidance, significant feedback, and support to improve their overall knowledge and advance their career potential (Columbo and Werther, 2003). Stimulating supervisors and frontline managers to coach-rather than direct-employees by setting expectations, giving constructive feedback, and guiding-rather than providing-solutions has a strong positive effect on frontline employees' commitment to practicing service quality, as well as improving employee attitudes and job behavior (Elmadag et al., 2008). Fourth, training programs not only assist managers prepare service employees for their current roles, but also provide workers with the competencies they need for the future role in their career path. Formal training for these employees must be directed at assisting them to understand how to obtain quality of service.

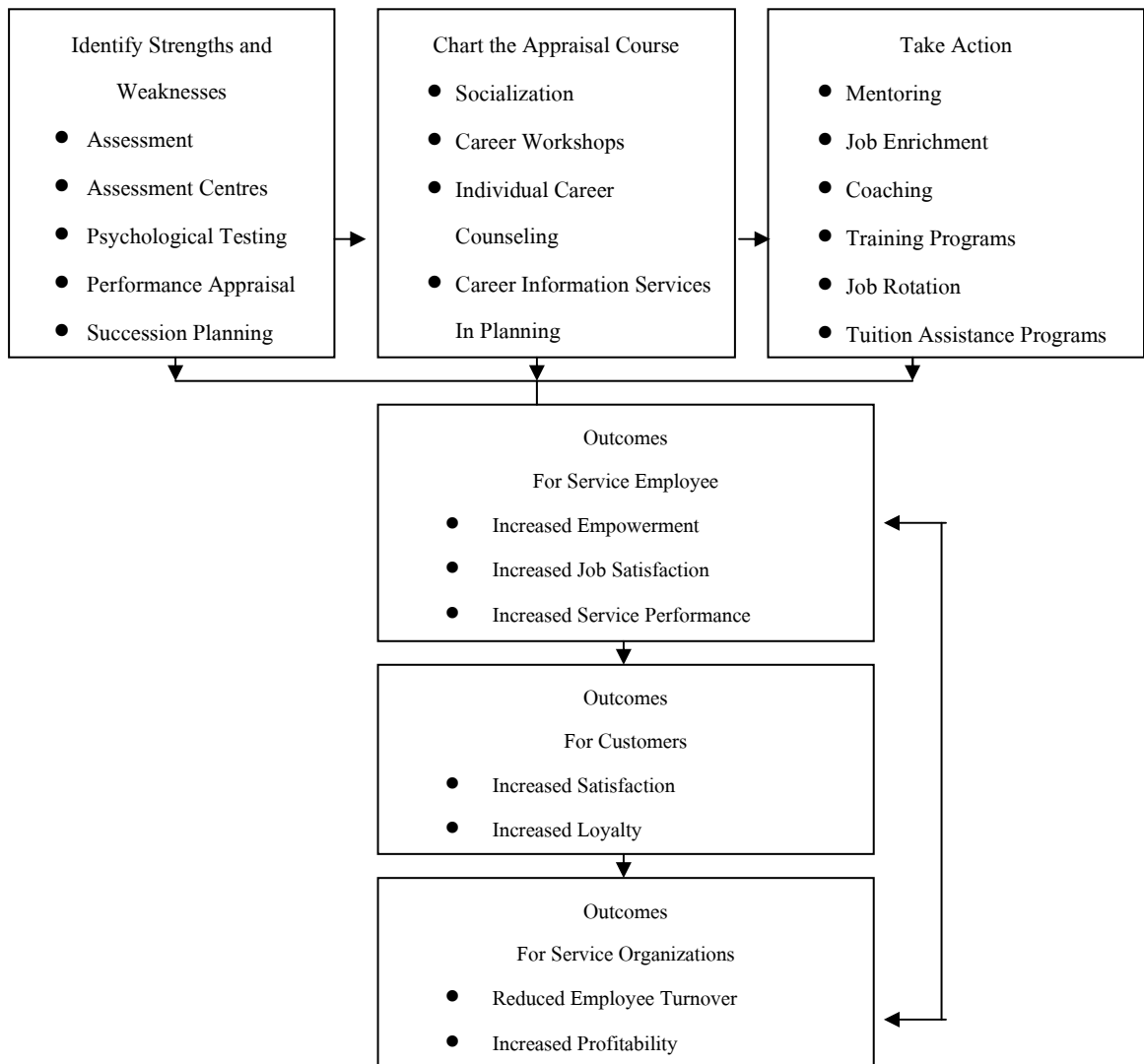
Meanwhile, it is also important that workers receive training on how their work relates to company-extensive financial performance and other organization objectives. Furthermore, training goaled at assisting workers grow with the organization (Specht, Fichtel and Meyer, 2007). Another important element is job rotation, offers a method for managers to disclose their employees to a variety of jobs within the organization, such that the workers gain a

wider base of skills and broader perspective regarding other functions of the organization. It's a win-win situation whereby staff can gain skills and knowledge of career options, while the organization receives more well-rounded and proficient personnel (Brox, 2007).

According to Jackson and Sirianni (2009) suggested that one way that service companies can take better treat of their workers and in turn, their clients and profits is to implement career development programs, which are planned processes for connecting hospitality employees' career needs within their organization's employment needs. Employees who are offered with major career development programs are probably to show increased job satisfaction and organization loyalty, which transforms to decreased employee turnover for organizations. Furthermore, increased hospitality employee retention could translate to increased customer satisfaction and company productivity that play an important role in the hospitality organization. Not only to decreasing employee turnover but also increasing customer satisfaction, career development programs can also offer hospitality managers with empowerment opportunities for their employees including coaching and training-that will better capable them to manage the stress and responsibilities that appear with serving customers, while also improving their job performance.

Jackson and Sirianni (2009) explained the components of career development for frontline service employees proposed a conceptual model to offer service industry managers with the main elements of service employee career development programs. The necessary components of career development shown in figure 2.3.

Figure 2.2 The components of career development for frontline service employees



Source: Jackson and Sirianni (2009)

McCabe (2008) studied the career development and planning regarding strategies for career planning and development in the convention and exhibition industry in Australia. In order to understand the career planning and development strategies that individuals utilize two areas of exploration were investigated; an individuals career mobility through such features as job and sector mobility, time mobility and the personal career strategies the employees had used when looking for advance their career.

For mobility the results found that respondents followed a self-directed career and were clearly responsible for any job moves. These demonstrate that it is individuals not the

company who initiated the job changes and who are controlling their own career. In order to identify and understand the individual career strategies used by respondents on the career development, respondents were asked to deliberate on their career to date and to identify strategies that they had used in seeking to advance their career.

The results suggested that there are three key personal career planning strategies used by individuals; using their contacts in industry to get on and networking (rank 1), keeping informed of opportunities in the organization through colleagues and internal bulletins (rank 2) and regular scanning of job advertisements-newspapers and the internet (rank 3). However, individuals did not see the essential to learn a foreign language, to play internal politics in the company in order to get noticed or of the need to imitate a successful role model as important career strategies. In respect of the personal career planning and development strategies used by individuals the results demonstrate that individuals use a range of strategies in order to progress their career and ensure them extend efficacy. These include strategies that link to the use of both the external and internal environment, such as networking and the use of other such support systems.

Meanwhile, the study of Horrigan, Poole and Nielsen (1996) supported that support networks are an essential resource for an individual's job and career success and are a precious element in career development. It occurs that individual have explored the importance of being proactive through their networks in order to ensure their marketability and successive employment within the sector.

Rasins, Franze and Russell (2007) provided multiple methods that service company can follow to ensure that career development programs are successful. First, upper management in hospitality firms should display commitment to career development efforts by fostering an organizational culture that values ongoing learning and employee growth. They should support development programs financially, speak to them, and promote from within. Next, career development programs should be introduced holistically to decrease opposition and contemptuous actions from workers, who might perceive changes in the company as only "programs of the month". By doing this, it is important to seamlessly assemble career development initiatives with other hospitality employee management procedures, including recruiting and selection, performance evaluation, and compensation. Responsibility for career

development also needs to be shared between company, managers, and frontline workers. The company should invest in career development resources and reward managers for developing their direct reports. Likewise, hospitality employees should take ownership for their career advancement and satisfaction, committing to ongoing learning and building their competencies. They need to set objectives, stay aware of job opportunities, and actively manage their own careers. As well as, hospitality managers must perceive training in career counseling, coaching, and mentoring, in order to fulfill their roles as career development leaders. It is crucial that supervisor-employee career development meetings be honest and motivating experiences, whereby hospitality employees are assisted to set realistic objectives and provided encouragement and support. Managers who do not have strong experience in being career coaches and mentors should ask for advice from human resources, training, and coaching.

The study of Schmidt (2007) suggested that companies should be flexible for career development as an open system that able for adjustment for each employee situation. Meanwhile, it is important that service managers maintain open dialogs with their employees about the effectiveness of each activity in their career development programs, and make changes when it is necessary.

In conclusion, career development programs that include training and coaching focused on decision making and customer service can provide service managers with an effective way to empower their employees, which leads to many positive outcomes including reduced employee burnout, increased employee effectiveness in their customer-facing roles, and improved company revenues (Jackson and Sirianni, 2009).

Thus, career development programs would also lead to outcomes which provide advantages for hospitality organization. By establishing a more empowered and satisfied workforce through career development initiatives, hospitality organizations able to experience decreased employee turnover; this commonly in turn to customer satisfaction, loyalty, and company profitability (Heskett et al., 1994).

2.4 Career Analysis in hospitality industry

Many hospitality researchers have shown an interest in investigating the influence of particular activities on career analysis and career paths. As Adamson, Doherty, & Viney (1998)

mentioned the concept of career as a path indicates a route that having a direction or a goal that links the continual positions over time. The term career is defined as the unfolding series of a person's work experiences over time within an occupational or organizational context (Van Maanen & Barley, 1984). This definition reverberates the path simile, approaching career as a journey or as movement. This simile harmonizes two key underlying areas of career: time and direction that reflect the manager's career of multiple moves towards different locations and positions (Inkson, 2004).

Career paths contain mobility, direction, pace, goals, incentive, barriers, motives, human capital accumulation and many other attributes.

Career analysis of Ladkin (2002) studied the career paths of hotel general managers in Australia. The study suggested four important components of career analysis; Career length, Education, Career mobility and Career ambition.

2.4.1 Career length

Career analysis often uses 'age' as its major descriptive tool as it reflects an individual's when considering their career progression and career planning. Considering a career throughout an individual's lifespan stimulates them to use age as an indicator of career could not be underestimated as a benchmark of career progression. In this study measured the length of time it takes to reach general manager from two points; a standardised measure from age 18, and an un-standardised measure from the age the respondent left full-time education. This un-standardized measure was investigated in recognition of the fact that many respondents might take charge of a range of educational syllabuses regarding to starting their careers (Ladkin, 2002).

2.4.2 Education

Education attainment considered that one of the major variables that might influence career choice or opportunity. Moreover, as it is human capital and is an important factor of access to high-income and high-position jobs. Thus, education is often seen as the starting point for career development, and is fundamental to career analysis. In this study, Ladkin (2002) assumed the relationship between person's level of educational attainment and career progression. This relationship assumes that the higher the individual's educational level, the further (and more rapidly) they will progress in the organizational structure. To test this assumption, any studies of career paths have to include an assessment of education qualifications. Or in other word, MBA or

bachelor's degree in hospitality management should support individuals for career advancement to grow to higher position such as hotel general manager faster than persons with a lower educational attainment. Ladkin (2002) study confirmed that GM who have undertaken MBA education in vocational course have experienced the faster grow in their career progression. This support the notion that higher educational level leads to a more rapid career advancement.

The study of Ko (2012) explored chefs' professional competence, job satisfaction and career development confidence. The study found that organizations need to provide more opportunities for chefs to receive continuing education to encourage their professional competence. In order to helping chefs to make better-quality, delicious menus, employers providing such continuing education would help chefs to develop within the organization and career paths planning. Continuing-education syllabuses for chefs need to contain content that varies regarding to the chefs' ages, educational levels, and specialties. Organizations and employers must learn more about chefs' demands with different personality characteristics, for example, chances for promotion, personal development, and sense of accomplishment, according to deprive staff turnover.

The study about career path of 114 general managers of US mid-scale, upscale and luxury hotels, and the results showed that the better qualified the person was, the better opportunities that individual had to becoming hotel general manager in a Luxury hotel. The results revealed that, the percentage of GMs with bachelors' degrees quite the same for all three hotel types, while a much higher proportion of Up-scale and Luxury hotel GMs attended graduate school and completed masters' degrees. Only 5.4% of Mid-range hotel GMs had masters' degrees compared to 17.3% of Up-scale and 16% of Luxury hotel GMs. The percentage of GMs with bachelor's degrees and graduate work was: Mid-range 48.7%, Up-scale 75%, and Luxury 68%. The results also found that the higher tendency for specific vocational education backgrounds the upper quality of scale for hotel type. Table 2.2 shows, 29% of Mid-range GMs were hospitality majors in college; this jump to 38.9% for Up-scale and increases further to 52.6% for Luxury hotels. The percentage of 'other' college majors (i.e. neither hospitality nor business) falls proportionately from Mid-range (32.3%) to Up-scale (27.8%) to Luxury (15.8%) GMs (Nebel, Lee & Vidakovic,1995).

Table 2.3 US General Manager's educational qualifications

Education/Major	All GMs	Mid-range	Up-scale	Luxury
Education				
High school	6.2%	2.7%	5.8%	12.0%
Associate degree	13.1%	16.2%	9.6%	16.0%
Some college	20.2%	32.4%	19.2%	4.0%
Bachelors degree	46.5%	43.3%	48.1%	48.0%
Some graduate school	5.2%	0.0%	9.6%	4.0%
Masters degree	14.0%	5.4%	17.3%	16.0%
College major				
Hospitality	38.7%	29.0%	38.9%	52.6%
Business	34.7%	38.7%	33.3%	31.6%
Other	26.6%	32.3%	27.8%	15.8%

Source: Nebel et al.,1995.

In the examination of the skills required by executive teams, are among those who have concluded that on-the-job training methods are more effective than formal education in helping individuals to develop effective competencies (Steed & Schwer, 2003). In contrast, Brownell (2008) conducted a study about leadership competencies the findings argued that GMs ranked a formal education as among the least important factors influencing effectiveness on the job. Whether as a component of an academic program or for professional development on the job, consultants and researchers have argued persuasively that over 80% of what managers need to know can only be acquired through experiences in the field. Rather than spending hours in classroom, today's future leaders develop both key competencies, skills and abilities by gaining working experiences. Therefore, the famous business schools are extending their obligation to offer chances for students to experience real business challenges as they demonstrate their learning of essential leadership competencies. Such as internships, case studies, and consulting projects assist students to demonstrate not only competencies but also essential skills and abilities (Raybound and Wilkins, 2005).

On the other hands, Causin and Ayoun (2011) supported that educational courses preparing students for work in international hospitality business should try to reveal students to develop the knowledge and skills components of international business, especially assisting students in learning to gather global information. Similarly, supervised internships with international corporations would be made available to students to begin to learn how to apply strategic plans in tactical way. The internships would also help students to develop personal communication skills required to be future leaders. Cross-cultural communication knowledge and skills would be offered in a classroom and applied through international internships. The international internship maybe difficult to achieve but the result would be substantial to have appropriate prepared international leaders. At the same time, in a classroom, students must be taught about the importance of flexibility and open-minded for new ideas that can be occurred in the real international business experience. Furthermore, Steele (2003) studied the career analysis about the career paths of low, mid, and high level managers in the hotel business in Auckland, New Zealand. The study suggested that Auckland's top hospitality professionals were increasingly well qualified and compare better to their Australian peers, but still lag behind U.S. and U.K. managers of the similar position. Steele (2003) stressed that, however those who progressed to the top by working through the ranks (with or without a degree education) are to be congratulated, formal qualifications has been essential for the continuing professionalization of the industry.

Finally, the limited amount of literature available has given significant insights about the impact of education and career development. As Harper, Brown & Irvine (2005) argues that, there has been a wealth of research that has explored the career development of manager in the hotel industry (Arnaldo, 1981; Guerrier, 1987; Guerrier and Lockwood, 1990; Ladkin and Riley, 1996; Ladkin, 2000), few studies have explored career development related specially to variables such as educational background and the relative significance, if any, of formal qualifications.

2.4.3 Career mobility

Mobility is restricted by the actual number of hotel organizations and the different types and number of jobs within those hotels. Within the total structure, the internal and external labor markets are the vehicles for mobility.

The traditional view of career paths suggested by Walker (1992) has been the bureaucratic type which emphasize upward mobility within a single organization or functional area of work, and established lines of career advancement. As well as Grandjean (1981) stressed that the bureaucratic career is identified by the rewards of salary and occupational prestige.

However, this view of career paths has been challenged, nowadays, careers often link with many organizations, contain different kinds of mobility, such as lateral or downward mobility, and job responsibilities discharge without title change (Walker, 1992) In the rapidly changing conditions of the contemporary organizational career environment the development of a career is now considered to be more about building out from core jobs and involves sideways and lateral moves. As identified by Van der Heijden (2001) career mobility can also help a person in his/her employability and assist in building up a network of contacts both inside and outside corporation.

Time mobility and geographic mobility in McCabe (2008) study. For time mobility; the length of time an individual remains in a job could also be considered a component of an individual's career planning and development strategies. The results suggested that the mean time that respondents had been employed in their current position was 2.8 and 3.3 years in previous jobs; the median length of time was 1.6 years in their current position and 2 years in their previous jobs. It would appear that individual changes jobs approximately every two to three years. These findings support those found by McCabe and Weeks (1999). There was also evidence for some respondents who had remained with an employer for longer periods of time, for example, 7-26 years. And for geographic mobility; forty-five percent of respondents indicated that they had relocated to another city or state in Australia in the process of undertaking a job moves whilst over one-third (34%) of sample respondents had worked in another country in the course of their career in the Convention and Exhibition industry or within other industry sectors. It would seem that they follow a self-directed career and use mobility as a strategy to assist in their career planning and development.

Finally, the high rates of mobility evident in the hotel industry have implications for the recruitment and retention of hotel general managers. This is an essential consideration for human resources. For example, in the case of GMs, mobility is restricted by the actual number of

jobs within those hotels. Within the total structure, the internal and external labor markets are the vehicles for mobility (Ladkin & Riley, 1996).

2.4.4 Career ambition

At the personal level, individuals vary in their abilities and ambitions. This is also considered as an important factor for career advancement is that persons have different abilities for certain tasks, and different motivations for wanting to undertake different jobs. Chance opportunities and constraints are also aspects of personal career development that influence career patterns and choices. Career ambition is the driving force behind personal choice and the direction of a career path. Noe, Noe & Bachhuber (1990) suggested that individual motivations and values affect career decisions and career success.

2.5 Hotel Management Competency

The first competency models created by David McClelland (1973). The competency models are descriptive tools used to establish human resources capability. Chung-Herrera et al (2003) suggested that a competency models have become a useful method for identifying requisite skills in both hospitality and tourism and operation (Tas, 1988) and to identify competencies is an importance issue for researchers and practitioners nowadays. As many corporations practice competencies in their human resources departments. For example, job analysis, hiring process, training, career development, succession planning, and performance appraisal. These models offer a variety of corporation functions and assisting in key managerial competencies skills development. A competency model is defined as “a descriptive tool that identifies the knowledge, skills, abilities, and behaviors needed to perform effectively in an organization” (Chung-Herrera et al., 2003, p. 17). The simple terms of competencies are defined as the personal qualities and talents needed to do a pre-described job effectively and efficiently regarding to established quantifiable organizational standards able to meet specific objectives (Zopiatis, 2010). In addition, Brownell (2008) suggested that a competency is defined as a skill or personnel attribute/ability that is required to be effective on the job-that is critical to achieving targeted results.

Managing an organization requires adaptive responses both to the job tasks and the changing environment. To cope with these demands, the traditional management framework,

mainly based on knowledge and skills, is insufficiently. For this reason, the extensive concept of managerial competences has been recently introduced, which identifies two interrelated sets of managerial competences: technical and generic (Kanungo and Misra, 1992; Lawler, 1994).

Technical managerial competence consists of having the knowledge and skills that enable the manager to give an effective performance in specific areas of management such as marketing (marketing and marketing analysis), financial and accounting (economic-financial management), quality management (service quality management), customer care quality of service (customer profiles and behaviors). Generic managerial competence refers to managers' capability of self-regulation and self-control in job development (Kanungo & Misra, 1992). It also covers other individual characteristics (attitudes, motivation, or personality traits) that relate to coping with less programmed and technical tasks and more generic situations (Agut, Grau and Peiro, 2003).

At the same time, Sandwich (1993, pp. 46-50) offers the definition for the five competencies categories (Table 2.4)

Table 2.4 Definition of competency

Competency	Definition
Conceptual-creative	Cognitive skills associated with comprehending important elements of the job and creative thought.
Leadership	Ability to turn ideas into productive action.
Interpersonal	Skills for effective interaction with others.
Administrative	Personnel and financial aspects of organizational life
Technical	Knowledge and skills associated with the actual work

Source: Sandwich, 1993

Competency models provide huge advantages for the researchers. For example, developing training programs tailored to improving management and staff performance (Hofrichter and spencer, 1999); selecting, rewarding, and promoting (Zenger and Folkman, 2002); predicting individual job performance (Spencer and Spencer, 1993), unit-level performance (Russell, 2001), and organizational performance (Hollenbeck and McCall, 1997);

planning professional development and career progression (Epstein and Hundert, 2002); and empowering staffs for making managerial decisions (Menon, 2001).

Furthermore, Lucia and Lepsinger (1999) offered two reasons for the importance of competency models in the competitive environment. Firstly, they pose their benefit in “ensuring that employees are acting the right things; explaining and correlating the requirement for effective performance. This competency would assist models corporations align internal behaviors and skills with the strategic way of the whole organization” (p. xiii). Secondly, they suggested that competency models are most effective way when efficacy is required for competitive advantage. Especially in a highly competitive environment. The higher productivity with a few staff, who must have the required skills and knowledge (p. xiii).

Moreover, Abraham, Karns, Shaw and Mena (2001) stated that effective leaders should have skills that include communication, teambuilding, problem-solving, and decision making. At the same time, Kirkpatrick and Locke (1991) mentioned that initiative, intelligence, and knowledge of the business also must be added. As well as Topping (1997) suggested confidence, trust, teamwork, communication, problem-solving ability and a desire to develop others in his comprehensive skills list. Ireland and Hitt (1999) suggested that flexibility, strategic thinking, and teamwork were central to managerial effectiveness on the other hands Lengnick-Hall and Lengnick-Hall, 1999 and Earle, 1996 suggested that creativity and integrity are primary factors. While Buergermeister (1983) argued that technical skills are important, human relations and conceptual management skills are essential for hospitality managers upon graduation.

The hospitality industry faces significant obstacles regarding to human resources, including a shortage of staff, high staff turnover rate is more than double while comparing with other industries, lack of skills and knowledge, and the competence gaps, especially for managers, are also extensive (Martin, Mactaggart & Bowden, 2006).

A competency framework has been applied in the service industry. Especially, competency-based approaches have been used to a variety of selecting, training, and performance management contexts (Athey and Orth, 1999; Kochanski and Ruse, 1996; McEvoy, Hayton, Warnick & Mumford, 2005).

Accordingly, the hospitality industry is skills-oriented, generic competencies of top managers must be the fundamental focus. Such as, competencies that relate to personal

relationships are extremely important, deliberating the truth that the service industry acquires close contact with people. Personal relationships do not certainly entangle managers communicating and interaction between staff and clients (Horng, Hsu, H, Liu, Lin, L & Tsai, 2011). As Umbreit (1992) provides six importance competency areas necessary for hospitality graduates; leadership, human resource management and communication skills. Sparrow and Hiltrop (1994) suggested that competencies fall into three categories, behavioral, managerial and core. As well as Nordinghuag (1998) stated a different three-level classification consisted of task-specific, firm-specific, and industry specific. In service industry the employees must possess a variety of personal and professional competencies to be successful in their job, including honesty, reliability, a smart appearance, enthusiasm, initiative and the ability to deal with customer (Youell, 1996). In addition, interpersonal skill is essential skill for employee who work closely with customer whether selling hotel rooms, dealing with complaint, or taking a telephone inquiry, employee must be able to demonstrate good communication skills and build up rapport with the customer. Hence, interpersonal skill also plays vital role in the developing of working relationship and effective communication in the organization (Dennis, 2009).

Organizations should identify required competencies for specific positions before hiring staff (Siu, 1998). Especially, directors of different levels within an organization require different managerial competencies (Horng et al., 2011). Kay and Moncarz (2007) studies suggested that a successful manager's career depend upon knowledge of financial management, personal relationships, communication, leadership, human resource management and other situational aspects. The study of Connolly and McGing (2006) conducted a survey of management competencies in the hotel industry in Ireland, the respondents were asked to supply competencies that were not listed on the survey instrument but were perceived to be important for managers. Included among the responses to this question were foreign language abilities as well as problem-solving and decision-making skills.

Research by Kay and Moncarz (2007) explored that the professional competencies of successful hotel managers and listed four items in decreasing order of importance: human resource management, financial management, marketing and information technology. Furthermore, Koenigsfeld, Kim, Cha, Perdue & Cichy, (2011) explored the study about developing a competency model for private club managers. The result provides that human

resource was the most important managerial competency for private club managers. It is important to investigate that the management of these human resource functions and activities may be somewhat different from other types of hospitality segments. Most clubs do not have a full-time human resource director, but instead human resource responsibilities are often shared by other managers, and in fact, these human resource activities are overseen and delegated by the general managers.

A study about competency analysis of top managers in the Taiwanese hotel industry by Horng et al (2011) focused most on generic practice-oriented professional competencies and technical professional competencies to increase hotel profitability. The respondents were asked to focus on the managerial competences required by the position and the extent to which people in the position possess each competency. The researchers used the Fuzzy Delphi method that explains the required competencies of top managers in the hotel industry and divided them into competencies and technical dimensions, 18 competency domain and 107 competency indices. Regarding the generic competencies of top managers in the hotel industry. Result found that leadership competency was the most importance, followed by those of crisis management and problem-solving competency. The competency domains within the technical competency dimension, the highest weight gone to the financial management competency domain, which is an important competency domain that top managers must continue to improve and also significantly influences individual achievements in the hotel industry. The next highest weight gone to the business and marketing competency domain. Across all competency domains, the information competency domain was the lowest weight. The second-lowest weight existed for the human resources competency domain.

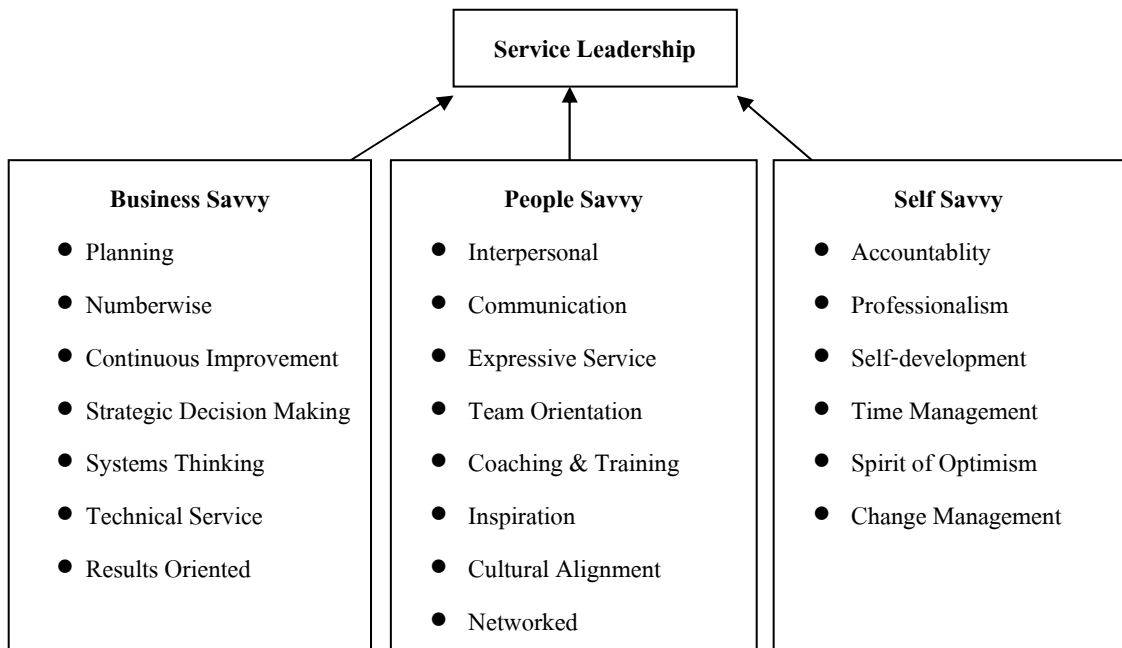
As well as the chef's perspective competencies required for a successful career in Cyprus including the level to which these competencies have been developed (acquired) on-the-job. The findings revealed that technical (culinary specific) competencies were the most important, followed by leadership-management competencies. In contrast, conceptual (creative-adaptive) competencies were ranked low by the respondents (Zopiatis, 2010) Moreover, Ko (2012) studied the effects of culinary professional competence and job satisfaction in the area of confidence regarding career development, and examines job satisfaction factors as mediators of professional competence. The results provided that being a culinary professional is related to both

job satisfaction and career development confidence, and that job satisfaction mediated professional competence and career development confidence. Therefore, job satisfaction plays a vital role in career development confidence in chefs. This result was similar to the study of Ho (2001), who found that job selection satisfaction would affect career success. These findings were also consistent with previous studies (Brownell, 2004) which investigated the direct effects of professional competence on career development. This study found direct influence through job satisfaction. Thus, professional competence crucially affects job satisfaction, ongoing professional development is very important to staff (Beck and Murphy, 1996). Employees were more likely to choose a job for reasons such as its match with their abilities and the opportunities it provides for them to learn new skills. The specific competencies required to move from middle-to-senior level positions then determine career selection and development (Brownell, 2004).

On the other hands, Tas (1988) developed a set of key competencies for hospitality management trainees based on the perceptions of 75 hotel managers working in the United States. From the original list of competencies, 36 were including in a quantitative questionnaire addressed to hotel managers. According to their composite mean of importance, competencies were separated into three categories; essential, of considerable importance and of moderate importance. Managing guest problems with understanding and sensitivity, maintaining professional and ethical standards in the work environment, professional appearance and poise, effective communications, the development of positive working relation were considered as essential. Moreover, Raybould and Wilkins (2005), adopting the generic skills framework, which includes traits relevant to the nine skills area of oral communication, written communication, problem solving, conceptual and analytical, information management, teamwork and leadership, interpersonal, adaptability and learning, and self-management, suggested that service managers in Australia contribute more importance to interpersonal, problem solving and self-management traits.

A hospitality competency model developed by Testa and Sipe (2011). The study showed the results of interviews with 110 industry managers, which yielded a model of 100 behavioral in 20 competency areas. These competencies cluster into 3 high order categories; business savvy, people savvy and self-savvy (Figure 2.4).

Figure 2.3 High order competency model



Source: Testa and Sipe, 2011

The results of this study offered a wide range of implications. First, when considering the whole model, the study showed an importance of leadership behaviors is required for effectiveness. While many of the comparative studies tend to be considered more on business and people-related competencies, the findings suggested a balance of business, people and self-savvy may be needed. When considering at specific competencies, the results found the differentiation. For example, technical service quality in the business savvy area and expressive service quality in the people savvy area represent service-specific competencies that are important for customer satisfaction, but have been paid limited attention. Both removing obstacles in service systems and role modeling service quality by “wowing” customers represent areas that service managers employ in everyday activities. Meanwhile, little is known about which specific actions have the greatest impact on employees and/or customers. Similarly, the notion of cultural alignment, which will assist to generate employee commitment to the corporate’s objectives is not discuss leadership competency in this study. Finally, self-development and spirit of optimism are areas that differentiate this model. While, the self-development was discussed in Chung-Herrera et al (2003), its establishment is more notable. Absolutely, activities designed to develop self-

awareness may be vital to leadership in the hospitality industry where staff/client/manager interactions are so widespread.

According to Brownell (2008) explored the skills and attributes/abilities of leaders from two service sectors, land-based hotels and ocean-based cruise ship. The study found the differences between the two samples as shown in Table 2.5

Table 2.5 Top ranked means hotel and cruise skills and attributes/abilities combined

General managers			Cruise directors		
Item	Mean	SD	Item	Mean	SD
Leading teams	4.73	0.521	Intercultural communication	4.74	0.615
Hardwork	4.65	0.533	Effective listening	4.73	0.503
Effective listening	4.62	0.523	Managing conflict	4.71	0.561
Trustworthiness	4.59	0.680	Managing crises	4.70	0.539
Integrity	4.55	0.657	Positive attitude	4.70	0.563
Positive attitude	4.52	0.644	Flexibility	4.69	0.493

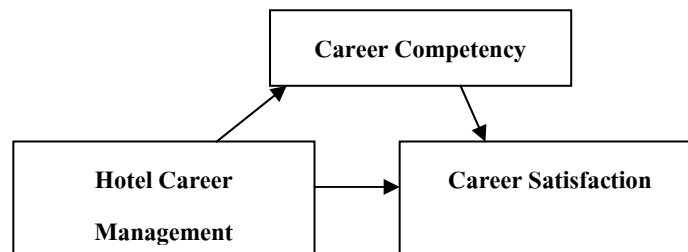
Source: Brownell, 2008.

The results indicated in a rank ordering of top importance six items by mean ratings, while skills and personal attributes/abilities are merged. The difference found in the relative importance of various skills and personal attributes/abilities might be attributed to the predominant features of working environment. The specific competencies are required. While a Cruise Director operates in an organizational setting characterized by features that are substantially different from those confronted by his or her land-based counterpart. These differences in organizational context can be appreciated by examining the four dimensions, two at the macro level (the organization and the external environment) and two at micro level (staff

characteristics and the nature of the work). That now can be used as a framework in examining the need for leadership competencies that address specific job requirements (Brownell, 2008).

Kong et al (2011) conducted the study about employees' career satisfaction. The findings offered a framework and suggested that career competency acts as a mediator of the relationship between hotel career management and employee career satisfaction. The study revealed that career competency mediates the relationship between three dimensions of perceived hotel career management (career appraisal, career development, and career training) and career satisfaction. As shown in Figure 2.4

Figure 2.4 Career competency as a mediator of hotel career management and satisfaction



Source: Kong et al. 2011

In the study of the importance of career competency. The results found that hotel managers seem to achieve higher career satisfaction when their career management is encouraged through hotel career activities. For example, mentoring, job rotation, and performance appraisal. Both hotel and employees should adopt proactive and effective practices to enrich career competency (Arthur et al,1995).

While Barham and Devine (1990) suggested the key competencies of the international manager. They investigated 250 European corporations asking expatriate managers to explain the competencies attributed to be successful expatriates. Technical qualifications, functional expertise, and professional experience were not listed as competencies that differentiated highly successful expatriate. However, the study suggested that expatriates could not expect to succeed in their functional roles without these functional competencies. Distinguishing competencies of successful expatriate managers include (in descending order of importance) strategic awareness, adaptability to new situations, sensitivity to different cultures,

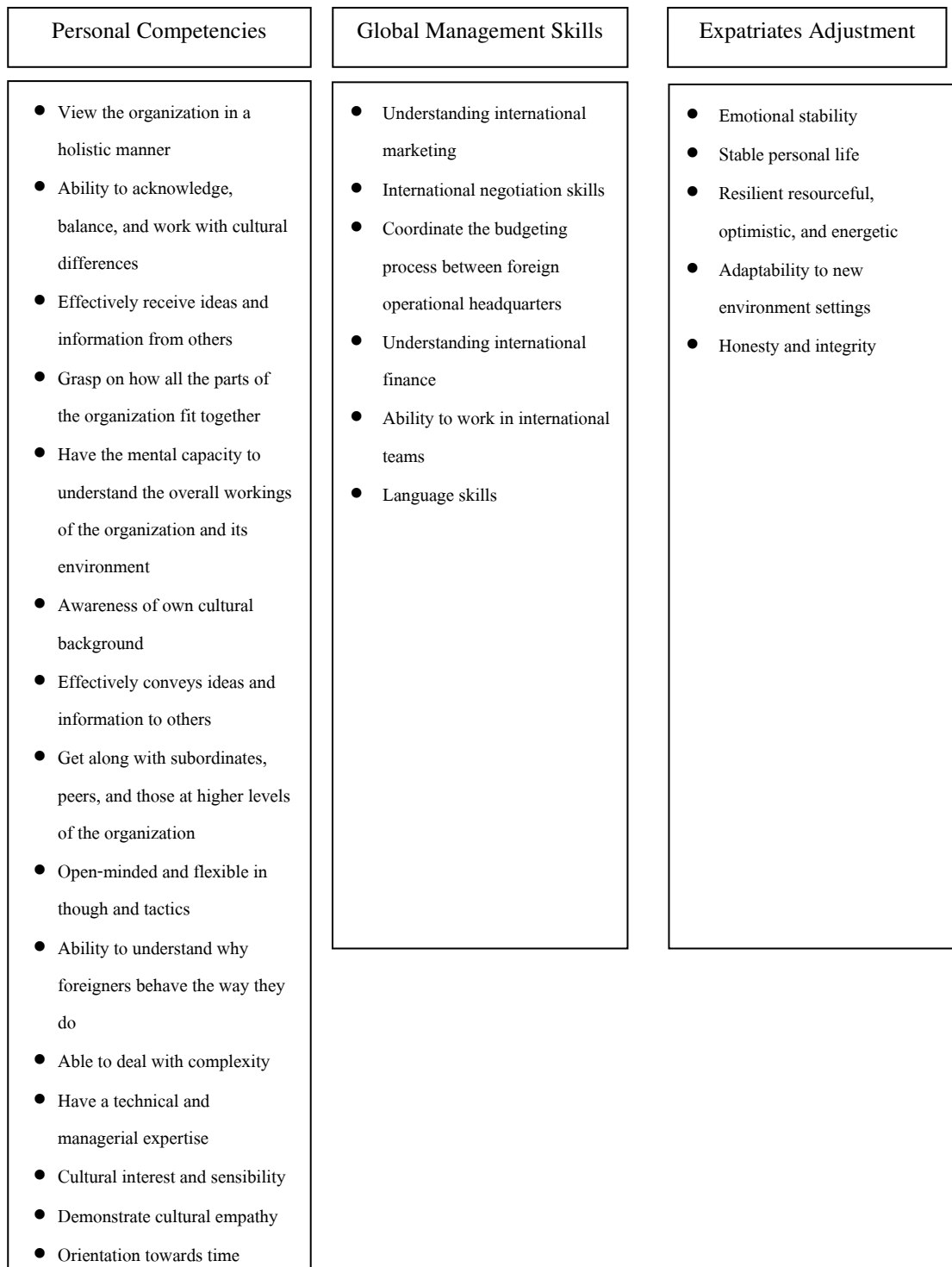
ability to work in international teams, language skills, understanding international marketing, relationship skills, international negotiation skills, self-reliance, high task-orientation, open, non-judgmental personality, understanding international finance, and awareness of own cultural background. The majority of expatriate competencies uncovered in this study involved broad qualities having more to do with interpersonal skills and personal characteristics than with technical expertise. Finally, the study showed that the best way to develop international qualities among managers is through expatriate experiences. In fact, a relatively new trend among internationally active business has been to make expatriate experience a mandatory requirement prior to promotion into senior executive positions (Counson-Thomas, 1990; Geber, 1992; Week, 1993).

Researchers suggest that the resume of the candidate could serve as a starting point in the selection process. Several information can be obtained through this document, including the amount of international experience of the person, and more specially, if the person has ever worked in the country that is in focus (Avril and Magnini, 2007; Tye and Chen, 2005), the technical competence of the candidate and the ability to efficiently perform the task that requires specific skills (Avril and Magnini, 2007). It is pertinent to note that researchers generally consider previous international experience to be of importance to expatriates because foreign work experience typically teaches an individual the ability to generate strategies for adaptation in new situations (Avril and Magnini, 2007; Tye and Chen, 2005).

In conclusion, many hospitality organizations are considering competency development as a source of competitive advantage as Enz and Siguaw, 2000; Noe (2008) the completion of competency framework assists hotel companies for future development and planning, and also provides useful reference for the hospitality curriculum design, assisting courses development relate to competencies which will able to help students in exploring a suitable career path. The hotel management competency is an important resource for human resource management and educational course.

Moreover, Causin and Ayoun (2011) have established the model for a successful hospitality expatriate assignment to prepared the expatriate executives to their host countries for the failure minimization (Figure 2.6). The study offered three components which were personal competencies, global management skills, and expatriate adjustment. The labels assigned to each factor are descriptive of the component contents and are reflective of current research into the success criteria involved with managing in international environment. These finding paralleled that of the information revealed by Nelson (1999).

Figure 2.6 A model for a successful hospitality expatriate assignment



Chapter 3

Methodology

This research is a qualitative research. The aim of the research is to investigate career path of hotel general managers in different hotel affiliations; independent hotels, domestic chained hotels and international chained hotels. And to identify competencies needed for hotel general managers as well as to explore training needs to be successful as hotel general managers.

Semi-structured interviews were used to study in-depth hotel general managers' background, hotel general managers career path, hotel management competency and future focus on competencies development. Moreover, reviewing secondary data obtained from books, articles, journals, magazines, and newspapers were used.

This chapter reviews the methodology utilizes in conducting this study. First, a description of population, sample size and selection of this study was described. Next, how the interviewees were exposed to the research instrument will be described, follow by how the researcher collecting the data.

3.1 Population, Sampling Group and Sampling Method

3.1.1 Population

The target population of this study was hotel general manager position who works in independent hotels, domestic hotels and international chain hotels focused on resort destinations in Thailand; Phuket, Krabi, Phang Nga, Koh Samui, Koh Samet, Koh Chang and Pattaya.

The reason for focusing on top 7 resort destinations in Thailand because the researcher found out that Krabi, Phang Nga, Phuket Koh Samui and Pattaya were in the top 10 popular destinations in Thailand rated as travelers 'choice in the most popular website for the travelers <http://www.tripadvisor.com> in year 2015. Moreover, other destinations such as Koh Samet and Koh Chang also were in the list of the top 10 islands for a perfect trip to Thailand (<http://www.huffingtonpost.com>, 2014). Furthermore, TAT (2015) revealed that Phuket, Krabi, Koh Samui Pattaya and Koh Chang were in the top destinations in Thailand. Hence, it is interesting for the researcher to investigate career of hotel general managers who are working in

these destinations and it could be challenge to explore their training needs and required competencies.

3.1.2 Sampling Group and Sampling Method

This research used the purposive sampling method to select the interviewees. Purposive sampling is a sampling method in which elements are chosen based on purpose of the study. Purposive sampling may involve studying the entire population of some limited group or a subset of a population. As with other non-probability sampling methods, purposive sampling does not produce a sample that is representative of a larger population, but it can be exactly what is needed in some cases - study of organization, community, or some other clearly defined and relatively limited group (Given, 2008).

Purposive sampling is virtually synonymous with qualitative research and much more interested in case study analysis. For example, why particular people or groups feel particular ways, the processes by which these attitudes are constructed and the role they play in dynamic processes within the organization or group. Embedded in this is the idea that who a person is and where that person is located within a group is important (Sekaran & Bougie, 2010).

The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable the researcher to answer research questions and objectives. Whilst the various purposive sampling techniques, they can provide researchers with the justification to make generalizations from the sample that is being studied, whether such generalizations are theoretical, analytic and/or logical in nature. Purposive sampling is useful because it provides a wide range of non-probability sampling techniques for the researcher to draw on (Given, 2008).

This method will help the researcher to identify the list of the interviewees that needed to be addressed by the survey.

By doing this, the researcher obtained the purposive sampling method, involves the choice of subjects who are most advantageously placed or in the best position to provide the information required. This type of sampling technique might be the most appropriate if the population to be studied is difficult to locate or if some members are thought to be better (more knowledgeable or more willing) than others to interview. Purposive sampling may curtail the generalizability of the finding due to the fact that researcher using a sample of experts who are

conveniently available. However, it is the only viable sampling method for obtaining the type of information that is required from very specific groups of people who are very knowledgeable are included in the sample (Given, 2008).

In this study, the researcher has conducted the interview with hotel general managers within specific hotel organizations to determine their career paths, competencies needed and training needs to be successful as hotel general managers in different hotel affiliations. Therefore, the only people who can give first hand information is the hotel general managers who have risen to the positions of important top-level executives in hotel organizations. They could reasonably be expected to have expert knowledge and experiences, and might perhaps be able to provide good data or information to the researcher. On the other hand, the researcher found out that not only are there relatively few, but they are also extremely busy and may well be reluctant to take time to talk to researcher. Relying on the purposive sampling of some knowledgeable experts may be far more productive in identifying potential interviewees than trying to develop a list of the population in order to randomly select a small number.

The criteria for choosing the samples of hotel general managers for the interview will base on the following:

- The hotel general manager who currently in general manager position with more than 5 years' experience in hotel business.
- The hotel general manager who currently works in independent, domestic or international hotel chain.
- In terms of hotel size, as the research interested to collect information on competencies needed for hotel general managers, it was felt that interviewees should work in hotels more than 49 bedrooms. This was to eliminate the small motels and guest houses which are likely to be run by proprietors. Interestingly, for hotel general manager who works in hotel with more than 49 bedrooms might be more challenge due to hotel management competencies.

From all criteria mentioned above, the researcher chose the qualified interviewees as shown in Table 3.1

Table 3.1 Proportion of Interviewees Selection

Population	No. of selected interviewee
1. Independent Hotels	7
2. Domestic Hotels	7
3. International Hotels	7
Total:	21

For the proportion of interviewees selection. The researcher found out the target interviewees by sending 350 emails to hotel general managers who are working in 7 resort destinations; 70 emails were sent to hotel general managers who are working in Phuket, Koh Samui and Pattaya followed by 50 emails were sent to hotel general managers who are working in Krabi and Phang Nga and 20 emails to Koh Chang and Koh Samet. The total 350 emails were sent, the researcher received reply from 17 hotel general managers who are able to have interviews which is 4.8 % of respond rate from all resort destinations. From 17 target interviewees, there were 6 target interviewees from domestic chained hotels followed by 6 target interviewees from independent hotels and 5 from international chained hotels.

After interviewed 17 target interviewees; 6 target interviewees from domestic chained hotels and independent hotels. 5 target interviewees from international chained hotels. Then, the researcher tried to make an equal proportion of the target interviewees. By doing this, the researcher continued sending 70 more emails for further interviews. Finally, the researcher received 4 more respond; 1 from domestic chained hotel, 1 from independent hotel and 2 from international chained hotels. As the aim of the researcher to conduct equal interviews from target interviewees. Base on the previous interviews (6 target interviewees from domestic chained hotels and independent hotels, 5 from international chained hotels). The researcher continued the 6th interview with target interviewee from international chained hotel. Finally, the researcher made equal number of 6 interviews from target interviewees per each hotel affiliation.

The researcher found out that saturation was attained after 18 interviews (6 key informants per hotel affiliation). Then the researcher continued the interviews by adding one more key informant per hotel affiliation. After all interviews have conducted, the researcher felt that a

saturation level is reached because no new theoretical/information insights are being gleaned from the interview data.

Finally, the researcher conducted the interviews of total 21 interviewees (7 interviewees per hotel affiliations).

Further to this, other researchers have tried to suggest some kind of guidelines for qualitative sample sizes. As Warren's (2002) suggested that the minimum number of interviews needs to be between twenty and thirty for an interview-based qualitative study to be published (Bryman 2012: 425). While Green and Thorogood (2009 [2004], p.120) stated that "the experience of most qualitative researchers is that in interview studies little that is 'new' comes out of transcripts after you have interviewed 20 or so people". While some researchers offered guidelines for qualitative samples, there is evidence that suggests others do not strictly adhere to them. Thomson (2004) for example carried out a review of fifty research articles accessed with the search parameter "grounded theory" in citation and abstract, and founded sample sizes ranging from five to 350. Just over a third (34%) used samples between Creswell's suggested range of 20 and 30 (1998, p.128) while only 11 studies (or 22%) used samples in Morse's range of over 30 (1994, p.225).

In addition, Rubin and Rubin (1995) suggest continuing to select interviewees until the researcher can pass two tests. First, completeness: "What you hear provides an overall sense of the meaning of a concept, theme, or process." (p. 72). Second, saturation: "You gain confidence that you are learning little that is new from subsequent interview[s]." (p. 73).

3.2 Type of Research

This research is a qualitative study. Firstly, the researcher acquired information which is principle, theory and related research and relevant literatures. The interview questions were applied to collect data from hotel general manager.

3.3 Study setting

The research setting is a noncontrived, the researcher collected data in the organizations that it done in the natural environment where work proceed normally for

understanding career path, hotel management competencies, training needs to be successful as hotel general managers focusing on hotel affiliations.

3.4 Unit of analysis

The problem statement of the study focused on career paths and competencies needed of hotel general managers using career analysis technique. Therefore, the unit of analysis is individual employees in the organization. Data collecting process has gathered from each individual and treating each hotel general manager's response as an individual data source.

3.5 Research Instruments

3.5.1 Interview

The semi-structured interview was used in order to achieve the objectives of this research. Semi-structured interview, according to Bernard (1988), is best used when interviewers won't get more than one chance to interview someone. The semi-structured interview guide provides a clear set of instructions for interviewers and can provide reliable, comparable qualitative data. Semi-structured interviews are often preceded by observation, informal and unstructured interviewing in order to allow the researchers to develop a keen understanding of the topic of interest necessary for developing relevant and meaningful semi-structured questions. The inclusion of open-ended questions and training of interviewers to follow relevant topics that may stray from the interview guide does, however, still provide the opportunity for identifying new ways of seeing and understanding the topic at hand.

Moreover, Kvale (1996) explained that the most useful interview format for conducting qualitative research is often "semi-structured" (sometimes called "moderately scheduled"). This means the interview is not highly structured, as is the case of an interview that consists of almost closed-ended questions, nor is it unstructured, such that the interviewee is simply given a license to talk freely about whatever comes up. Semi-structured interviews offer topics and questions to the interviewee, but are carefully designed to elicit the interviewee's ideas and opinions on the topic of interest, as opposed to leading the interviewee toward preconceived choices. They rely on the interviewer following up with probes to get in-depth information on topics off interest.

Gubrium (2001) suggested the uses of semi-structured interview method

- Positive rapport between interviewer and interviewee. Very simple, efficient and practical way of getting data about things that can't be easily observed (feelings and emotions, for example).

- High Validity. People are able to talk about something in detail and depth. The meanings behind an action may be revealed as the interviewee is able to speak for themselves with little direction from interviewer.

- Complex questions and issues can be discussed and clarified. The interviewer can probe areas suggested by the respondent's answers, picking-up information that had either not occurred to the interviewer or of which the interviewer had no prior knowledge.

- Pre-Judgment: Problem of researcher predetermining what will or will not be discussed in the interview is resolved. With few "pre-set questions" involved, the interviewer is not "pre-judging" what is and is not important information.

- Easy to record interview (video / audio tapes).

Two underlying principles of the semi-structured interview are (1) strive to avoid leading the interview or imposing meanings, and (2) strive to create relaxed, comfortable conversation (Kvale, 1996).

The interview was adapted from previous researches and literatures which related to career path, career analysis, hotel management competency, career planning and development.

This interview questions are semi-structured for the purpose to provide a detailed career history of the interviewees and all interview questions led to answer the research questions and objectives.

The semi-structured interview was adopted as an instrument for hotel general managers. Interview questions were designed based on the concept of working life and work history data which has been researched in the context of hospitality and tourism related careers by Ladkin (1999).

Ladkin (1999) mentioned that the collecting work history data can then be undertaken through the use of either questionnaires or interviews, depending on the specific aims of the study. Therefore, the purpose of this study memory recall method has been adopted and

interview questions were designed on the principles of work biography or in other words life and work history analysis, in order to provide a detailed career history of the interviewees. The interview questions were designed in order to facilitate memory recall.

The main criteria for the design of the interview questions are that questions need to start with the most recent job first and previous seven jobs of each respondent (Ladkin, 1999), and ask each person to recall a range of information about the jobs and what happened in job moves. Obviously, some people would have had more than eight jobs and some fewer (Ladkin, 2002) However, previous research (Riley & Turam, 1989; Ladkin & Riley, 1996) found that eight was the number that would encompass most of the main stages in all career, very experienced and well-travelled hoteliers.

3.5.2 The interview designed

The interviews were conducted at the work site of the interviewees. At the beginning of each interview, the researcher gave a brief explanation regarding the background of the research, objectives of the study and definition of key terms. Furthermore, the interview is composed of eight parts:

Part 1: Personal demographic characteristic

Part 2: Employer's profile

Part 3: Educational qualifications

Part 4: Career development and training experiences

Part 5: Information about the interviewee's career path

The interview questions were asked interviewees to give details of a various elements of their career histories. These are the level of each job, the functional area of each job, the extent of job moves throughout their careers and whether these between or within companies.

Part 6: Hotel Management Competency

The interview was asked interviewees to rank the top 5 important hotel management competencies from the list. This list of hotel management competency has been used in previous researches such as Kanungo and Misra, 1992; Lawler, 1994; Chung-Herrera et al., 2003; Sandwich, 1993; Hofrichter and spencer, 1999 etc.

Interviewees were asked to explain why they think these competencies are important and give some explanation when they use these kinds of competencies. Furthermore, for the purpose of this research interviewees can give any other additional competency/competencies they use to advance their competence to investigate their required competencies as hotel general managers.

Part 7: Future focus for competency development

The interview was asked interviewees to mention career development regarding training experiences they are expecting to attend in the future to develop their competency/competencies.

After designed of interview questions the researcher conducted the interview with key informants' interviewee using the face-to-face interview at hotel organizations. The reasons to conduct face-to-face or direct interview because the researcher can adapt the questions as necessary, clarify doubts and ensure the responses are properly understood, by repeating or rephrasing the questions. The researcher can also pick up nonverbal cues from the respondent. Moreover, the face-to-face interview relatively high response and cooperation from interviewees (Sekaran & Bougie, 2010).

The study used a snowball sampling method to find out target interviewees of 21 hotel general managers. The target interviewees were constructed using hotel listings from hotel reservations websites. Firstly, the researcher composed email to hotel general managers who work in domestic, independent and international hotels based on the criteria of target interviewees with the attachment of interview questions. Secondly, hotel general managers replied an email to conduct the interview at their workplace. The interview was conducted around 40 minutes and during the interview the researcher asked for interviewee's permission for tape recording and taking notes. Finally, when the interview conducted, the researcher also ensured to the interviewees that all information given during the interviews will be kept confidentially.

3.6 Data Collection

3.6.1 Primary Data

This study is a qualitative research. The purpose of the research, first is to investigate career paths of hotel general managers and to explore how long it takes to reach

general manager position. Second, is to identify competencies needed for hotel general managers. Finally, explore career development and training experiences to be successful in their career as hotel general manager.

This research was carried out over a year period from July 2012 to October 2013, and the data was collected by semi-structured interviews. The interview questions were designed based on the concept of working life and work history data which has been researched in the context of hospitality and tourism related careers by Ladkin (1999). The interview asked interviewees to explain their career histories. These consisted of educational qualifications, career development and training experiences, the duration, level and functional area of each job, the extent of job moves whether these were by themselves or by promotion, within or to another companies. In addition, questions on hotel management competencies focused on top five important competencies to be successful in hotel general manager's career.

3.6.2 Secondary Data

The researcher will collect further information from the following:

- Tourism Authority of Thailand (TAT)
- Thai Hotel Association (THA)
- Academic journals
- Textbooks
- Newspapers
- Websites

3.7 Data Analysis

The content analysis was used to analyze the data in this qualitative research. All interviews were audiotape-recorded and transcribed verbatim.

3.7.1 Data reduction

The reduction of data through coding and categorization. The researcher used content analysis to analyze the data. The researcher began by reading each transcript from beginning to end. Then, the researcher read each transcript carefully, highlighting text that appeared to describe an emotional reaction and writing in the margin of the text a keyword or

phrase that seemed to capture the emotional reaction, using the interviewee's words. As the researcher worked through the transcript, the researcher attempted to limit these developing codes as much as possible. After open coding of three to four transcripts, the researcher decided on preliminary codes. And then coded the remaining transcripts using these codes and adding new codes when the researcher encountered data that did not fit into an existing code. Once all transcripts had been coded, the researcher examined all data within a particular code. Some codes were combined during this process, whereas others were split into subcategories. Finally, the researcher examined the final codes to organize them into a hierarchical structure if possible.

3.7.2 Data display

Data display involves taking reduced data and displaying them in an organized, condensed manner. Along these tables and frequently mentioned phrases.

3.7.3 Drawing conclusions

Answer research objectives by determining what identified themes stand for, by thinking about explanations for observed patterns and relationships, or by making contrasts and comparisons.

Chapter 4

Results

This chapter presents the results obtained from this research in order to achieve the objectives of the research, which are as follows.

1. To investigate career paths of hotel general managers in independent hotels, domestic hotels and international chain hotels
2. To identify competencies needed for hotel general managers in independent hotels, domestic hotels and international chain hotels
3. To explore training needs to be successful as hotel general manager.

4.1 Interview with hotel general managers

4.1.1 The key informants

The key informants of this study were hotel general managers of resort in Thailand. The study used a snowball sampling method to find out target interviewees of twenty-one hotel general managers; seven interviewees from domestic chained hotels, seven interviewees from independent hotels and seven interviewees from international chained hotels. The target interviewees were constructed using hotel listings from hotel reservations websites. The profile of the interviewees was shown in Table 4.1

Table 4.1 Profile of the interviewees

No.	Hotel Affiliation	Code	Age	Gender	Region
1	Domestic	GMDOM1	54	Male	Asia
2	Domestic	GMDOM2	38	Male	USA
3	Domestic	GMDOM3	49	Male	Asia
4	Domestic	GMDOM4	39	Male	Europe
5	Domestic	GMDOM5	55	Female	Asia (Thailand)
6	Domestic	GMDOM6	44	Male	Europe
7	Domestic	GMDOM7	52	Male	Europe
8	Independent	GMIND1	42	Female	Europe

Table 4.1 Continued

No.	Hotel Affiliation	Code	Age	Gender	Region
9	Independent	GMIND2	40	Male	New Zealand
10	Independent	GMIND3	47	Male	Europe
11	Independent	GMIND4	51	Male	USA
12	Independent	GMIND5	53	Male	Europe
13	Independent	GMIND6	48	Male	Asia
14	Independent	GMIND7	44	Male	Europe
15	International	GMINT1	37	Male	Europe
16	International	GMINT2	43	Male	Australia
17	International	GMINT3	48	Male	Europe
18	International	GMINT4	42	Male	Australia
19	International	GMINT5	41	Male	Europe
20	International	GMINT6	44	Male	Europe
21	International	GMINT7	42	Male	Europe

4.1.2 Characteristics of interviewees

Information on the demographic profile of interviewees was sought, covering age, gender and nationality. All 21 participating interviewees provided the information on their demographic profile. 14 out of 21 interviewees were between the ages of 40 and 51 years old, the average age was 44.81 years old. However, four interviewees were in the age category above 51 years old (GMDOM-1,5,7 and GMIND-5). While 3 interviewees (GMDOM-4, GMINT-1,4) were in the age category below 39 years old. Of these 21 interviewees, target interviewees have more males than females, 19 out of 21 interviewees were male, and 2 interviewees were female (GMDOM-5, GMIND-1). In terms of nationality, most of the interviewees (12 out of 21 interviewees) come from Europe region, 4 interviewees from Asia. From these there was only 1 Thai interviewee (GMDOM-5), 2 interviewees from Australia and 1 from New Zealand, and 2 interviewees from the USA.

4.1.3 The Characteristic Profile of the Interviewees' Hotels

4.1.3.1 Geography

This research sample has proportionately participants only in the southern and eastern parts of Thailand, this research has focused on seven resort holiday destinations; Krabi, Phang Nga, Phuket, Suratthani, Pattaya, Rayong and Trat. Table 4.2 shows the target interviewees selected by geography.

Table 4.2 Target interviewees selected by geography

Geography	Interviewees	Total
Krabi	GMDOM-4	2
	GMIND-5	
Phang Nga	GMIND-4	1
Phuket	GMDOM-1,2,3,5	9
	GMIND-1,2,3	
	GMINT-1,2	
Suratthani (Koh Samui)	GMDOM-6	3
	GMINT-3,4	
Total (South)		15
Pattaya	GMDOM-7	4
	GMINT-5,6,7	
Rayong (Koh Samet)	GMIND-6	1
Trat (Koh Chang)	GMIND-7	1
Total (East)		6
Total		21

4.1.3.2 Number of rooms

There were 11 out of 21 interviewees managed hotels with less than 100 rooms, 5 interviewees managed hotels between 100 to 300 rooms, and 5 interviewees managed hotels with more than 300 rooms. Table 10 shows the characteristics of interviewee hotels by number of rooms.

Table 4.3 Characteristics of interviewee hotels by number of rooms

Number of rooms	Interviewees	Total
Below 100	GMDOM-1,4	11
	GMIND-1,2,3,4,6,7	
	GMINT-3,4,6	
101-300	GMDOM-5,6,7	5
	GMIND-5	
	GMINT-1	
Above 301	GMDOM-2,3	5
	GMINT-2,5,7	
Total		21

4.1.3.3 Star rating

In terms of star rating in this study, 11 out of 21 interviewees work in 4 stars' hotels. While 10 interviewees work in 5 stars' hotels (see Table 4.4).

Table 4.4 Star rating of interviewee hotels

Star Rating	Interviewees	Total
4 stars	GMDOM-1,2,5,6,7	11
	GMIND-1,4,5,6,7	
	GMINT-7	
5 stars	GMDOM-3,4	10
	GMIND-2,3,	
	GMINT-1,2,3,4,5,6	
Total		21

4.1.3.4 Number of employees

In terms of number of employees, it is obvious that there were 8 interviewees managed hotels that employed 100 to 300 employees similar to another 8 interviewees managed hotels that employed more than 300 employees, while 5 interviewees managed with less than 100 employees. Table 4.5 shows the characteristics of interviewee hotels by number of employees.

Table 4.5 Profile of number of employees

Number of Employees	Interviewees	Total
Below 100	GMDOM-1,4	5
	GMIND-1,2,6	
100-300	GMDOM-5,6	8
	GMIND-3,5,7	
	GMINT-3,4,6	
Above 301	GMDOM-2,3,7	8
	GMIND-4	
	GMINT-1,2,5,7	
Total		21

4.1.3.5 Occupancy rate

In terms of occupancy rate, interviewees revealed their average occupancy rate from 55% to 75%. The overall average occupancy rate was 63.14%. The majority of the interviewees (13 out of 21 interviewees) managed hotels with average occupancy rate between 61%-70% followed by average occupancy rate between 51%-60% (4 interviewees). On the other hand, there were 4 interviewees managed hotels with average occupancy rate above 71%. Table 4.6 shows the characteristics of interviewee hotels by occupancy rate.

Table 4.6 Characteristics of interviewee hotels by occupancy rate

Occupancy rate	Interviewees	Total
51%-60%	GMDOM-1	4
	GMIND-1,2,6	
61%-70%	GMDOM-2,3,4,5,6,7	13
	GMIND-3,5,7	
	GMINT-2,5,6,7	
Above 71%	GMIND-4	4
	GMINT-1,3,4	
Total		21

4.1.3.6 Hotel affiliations

In terms of chain of the hotels, three groups were equally distributed; 7 interviewees manage for Thai domestic chain hotels with affiliation whereas 7 interviewees manage for independent hotels without affiliation, while 7 interviewees manage for international chain hotels with affiliation. However, all of the interviewees managed in resort hotels.

Table 4.7 Characteristics of interviewee hotels by chain of the hotel

Chain of the hotel	Interviewees	Total
Thai domestic chain affiliated hotel	GMDOM-1,2,3,4,5,6,7	7
Independent hotel without affiliation	GMIND-1,2,3,4,5,6,7	7
International chain affiliated hotel	GMINT-1,2,3,4,5,6,7	7
Total		21

4.2 Research findings

4.2.1 Working Experience

With respect to the experience background, the results indicated that the majority of interviewees (10 out of 21 interviewees) had 17-22 years of working experience in the hotel industry. While, 4 interviewees had 23-28 years of working experience in the hotel industry. Moreover, 4 interviewees had more than 28 years of experience in the hotel industry.

Table 4.8 The characteristics of interviewees by working experience in the hotel industry.

Working Experience in the hotel industry	Hotel Affiliation			Total
	Domestic	Independent	International	
5-10 years	GMDOM-2			1
11-16 years	GMDOM-4		GMINT-1	2
17-22 years	GMDOM-6,7	GMIND-1,2,7	GMINT-3,4,5,6,7	10

Table 4.8 Continued

Working Experience in the hotel industry	Hotel Affiliation			Total
	Domestic	Independent	International	
23-28 years	GMDOM-3	GMIND-3,6	GMINT-2	4
More than 28 years	GMDOM-1,5	GMIND-4,5		4
Total	7	7	7	21

Regarding to working experience in the hotel industry by hotel affiliation. For interviewees from international chained hotel, the majority (5 out of 7) have 17-22 years of working experience while the interviewees from domestic chained hotel and independent hotel have difference years of working experience in the hospitality industry. With the maximum range of more than 28 years while interviewee from international chained hotel has the maximum years of working experience between 23-28 years in the hotel industry. Furthermore, only 1 interviewee (GMDOM-2) from domestic chained hotel has 5-10 years of working experience (Table 4.8).

In terms of GM position, about half of the interviewees (10 out of 21 interviewees) had worked in the GM position for 6-10 years. While another half of the interviewees (10 out of 21 interviewees) had worked in the GM position for less than 5 years, and only 1 interviewee (GMDOM-1) worked in the GM position for more than 10 years (Table 4.9).

Table 4.9 The characteristics of interviewees by working experience in the GM position.

Working Experience in the GM position	Hotel Affiliation			Total
	Domestic	Independent	International	
Less than 5 years	GMDOM-2,4	GMIND-2,3,6	GMINT-1,4,5,6,7	10
6-10 years	GMDOM-3,5,6,7	GMIND-1,4,5,7	GMINT-2,3	10
More than 10 years	GMDOM-1			1
Total	7	7	7	

For working experience in the GM position, the results found that there were no differences between interviewees from 3 types of hotel affiliation. There was equal number of the interviewees (10 interviewees) have working experience in the GM position for less than 5 years

while another 10 interviewees have working experience from 6-10 years in the GM position. The difference found that the majority of the interviewees from domestic chained hotel and independent hotel have 6-10 years in the GM position while the majority of the interviewees from international chained hotel have experience in the GM role with less than 5 years.

For The majority of the interviewees (11 out of 21 interviewees) had worked in their current hotels for 2-4 years while 5 interviewees have worked in current hotels for less than 2 years. Followed by 4 interviewees have worked in current hotels for 5-7 years, while only 1 interviewee (GMDOM-5) has worked in current hotel for more than 7 years (Table 4.10).

Table 4.10 The characteristics of interviewees by working experience in the current hotel as a GM

Working Experience in the current hotel as a GM	Hotel Affiliation			Total
	Domestic	Independent	International	
Less than 2 years	GMDOM-1,2	GMIND-1,7	GMINT-1	5
2-4 years	GMDOM-3,4,6	GMIND-2,3,6	GMINT-2,4,5,6,7	11
5-7 years	GMDOM-7	GMIND-4,5	GMINT-3	4
More than 7 years	GMDOM-5			1
Total	7	7	7	21

For working experience as a GM in current hotel. The results found that there were no differences between interviewees from 3 types of hotel affiliation. The majority of the interviewees (11 out of 21) have 2-4 years of working experience in their current hotel as a GM.

In conclusion, with respect to hotel affiliation. The interviewees from domestic chained hotel have difference number of years of working experience in hotel industry from 5 to more than 28 years while interviewees from independent hotel have a range between 17 to more than 28 years and interviewees from international chained hotel have a range between 11 to 28 years of working experience. Interestingly, the majority of the interviewees from international chained hotel (5 out of 7) have working experience from 17-22 years while another 2 interviewees have working experience between 11-16 years (GMINT-1) and 23-28 years (GMINT-2) was the maximum working experience of interviewee from international chained hotel. Meanwhile, 2 interviewees (GMDOM-1,5) from domestic chained hotel and 2 interviewees

(GMIND-4,5) from independent hotel have the maximum years of working experience with more than 28 years.

Finally, there have some minor differences between the interviewees from 3 types of hotel affiliation about working experience.

4.2.2 Time mobility

4.2.2.1 Time mobility by age

The information presented in Table 4.11 shows the age at first the interviewees entered the hotel industry.

Table 4.11 Age of interviewees at first entered the hotel industry

Age at first entered the industry	Hotel Affiliation			Total
	Domestic	Independent	International	
20 years old			GMINT-2	1
22 years old	GMDOM-1	GMIND-2,3,4,6,7	GMINT-4,5,7	9
23 years old		GMIND-1,5	GMINT-1,6	4
24 years old	GMDOM-4			1
25 years old	GMDOM-3,6			2
26 years old	GMDOM-5			1
28 years old			GMINT-3	1
29 years old	GMDOM-2			1
30 years old	GMDOM-7			1
Total	7	7	7	21

For the age at first interviewees entered the hotel industry found that interviewees in this study entered the industry during the age from 20 to 30 years old. 9 out of 21 interviewees started working in the hotel industry since they were at age 22 years old when 4 of them started at the age of 23 while another 2 interviewees entered the industry at age 25 years old.

The differentiation of the age at first entered the industry of the interviewees found that interviewees from domestic chained hotel have a wide range of age (22-30 years old)

at first entered the industry while most of the interviewees who are working for independent and international chained hotel started their career in hotel industry at age 22 and 23 years old.

In conclusion, with respect to hotel affiliation. The interviewees who are working in domestic chained hotel entered the industry from age 22 to 30 years old while the majority of interviewees from independent hotels (5 out of 7) entered the industry at age 22 years old followed by another 2 interviewees entered the industry at age 23 years old. The same pattern as interviewees who are working for international chained hotel entered the industry at age 22 years old (3 out of 7) and 23 years old (2 out of 7). The results found that 20 years old (GMINT-2) was the youngest age at first entered the industry in this study and 30 years old (GMDOM-7) was the oldest age.

4.2.2.2 Time mobility by number of year

For the number of years to hotel general manager position since they left full time education, in this study. The majority of the interviewees, 10 out of 21 interviewees took 11-16 years to become a GM while 9 of them took more than 16 years. On the other hand, only 2 of them took 5-10 years to become a GM.

Table 4.12 The career mobility of the interviewees in terms of years to get into the GM position.

No. of years to GM position	Hotel Affiliation			Total
	Domestic	Independent	International	
5-10 years	GMDOM-2		GMINT-1	2
11-16 years	GMDOM-4,6,7	GMIND-1,2,7	GMINT-2,3,4,5	10
More than 16 years	GMDOM-1,3,5	GMIND-3,4,5,6	GMINT-6,7	9
Total	7	7	7	21

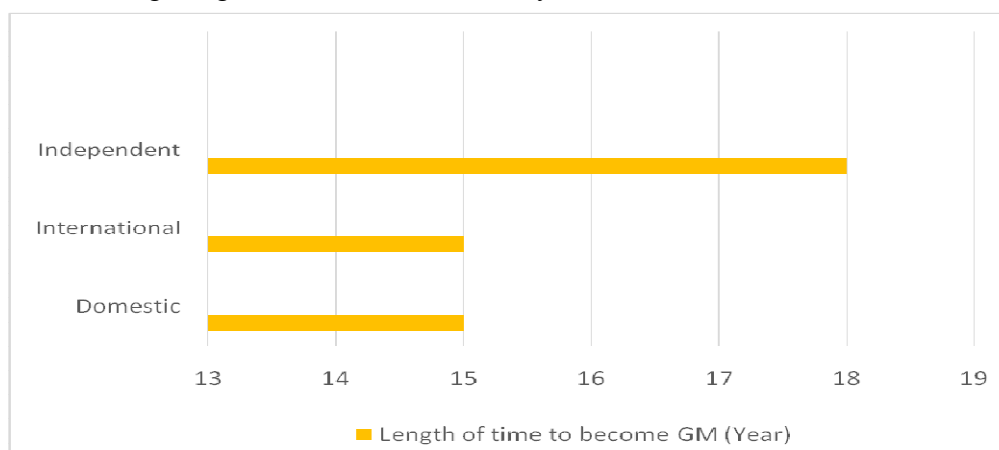
With regards to hotel affiliation. The results found that most of the interviewees from 3 types of hotel affiliation took 11-16 years to become hotel general manager Only 1 interviewee (GMDOM-2) from domestic and 1 interviewee (GMINT-1) from international chained hotel took 5-10 years to become GM while most of the interviewees from independent hotel (4 out of 7) took more than 16 years to become GM.

4.2.2.3 Length of time to GM

For the length of time to hotel general manager position of the interviewees in this study. The results showed that interviewees from domestic and international chained hotel took average 15 years to become GM while the interviewees from independent hotel took average 18 years to become GM.

For the comparison view points on career length of hotel general managers. For length of time to become GM, the results found that interviewees who are working in domestic and international chained hotel have the same pattern on career length. While interviewees from independent hotel spent more years to gain their working experience to reach GM position.

Figure 4.1 Average length of time to become GM by hotel affiliation



4.2.3 Educational qualifications

With regard to educational qualifications (Table 4.14), majority of the interviewees (18 out of 21 interviewees) had education qualification of Diploma and Bachelor's degree. While 3 interviewees (GMDOM-2,5, GMIND-6) had a Master's degree. None of the interviewees from international chained hotel have master degree education

Table 4.13 Educational qualification and major within GMs in domestic, international and independent hotels

Education Qualification	Hotel Affiliation		
	Domestic	International	Independent
Diploma and below			
Diploma and Bachelor	GMDOM 1,3,4,6,7	GMINT 1,2,3,4,5,6,7	GMIND 1,2,3,4,5,7
Undergraduate			
Master	GMDOM 2,5		GMIND-6
Educational Major			
Hospitality	GMDOM 2,5	GMINT 2,3,4,6	GMIND 1,3,4
Culinary and Catering	GMDOM-7	GMINT 1,5	GMIND6,7
Management and Business	GMDOM-1	GMINT-7	GMIND-2,5
Others	GMDOM 3,4,6		

All interviewees had gained a degree from full-time study. The most common educational major was hospitality (8 out of 21 interviewees). The results also show that 6 interviewees had gained specific culinary and catering qualifications, while 4 interviewees had a business and general management qualification and other qualifications were held by 3 interviewees (GMDOM-3,4,6). From these, three interviewees who held other educations were English literature (GMDOM-3), engineering (GMDOM-4) and law (GMDOM-6).

In conclusion, for the educational major, the results found that interviewees from domestic hotels has other educational majors such as English literature, engineering and law. The interviewees from domestic chained hotels who graduated these fields mentioned that the educational major in hospitality or culinary is not as important as gaining real world business experience in the hotel industry.

While interviewees from independent and international chained hotels believed that special qualification majors such as hospitality or culinary and catering helped them to have a well understanding about hospitality industry in both theories and practices. They suggested that

special educational majors regarding hospitality education offered benefits for their career progression especially for the first stage of their career.

4.2.4 Educational qualification and career path

Further analyses were done to find out if educational qualification had an impact on the time mobility of GMs. In other words, does higher educational qualification lead to faster career path.

The results of this study demonstrated that the only 1 interviewee with Master degree education (GMDOM-2) seems to be promoted to a faster career to reach GM position which took 7 years to become GM while another 2 interviewees (GMDOM-5, GMIND-6) who graduated Master degree disagreed that higher education is only the degree that support their knowledge and skill but was not supported them to a faster career. As shown in Table 4.13. There were 2 interviewees (GMDOM-5, GMIND-6) with Master degree education spent their time more than 16 years to become GM.

On the other hands, the majority of the interviewees (18 out of 21 interviewees) who held diploma and bachelor degree spending more time to gain the working experience in the hotel industry than those who graduated master degree education. The interviewees with Master degree education spent more time studying their course. Therefore, they entered the industry later than managers who graduated a bachelor degree (GMDOM-2 entered the industry at age 29 years old, GMDOM-5 entered the industry at age 26 years old while GMIND-6 entered the industry at age 22 years old as well as majority of the interviewees); hence, there is an age difference when they started their general manager position.

The results can't be confirmed that the interviewees with master degree tended to be promoted faster than managers with bachelor degree, which suggested that higher qualifications might or might not be affected the 'fast tracking' of the interviewees. Thus, the only interviewee (GMDOM-2) believed that formal education had been crucial for career development. Moreover, the interviewee believed that formal education had been and would continue to be a major influence in career path. As interviewee mentioned below:

“Over the years, I was realizing that if I wanted a faster rise in career, I needed the boost of MBA degree. So, I decided to study MBA. It was tough, I had to spare a lot of hours every day and prepared for the exams. But I believed that it's worth. MBA education is very

important in today's career because you can put in your CV that you are highly educated. MBA education allowed me to put all the obstacles through my careers. MBA program increased my potential; develop my skills and abilities. If you have decided to pursue studies or just about what to do and what direction you need to go to get a better career have mistaken hope, then MBA is really a good option for you” (GMDOM-2).

Meanwhile, another 2 interviewees also expressed their feeling about MBA education below:

“Master degree education is one of the most highly qualified training that has a good reputation in our business and career. This is not only good for students who want to offer a career in the service industry, but also a perfect training for people who would like to earn managerial skills. If you really want to have a bright future, and you are looking for a senior position in hotel business, then master degree is an excellent choice. Master degree education will not only increase your knowledge, but it also helps you in various other areas in developing your competencies such as decision making, monitoring and motivation of your staff” (GMDOM-5).

“It is often seen that many people are looking for the position of director and managerial position, but struggle with their knowledge, skills and competencies. If you are one of them, then MBA education is very important. MBA offers you to get the confidence and ultimately improve your personality, skills and attitude. Graduated with an expertise MBA, you can easily get a job in a famous company and reputation. If you are planning for MBA education, it is very important to the proper topic for your interest and the job that you want to find, in your nearest future. MBA in international business are finance, accounting, human resources, entrepreneurship, and some of the known MBA courses from which you can choose the best for yourself and work hard to succeed. MBA education not only helps you do a good job for you, but it also opens doors for you worldwide” (GMDIND-6).

Furthermore, a higher level of education appears to ensure entry into the industry at assistant supervisor level (GMDOM-5) and supervisor level (GMDOM-2, GMIND-6), whereas those with lower level of education began their career as management trainee and line staff grades (see Table 4.14). The study agreed that vocational qualifications such as hospitality, culinary and catering support a ‘fast-track’ career progression to the GM role.

Moreover, interviewees (GMDOM-2,5, GMIND-6) believed that a degree-qualified employee gives benefits to their company, but salaries of a degree-qualified employee will not be different to an employee who does not hold a degree qualification. This study suggested that interviewees who have a Master's degree qualification believed a qualified employee gives benefit to a company.

However, education did not influence the faster career growth of more than half of the interviewees and they were not sure what role their formal education had played in their career. They believed that a higher degree will not contribute more to the hotel business than having more years' experience in the hospitality industry. These finding indicated that a large majority of interviewees believed that years of experience is more valuable than a Master's degree qualification for their career progression. The interviewees mentioned below:

“For where I stand now, I think experience much more important than formal education. If you're considering a career in hospitality, work experience is a must. The sector is all about the consumer, so you need to show you know how to deal with customers. You need to be able to think on your own, work in a team, know all about the industry and above all have a real enthusiasm for hospitality. You can develop these skills and get the experience to show your employers off in a number of different ways: you could look for a formal internship or year in industry, take on a part-time job in a local restaurant, do a short work experience placement with a top hotel chain, or volunteer to organize fundraising events for a charity” (GMIND-3).

“There's more to getting the job you want than having the right degree. Today's employers are looking for skills you simply won't get through study alone. Employers want people who have skills and experience above the ability to study and pass exams. You need to prove to recruiters that you can do the job well. It's never too early to start acquiring the necessary credentials” (GMINT-6).

“Prospective employers are going to be looking very closely at your CV to see why they should employ you and not someone else. Anything you can include in your CV that can give you an edge is essential. In my opinion, working experience is one of the most importance factors because work experience is highly valued and having developed the right skills and attributes can be the key to securing a job. (GMDOM-1).

“A successful period of career will not only look good on your formal education but work experience can also be a stepping stone for your future employment. One of the most valuable benefits of career is work experience because it placing you in a real life situation, it gives you the opportunity to work with people. Working with other people requires you to develop skills and techniques to achieve a successful career” (GMIND-2).

Finally, it is useful to noted that the interviewees agreed that the skills and maturity that are generally acquired through academic study are as vital as the specialist and professional skills and hotel management competency acquired in the various degree programs.

4.2.5 Stages in career path

The information presented in table 4.14 shows the first stage of job in the career of hotel general manager. Interviewees were asked to indicate the first level of job they had undertaken prior to reach hotel general manager position (For more detail about interviewees’ all stages of career paths of the interviewees please see Appendix B).

4.2.5.1 First stage in career path

Table 4.14 The first stage in career path

The first position which interviewees started work in the hotel industry	Hotel Affiliation			Total
	Domestic	Independent	International	
Management Trainee	GMDOM-6,7	GMIND-3,7	GMINT-1,2,5,7	8
Line staff (i.e. Waiter, Room attendance)	GMDOM-1,3,4	GMIND-1,2	-	5
Assistant supervisor	GMDOM-5	-	GMINT-6	2
Supervisor	GMDOM-2	GMIND-5,6	GMINT-3	4
Assistant to Department Head	-	GMIND-4	GMINT-4	2
Total	7	7	7	21

For the early stages of their careers, surprisingly, there were 8 out of 21 interviewees (GMDOM-6,7, GMIND-3,7 and GMINT-1,2,5,7) began their career in management trainee position.

The interviewees expressed about their internship experience below:

“Students who study hospitality want to go into a variety of different fields, from general management to industry analysts and events management. Other work experience sectors include administration, marketing, front of house roles and more. You need to think about which of these many areas you want to go into and select work experience that aligns with the responsibilities of the graduate role you want. You might be aiming at getting on a high-flying graduate program for an international hotel chain but there’s no reason to pass off a few weeks’ work experience in a small, local guesthouse; if you work for a smaller employer, you might get more responsibility and an insight into the whole business rather than just one section of it. Equally, you might find relevant experience opportunities in unexpected places; for example, professional sport clubs often have hospitality or conference services too. Similarly, hotels, venues, resorts, theme parks and cruise liners offer more opportunities than meets the eye, as they also host conferences and other events requiring events assistants, caterers and bar staff. By taking a position at these kind of venues, you’ll be able to gain learn how a group incorporates hospitality into their wider services” (GMIND-3).

“International Management Trainee (IMT) program is designed to attract talented, passionate and enthusiastic graduates to ultimately create potential future leaders. It’s an opportunity to gain high profile exposure across hotels. To develop a well-rounded understanding of the hotel business, the management trainee program involves attachments to every aspect of hotel management, focusing on key operational areas like guest experience, restaurant and bar and housekeeping. The management trainee program provided me with the opportunity to work in every department of the hotel, which laid the foundation for later career moves in hotel operations from restaurant manager to director of operations” (GMINT-2).

Meanwhile, 5 interviewees began career in a line staff level (GMDOM-1,3,4, GMIND-1,2).

“At the age of 17, a friend assisted me in getting a job at as a steward, although I do not know and have experience in hotel industry before I felt a little nervous. Within a few weeks, I realized how fun the hospitality industry could be and worked at that resort throughout my college years, advancing to a waiter and eventually the manager of the restaurant” (GMDOM-3).

“It is important to gain an experience in front-line operate, as this is very different to the management and administrative environment in hotel organization. I believed that work experience in line staff position helped me to get well understanding of hotel operations, customer services and standards. While you are working as a line staff you will have the opportunity to work closely and interact directly with the customers, that is very important because you can improve your communication skills with customers and as well as your colleague to make satisfaction for the customers. Moreover, this is very challenge me when I was a line staff because you are always facing the unexpected situations that would help you to develop your problem-solving skills too. And all of this experience was very helpful to advance my career” (GMIND-2).

“I begin my career as a front line staff in front office department. This position was really challenge me when I first entered the hotel industry. Front office (or front of house) staff are often the first people guests meet. You might be checking guests in, dealing with questions or complaints, so you’ll need to be friendly, flexible and happy to help. Front office staff need to make a hotel service memorable for all the right reasons. For functional responsibilities in front office such as to be responsible for welcoming guests and handling any complaints, making reservations and the allocation of rooms with the housekeeping department, monitors the customer accounts and billing. Experience in front office department is valuable for my career development and helped me to advance my career to become a hotel general manager” (GMDOM-4).

Similarly, 2 of them (GMDOM-5, GMINT-6) began career in an assistant supervisor and 4 interviewees (GMDOM-2, GMIND-5,6, GMINT-3) as a supervisor. Another 2 interviewees (GMIND-4, GMINT-4) began career in an assistant of department head.

“I started my career in hotel business as a food and beverage supervisor. Food and beverage supervisor is responsible for the daily operations of restaurant, oversee all of the issues pertaining to a patron's dining experience, such as quality control, staff management, inventory, health and safety regulations and customer service. Food and beverage supervisor is generally responsible for all of the restaurant operations. Duties typically include interviewing, hiring, training, scheduling and managing employees, as well as overseeing inventory, including food and beverages, supplies and other restaurant equipment. As well as responsible for

resolving customer complaints regarding food quality and service and making sure the restaurant complies with health and food safety regulations. In addition, I also had to perform administrative tasks such as writing budgets. If you plan to grow up in hotel business I think work experience in food and beverage department will help you to achieve your aim” (GMDOM-2)

In conclusion, with regards to hotel affiliation. The results found that the majority of the interviewees from domestic chained hotel (3 out of 7) started their career as line staff level while the majority of the interviewees from international chained hotel (4 out of 7) began their first position in hotel as management trainee level. The result in this study showed that there were first 5 positions that interviewees started their career; management trainee, line staff, assistant supervisor, supervisor and assistant to department head. Interestingly, the interviewee from domestic chained hotel (GMDOM-2) who held the MBA education started his career as a supervisor. On the other hand, the interviewees (GMIND-4, GMINT-4) who graduated bachelor degree but they held “hospitality major” started their career as assistant to department head.

4.2.5.2 Last stage in career path

In the last stages of their careers, majority of the interviewees (15 out of 21 interviewees) have worked in the resident manager/EAM grade prior to general manager position while 6 of them have worked in department head (see table 4.15).

Table 4.15 The last stage in career path

The last position which interviewees worked before becoming GM	Hotel Affiliation			Total
	Domestic	Independent	International	
Department Head	GMDOM-1,2,7	GMIND-1,4	GMINT-4	6
Resident, Hotel Manager/ Executive Assistant Manager (EAM)	GMDOM-3,4,5,6	GMIND-2,3,5,6,7	GMINT-1,2,3,5,6,7	15
Total	7	7	7	21

In conclusion, with respects to hotel affiliation. The interviewees from domestic hotel (3 out of 7) had high chance to grow from department head grade prior to GM than those

who are working in independent and international chained hotel (which only 2 interviewees from independent hotel and 1 interviewee from international chained hotel). Especially GMDOM-2 who started career as a supervisor and last stage as department head grade prior to GM.

However, the results of this study demonstrated that it is possible to work up from the lower level such as management trainee and line staff to a top management position, as well as entering the profession as assistant to department head level.

4.2.5.3 First and final stage in career path before GM position by hotel affiliation

Table 4.16 The first and final stage in career path by hotel affiliation

Hotel Affiliation	First Stage in career path
Domestic chained hotel	Line staff/Management Trainee
Independent hotel	Line staff/Management Trainee/Supervisor
International chained hotel	Management Trainee
Hotel Affiliation	Final Stage in career path
Domestic chained hotel	EAM/Resident manager / department head (3 out of 7 interviewees)
Independent hotel	EAM/Resident manager
International chained hotel	EAM/Resident manager

In conclusion by hotel affiliation for the first and final stage of interviewee's career. The results showed the stages in career path, interviewees from domestic hotels seem to start their career at the first stage as "line staff" or "management trainee" position while interviewees from independent hotels started their career from different positions such as line staff, management trainee and supervisor. Most of the interviewees from international chains hotel started their career as "management trainee". For the final stage of their career before becoming GM, there were no differences between interviewees from domestic, independent and international chains hotel. The results found that mostly interviewees held EAM/Resident manager position before becoming GM. There were some chances for interviewees (3 out of 7 interviewees) from domestic hotels had the possibility to grow from department head before holding GM position.

4.2.5.4 Functional mobility

With respect to the functional responsibilities background, results shown in Table 4.16.

The results indicated that the majority of the interviewees (10 out of 21 interviewees), (GMDOM-2,3, GMIND-5,6,7, GMINT-1,2,3,5,6) came up through the Food and Beverage department becoming hotel general manager position, while 6 of them (GMDOM-4,6, GMIND-2,4, GMINT-4,7) came up through the Front Office department. The remaining career paths were 3 interviewees came up through Sales and Marketing (GMDOM-7, GMIND-1,3), Housekeeping (GMDOM-5) and Human Resources (GMDOM-1). Although, target interviewees in this study had no upward mobility of their career to GM position through Accounting and Finance, Engineering and others departments.

Table 4.17 Functional responsibilities in career paths

Department	Hotel Affiliation			Total
	Domestic	Independent	International	
Front Office	GMDOM-4,6	GMIND-2,4	GMINT-4,7	6
Housekeeping	GMDOM-5	-	-	1
Food and Beverage	GMDOM-2,3	GMIND-5,6,7	GMINT-1,2,3,5,6	10
Sales and Marketing	GMDOM-7	GMIND-1,3	-	3
Human Resources	GMDOM-1	-	-	1
Others (i.e. Accounting and Finance, Engineering)	-	-	-	-
Total	7	7	7	21

The interviewees mentioned about their functional mobility below:

“Experience in food and beverage is an essential skill that help you to get a faster career in hotel business, working in food and beverage department you need to have an excellent communication skill, good presentation skills, good listening skills and teamwork skills. Finally, all of these skills will increase your opportunities to grow or to be promoted in a higher

position because your manager need a good team leader who can dedicate their talent and enjoy working with people” (GMINT-3)

“With the growing demand for well-trained professionals in hotel industry, it has become mandatory to having food and beverage experience apart from the professional degree, food and beverage revenue can make up to 20 percent of all hotel revenue or more. That is a significant part of a hotel P&L (profit and loss). In my opinion, an increasing number of hotel general managers who has an experience in food and beverage because these people know how to offer full-service standard to guest and this is a way to attract customers and drive incremental revenue for our business” (GMINT-5).

With regards to hotel affiliation. The results found that the interviewees in this study who are working with international chained hotel came up through 2 departments; Front Office and Food and Beverage becoming GM. Of these, majority of the interviewees (5 out of 7) from international chained hotel had worked in Food and Beverage department before GM position while another 2 interviewees had worked in Front office department. On the other hands, interviewees from domestic chained hotel had wide range of working experience in Front Office, Housekeeping, Food and Beverage, Sales and Marketing as well as Human Resources. While the interviewees from independent hotel had worked in Front Office, Sales and Marketing and Food and Beverage before holding GM position.

The results indicated that to be a GM in international chained hotel, the experience in Food and Beverage field is the most important factor for the interviewees while there were some chances of the interviewees who had an experience in Front Office field to become GM in international chained hotel. However, there were more opportunities for the interviewees who have been working in Housekeeping, Sales and Marketing and Human Resources department becoming GM in domestic chained hotel and independent hotel. Especially domestic chained hotel opens more chances for the interviewees to become GM with wide range of working experience in others department not only in Food and Beverage but also in Housekeeping and Human Resources. While interviewees from independent hotel still agreed that Food and Beverage experience is opened more career opportunity for them to grow to be GM but nowadays working experience in others department such as Front Office or Sales and Marketing also would support their career growth. The interviewees from independent hotels believed that

all competencies required to be GM in independent hotel not only Food and Beverage but nowadays Sales and Marketing plays a vital role in the GM role. So that most of independent hotel are seeking to hire GM with Sales and Marketing experience rather than Food and Beverage.

In addition, this may imply that hands-on experience in the Food and Beverage division was most useful for eventual promotion to the rank of GMs, while field experience in the front office and sales and marketing divisions were also very useful. The data also shows that front of the house operational experience is more common for starting work in a hotel than back of the house experience, such as sales and marketing, accounting, finance and human resources, for those who go on become a GM.

4.2.6 Career moves

4.2.6.1 Career moves by organizations

For career move by organizations. The information presented in Table 4.18 shows the organizational move of hotel general managers, or in other words how many organizations do they move before becoming GM position.

Table 4.18 Career moves by organization

Working Experience in Organizations	Hotel Affiliation			Total
	Domestic	Independent	International	
Always work in domestic chained hotels	GMDOM-5,7	-	-	2
Always work in independent hotels/resorts	-	-	-	-
Always work in international chained hotels	-	-	GMINT-1,3,4,7	4
Move/change job to different hotel affiliation	GMDOM- 1,2,3,4,6	GMIND- 1,2,3,4,5,6,7	GMINT-2,5,6	15
Move/change job to others industry	-	-	-	-
Total	7	7	7	21

The results indicated that the majority of the interviewees, 15 out of 21 interviewees moved to different hotels/resorts. This means that during their career, they have moved to work in many hotel organizations.

Interviewees mentioned about their career moves by organization below:

“In my opinion, if you want to have fast-track career in hotel business, I’d suggest you to jump around to other hotels by promoting yourself to higher level” (GMIND-4).

“Even you want to do it or not, but I think it is essential. You must move around from hotel to other hotels, it is the way to open opportunities for yourself and you should not stick on one hotel because this is the fastest way to get promotion in your career” (GMINT-1).

“Experience working in international hotels will give you more opportunities in your career. For example, international chained hotels have good pattern of training programs rather than independent hotels. So try to get yourself to attend all training suggested by corporate office and human resources, if you can do that the international chain hotels would open opportunity for you to grow by promoting to higher position or even suggest interesting properties for you to work in” (GMINT-4).

“I have been working with international chain hotels since I left college until now I never think to work with other independent hotels because working with international chain hotels have several benefits for my future career, I am sure that I have job security. International chain hotels offer more opportunities about my career such as career development program for talented staff. So, if you have done your job well, you will get recognition and if the right time is coming, you will get promoting and rewarding by them” (GMINT-7).

With regards to hotel affiliation. The results found that the majority of the interviewees (5 out of 7) from domestic chained hotel have moved/changed their job to work in different hotel affiliation while another 2 interviewees (GMDOM-5,7) have always working only in domestic chained hotel. In contrast, all of the interviewees from independent hotel, have moved/changed job in different hotel affiliation before becoming GM. On the other hands, most of the interviewees (4 out of 7) from international chained hotel have always working in international chained hotel while 3 of them have moved/changed job to different hotel affiliation to grow to the GM role.

Base on the interview, the differentiation found that the interviewees from independent hotel have to move/change their organization for their career growth. Most of the interviewees from independent hotel have vast experience working in all hotel affiliation; domestic chained hotels, independent hotels and international chained hotels. The main reason for their moved/changed organizations regarding to job promotion to higher position. While the interviewees from international chained hotel who always working with international chained hotel agreed that working with international chained hotel give them career opportunity to grow in the organization such as career planning and development programs which offering by their corporate office. However, some of them have been working in different international chained hotels.

Finally, the results of this study regarding to career moves by organization confirmed that most of the interviewees have moved/changed their organization to grow up to GM position. While some interviewees who are working in domestic/international chained hotels have always working in their hotel affiliation because their had support from their corporate offices regarding to career opportunity. Interestingly, there have no any interviewees in this study had moved to work in others industry.

4.2.6.2 Career moves and source of career moves

Career moves and who initiated the career moves (source of career moves) are presented in Table 4.19. For more information about career moves of the interviewees please see Appendix B.

Table 4.19 Career moves and source of career moves

Interviewees	Career moves by employee	Career moves by employer	Total moves
GMDOM-1	9/	2	11
GMDOM-2	5/	0	5/
GMDOM-3	7/	5	12/
GMDOM-4	4/	3	7
GMDOM-5	0	7/	7
GMDOM-6	4/	3	7
GMDOM-7	4/	3	7

Table 4.19 Continued

Interviewees	Career moves by employee	Career moves by employer	Total moves
GMIND-1	7/	2	9/
GMIND-2	3	4/	7
GMIND-3	4	5/	9/
GMIND-4	3/	3/	6/
GMIND-5	3	4/	7
GMIND-6	2	4/	6/
GMIND-7	4/	3	7
GMINT-1	0	4/	4/
GMINT-2	2	7/	9/
GMINT-3	0	7/	7
GMINT-4	2/	2/	4/
GMINT-5	4	5/	9/
GMINT-6	6/	0	6
GMINT-7	2	6/	9/

With regards to total career moves in this study. The results found that the majority of interviewees (8 out of 21 interviewees) had total 7 career moves follow by 5 interviewees had total 9 career moves and 3 interviewees had total 6 career moves. The results found that total 12 career moves (GMDOM-3) was a maximum career moves in this study. While 4 career moves (GMINT-1) was a minimum career moves in this study.

For career move and source of career move. The results found that there was only 1 interviewee (GMDOM-5) who works in domestic chain hotel made maximum career moves by employer (7 moves) but had never made career move by herself (by employee). As well as 2 interviewees (GMINT-1,3) from international chains hotel had never made career move by themselves (by employee) but made maximum 4 career moves (GMINT-1) and 7 moves (GMINT-3) by employer. On the other hand, 1 interviewee (GMINT-6) from international chained hotel had never made career move by employer but made maximum 6 career moves by himself (by employee). Only 5 out of 7 interviewees from international chains hotel made the maximum number of career moves by employer (GMINT-1,2,3,5,7).

Interviewees mentioned about their career moves below:

“Even my career moves will be by myself or by my company, the main reason of all moves is moving forward to get higher position and surely for higher pay. Mostly in my career route I have always decided by myself for each move but also sometimes by my company because they offer me better package, better salary, better benefit and higher position. Simply but true! One more thing that you should accept for your career move if you’re working for international chain hotels is relocation. You will never know which location they will move you. Relocation can be in difference locations all around the world, but you need to remember that the more you move the more you gain experience and the result of each move will be worth” (GMINT-5).

“If you are working for international chain hotels, you need to accept “task force”. Task force will be occurred when international hotels is planning to open new hotel properties in new geographical areas. In other words, they want to open new markets. So they need someone with huge experiences to do it! If you are one of their talented staff, so be aware of this point. I have task force experiences but do not be scare. Mostly before you will go for task force, you will get promotion to a higher level or position. Moreover, task force is very useful because you will gain unique experiences such as pre-opening state of hotel problem-solving skills and cross-cultural experience in new geographic areas and be positive that your company trusted in you so that they assigned this opportunity for you” (GMINT-3).

With regards to hotel affiliation. The results found that the majority of the interviewees (6 out of 7) from domestic chained hotel made their career moves by employees which mean they made decision of their job move mostly by themselves not by their employers. While only 1 interviewee (GMDOM-5) from domestic chained hotel always made career moves by employer. The interviewee (GMDOM-5) mentioned that she always working with only 1 domestic chained hotel but she had to move to work in different hotel properties. All of her career moves were requested by her employers and every career move offered her higher position which mean that the reason for each move through promotion. The maximum career moves of the interviewee from domestic chained hotel was 12 and 5 was the minimum career moves.

On the other hands, more than half of the interviewees (4 out of 7) from independent hotel made their career moves by employers. Interestingly, most of career moves

through promotion by their independent hotel. For example, the interviewees have been working in a lower position such as resident/hotel manager or EAM in independent hotel and later on they have promoted to GM position in the same independent hotel property. Which mean it is possible to gain working experience in lower positions in independent hotel to grow up to GM position. While only 1 interviewee (GMIND-4) have an equal number of career moves (3 career moves) by employer and employee. The maximum career moves of the interviewee from independent hotel was 9 and 6 was the minimum career moves.

For the interviewees from international chained hotel. The results showed that the majority of the interviewees (5 out of 7) made their career moves by employers. Base on the interviews, the interviewees revealed that most of their career moves by employers because they always have support about their career plaining and development from their employers. Working with international chained hotel give them more opportunities about their career growth. While only 1 interviewee (GMINT-4) have an equal number of career moves by employer and employee. While only 1 interviewee (GMINT-6) from international chained hotel always made career moves by employee (by himself) and never has career move by employers. The maximum career moves of the interviewee from international chained hotel was 9 and 4 was the minimum career moves.

Finally, with this analysis even it found that in most cases it is the individual who were in charge of the career moves, not the employer. Majority of the career moves were taken by the individual, not the employer.

4.2.6.3 Career moves within/between companies

The information presented in table 4.19 shows if the career moves were made with the company or between the companies. This was done to analyze the extent of internal labor market or external labor market which the interviewees utilized in their career moves.

Research found that mostly interviewees used external labor market (moved between companies). Only 3 out of 21 interviewees (GMDOM-5, GMINT-1, GMINT-3) always moved within company, which means that the interviewees moved within the same company but can be moved to work in different hotel properties.

The interviewee mentioned that:

“I feel committed with my company and I’ve never thought about moving out of or quit this company because they grow me since first day I have started working in this organization I felt secure with my job, they treated me well, they gave me opportunities in my career. They trained me and developed my abilities and skills to become a good leader. Moreover, they provide me well-defined career paths. Today my position is general manager because my company trust me and I’ve good mentors who motivated and believed in my competencies so I think this is the best company for me and I keep my words to do my best for the organization” (GMDOM-5).

Table 4.20 Career moves within/between companies

Interviewees	Career moves between company	Career moves within company
GMDOM-1	9	2
GMDOM-2	5	0
GMDOM-3	7	5
GMDOM-4	4	3
GMDOM-5	0	7
GMDOM-6	4	3
GMDOM-7	4	3
GMIND-1	7	2
GMIND-2	3	4
GMIND-3	4	5
GMIND-4	3	3
GMIND-5	3	4
GMIND-6	2	4
GMIND-7	4	3
GMINT-1	0	4
GMINT-2	2	7
GMINT-3	0	7
GMINT-4	2	2
GMINT-5	4	5
GMINT-6	6	0
GMINT-7	2	6

The differentiation between interviewees in this study from 3 types of hotel affiliation indicated that most of the interviewees from domestic chained hotel made career moves between company which mean they made decision of their career moves by themselves while most of the interviewees from independent hotel and international chained hotel made career moves between company which mean their employers made the decision of their career moves. However, there were some differences between interviewees from independent and international chained hotel for their career moves within company. The results showed that in the early stage of interviewee's career from independent hotel, they have been working in the lower position and later on they were promoted to be GM in the same hotel. Which mean it is possible to work up in the lower position and promoted to be GM in independent hotel.

In conclusion, some of the interviewees from international chained hotel have been working with the same hotel organization and some of them working in difference hotel organization but those hotel organizations were international chained hotel. The results showed that some interviewees always working with international chained hotel but it doesn't mean that in the same hotel company. While some of interviewee always working in the same hotel company (international chained hotel) but made the career moves within company.

However, the results showed that interviewees from international chained hotel have moved to other hotel properties or in other word they have relocated for their career moves to work in different hotel location/property which can be in the same country or even moved to other countries depend on their corporate office will be assigned.

4.2.7 Hotel Management Competency

This section of analysis explores competencies required to become a competent GM. To this investigation, interviewees were asked to range the top 5 important skills from the list, they thought that hotel management competency is necessary for their performance as hotel general manager. The lists of hotel management competency have been used in previous researches (Kanungo and Misra, 1992; Lawler, 1994; Chung-Herrera et al., 2003; Sandwich, 1993; Hofrichter and Spencer, 1999).

The results show the fact about hotel management competencies used by interviewees as following (Table 4.21):

Table 4.21 Top five important competencies required to be a competent GM

Hotel Management Competency	Hotel Affiliation			Total
	Domestic	Independent	International	
1. Financial and Accounting	GMDOM-2	GMIND-2,4,6	GMINT-1,2,7	7
2. Interpersonal skills	GMDOM-1,3,5	GMIND-3	GMINT-3	5
3. Leadership	GMDOM-4,6,7	-	GMINT-5	4
4. Service Quality management and Customer care	-	GMIND-1,5	GMINT-4	3
5. Sales & Marketing	-	GMIND-7	GMINT-6	2
Total				21

Base on the overall interviews results, the study indicated that the most important hotel management competency was financial and accounting followed by interpersonal skills, leadership, service quality management and customer care. The 5th important hotel management competency was sales and marketing competency.

As indicated in Table 4.20, each of the competencies has been identified by interviewees of this study, providing a list of top 5 important competencies. In this study, the top 5 important competencies were hotel industry in Thailand context based, interviewees spread over a range of different competencies required to be a competent hotel general manager based on their working experience. The top 5 important competencies that interviewees have been indicated are discussed below:

4.2.7.1 Financial and Accounting Competency

The skill of financial and accounting was ranked as the number one important competency; 7 out of 21 interviewees (GMDOM-2, GMIND-2,4,6, GMINT-1,2,7) rated financial and accounting as the most importance competency in the order of importance list of hotel management competencies necessary to do their jobs as GM in hotels.

Within hotel business, financial and accounting plays a vital role in operations and management functions. These operations are utilized every time when a guest check-in,

check-out, consume food and beverages or use any other facilities in hotel. Moreover, financial and accounting are used to report an organization's money and other valuable property.

The interviewees stressed below:

“In my opinion, financial and accounting is the core competency in hotel business. Financial and accounting competency is practical and useful. Hotel general manager should be a person with accounting aptitude, typically detail-oriented, good in analysis and logical thinking. Financial and accounting competency are not just about math, they are also logic and analysis. The ability to organize and synthesize information also is important, since a lot in financial and accounting is about classification and reporting” (GMINT-7).

“For me, financial and accounting is the most important competency because we need to use this skill in every function in hotel business. At our corporate office, financial and accounting plays key roles in analyzing and driving business case recommendations and providing support for investments and strategic initiatives for our partnerships, loyalty programs, brands and the company overall. On the other hand, at the hotel property, hotel general manager and department heads work closely together to maximize financial acumen, assist with recommendations for desirable economic options, safeguard owner assets with reliable internal control systems, forecast and prepare monthly and annual reports” (GMINT-1).

“General Manager must have analytical skills to investigate the root cause of problems and work toward a solution in hotel organization. General Manager in a hotel business must be a problem-solver and must use creativity and financial knowledge to resolve problems for the company” (GMDOM-2).

For accounting, interviewees mentioned that;

“Accounting is so vital owing to its need for a diversified group of people in hotel business ranging from receptionist who welcomes our guests at the front desk to the managers who handle all staff. Accounting skills are required to understand how the performance of our hotel did in the past, acting at the present and will do in the future. Accounting can be used to determine the accuracy with which money is not wasted and integrity of any business organization. Hotel general managers can base their key decisions about hotel business using the financial statements that reveal accounts. The more in-depth accounting knowledge you have, the better off you will be as a competent hotel general manager” (GMIND-4).

“More and more hotels are run like real business which perhaps wasn’t the way it was quite done in the past and therefore financial abilities are a must to be able to understand, plan, forecast and analyze. Financial reporting is the most important matter to take care of in the management of any hotels” (GMIND-2).

“GMs use financial and accounting competency for decision making and ensuring that controls are followed in all operational process. Financial and accounting matters are the core of the hotel liability that leads in planning, organizing and controlling revenues and costs of the hotel. In order to determine the profitability of a hotel, general manager must play a major role in strengthening the internal control relating to cost expenditure, improvement of the profit margin, give suggestions relating to financial and accounting and recommendations made to overcome problems and improve the lacking of the hotel operation” (GMINT-2).

4.2.7.2 Interpersonal skills

The second most important competency was interpersonal skills, which had 5 out of 21 interviewees ranked.

To effectively communicate and interact with one another, working in hotel business need interpersonal skills. These skills are vital when interacting with other people at an individual or group level. As the field of hospitality industry continues to expand and change, so also does the role of its general managers. Having technical skills is not enough to become a competent GM, it would be better to focus on interpersonal competency.

The interviewees stated below:

“Hospitality industries are regarded as people industries where effective and efficient management of interpersonal competency is demanded. Successful GMs should have good personality traits, flexibility, critical thinking skills that distinguish good communicators: a desire to persuade, an interest in talking and working with other people, and an outgoing. Developing interpersonal skills enhances your success both personally and professionally especially in hospitality industry. Since employers understand the importance of these skills in teamwork, they are constantly looking for employees with proper interpersonal skills. With these skills, hotelier will be in a position to effectively communicate with his or her colleagues, clients and customers. Effective communication skills will help you to manage customer complaints and

conflicts, facilitate productivity and allow you to convey accurate and understandable message to your colleagues and guest” (GMDOM-1).

“Interpersonal communication is as fundamental as technical competency which is highly valued and necessary for the industry. For example, when a customer has an enjoyable experience staying with our hotel, there's a good chance that he or she will come back, returning guest is very important for hotel business because most of them is our potential guest to become our loyalty customer. Creating a rapport with your customers is essential to retaining business. When customers are treated with respect, they feel understood and appreciated. If you want to make their experience as positive as possible, then excellent interpersonal skills are essential” (GMINT-3).

“Much of what is most important about hotel management is interpersonal skills, how we deal with others. Hotel business is a diverse workplace for multi-nationality both our clients and hotel staff. I think the ability to work in a culturally diverse environment and get along fairly well with people from different nationalities is also a plus. Awareness of your own and others, interpersonal skills can help us enormously in dealing with the work tasks we are responsible for. Positive attitude is another component of good interpersonal skills. For GMs, positive attitude plays vital role as a team leader. GMs must lead by example for their staff by displaying a positive attitude that you appreciate while you speak with guest. Portraying a positive attitude includes smiling while interacting and communicating with your staff, colleagues and guest, greeting people cheerfully at the workplace, expressing appreciation for other people’s efforts and undertaking challenging with optimism” (GMIND-3).

“Interpersonal skills are the life skills that we use every day to communicate and interact with other people, both individually and in groups like in hotel business. Mostly we have to work in team. Thus, interpersonal competency also requires hotel general manager to be a good team player and problem-solver whom able to accept negative feedback from team member and ready to solve problems with team member. It is important to welcome the views of team member. To demonstrate team spirit, willingness to cooperate and open-mindedness, GMs need to ask for the opinion and input of team member. Hotel general manager also need to empathize with what others are going through at work. In doing this, GMS need to be a good listener and employ emotions. Additionally, avoid verbalizing your

disappointments or complaining which will only serve to fuel conflicts in than bring people together. To foster inclusiveness, you should also push for a socially inclusive environment in hotel organization” (GMDOM-5).

4.2.7.3 Leadership

The third most important competency was leadership, which ranked by 4 interviewees.

“Our hotel corporation uses leadership skills to help senior managers in selecting, developing, and coaching future leaders. Perhaps the most important skill a leader needs is to be able to make decisions; leadership is all about having a vision of where you want to be and making decisions along the way to get closer to achieving this vision. Decision-making in leadership however involves other people as leaders need followers, so the decision-making process will usually have an impact on your team of followers. With this in mind, a good leader also needs strong ‘people skills’ since a leader needs to be able to communicate the vision and motivate the team to follow” (GMINT-5).

“Hotel general manager is a leader of hotel organization who lead the profitability and popularity of the hotel. So you cannot be only leader buy you have to be a strategic leader. Strategic leader is clear and directly face the strengths and weaknesses of his/her own organization, as well as their external opportunities and threats, especially hotel business is one of the sensitive business that facing a lot of external threats. Strategic leader has to think in terms of leverage, fishing where the big fish are and partnering to gain market advantage. While interested in one sale, they would rather create pipelines and strategic alliances that generate thousands, or hundreds of thousands, of sales. If you can be a strategic leader, then you should receive extra recognition in the future” (GMDOM-7).

4.2.7.4 Service Quality Management and customer care competency

The skill of service quality management and customer care was ranked as the fourth important competency; 3 interviewees rated service quality management and customer care as the number four competency in the order of importance list of hotel management competencies necessary to do their jobs as general managers in hotels.

The interviewees explained that

“Service quality management is a slight bending of the rules to meet the needs of the customer is not necessarily something that should be discouraged. Customers will appreciate the extra effort that we have gone to and any effect on the business should be minimal. Being respectful to customers is another key skill. It should go without saying that simple manners should be used at all times but other factors that can make the guest feel respected include addressing them by their title and only using their first name if they have indicated that this is what they prefer. Moreover, the effective communication skills also are the key of service quality management, guest should not be interrupted when they are speaking and our staff should wait until they have finished before responding. If a guest has a problem, then this should be resolved as soon as possible. The guest should be made to feel that any concerns that they have are valid and that everything is being done by our staff in order to solve the problem quickly” (GMIND-5).

For hotel operation, all department’s staff in hotel need to be ready to serve our guest from the first date of guest check in until the last minute of their check out. We have to make an impression and offer the extra miles for our guest at all time. To do this, we need to train our staff to have service minded by treating guest courteously and responds to guest request as much as we can. As a hotel general manager, he/she needs to focus on feedback from guest to monitor their satisfaction. Moreover, GMs need to consider both short and long-term interests of the guest in making service decisions and proactively identifying guest needs. In the end of the day, GMs need to create strategies to help hotel organization serve guest more effectively” (GMINT-4).

4.2.7.5 Sales & Marketing Competency

The last important competency was sales and marketing, which is ranked by 2 interviewees.

From the interviewees’ viewpoints, sales and marketing was ranked as one of the most important competency for hotel general managers.

The interviewees mentioned below:

“Sales and marketing skills and competency is very important to assist you to identify the factors that shape your hotel’s appeal to customers. Monitoring customer reviews on hotel booking sites to identify the strengths and weaknesses of your hotel. Speak to

guests in person or in follow-up calls. Review travel industry research to identify trends that could affect your hotel, such as increasing demand for low-cost family accommodations, or fuel prices, or better facilities for business travelers, for example. Moreover, you need to learn how to make it easy for guests to find out about your hotel. Your website should include up-to-date guest information on hotel facilities and rates, travel and location with detailed information on meeting facilities for event organizers. Post hotel details on destination websites and online booking sites to increase reach to your target audience. Collaborating with other meeting venues to offer their delegates accommodations and/or meeting space can give you access to other potential customers” (GMIND-7).

“General manager in the hotel industry is responsible for maximizing a hotel's revenues by collaborating with concerned departments and developing programs to increase occupancy and make profitable use of its accommodation, meeting and leisure facilities. Hotel general manager must maintain awareness of the factors that influence the hotel industry and gain a deep understanding of the needs and attitudes of a hotel's customers. Moreover, GMs need to work together with Sales and Marketing department to coordinating marketing and promotional activities to meet customer needs, to increase occupancy during times of the year when bookings are low. For example, during low season, we are running special events such as buffet dinner on weekend, or offering incentives such as compulsory nights' accommodation when guests have a booking for a period, this can help to attract more guest. If hotel has meeting facilities, you need to fill them when events are not taking place such as consider offering meeting rooms to local government or businesses for short-term use. To build a stable revenue base and ensure high levels of repeating business, hotel need to develop strong customer relationships such as customer loyalty program that rewards customers who book regularly will benefit hotel and our customers. Target the program at individual guest or at corporate customers who require regular meeting facilities or accommodation for large numbers of traveling staff or visiting customers. GMs also have to work closely with hotel staff to ensure customers are satisfied with the facilities and services” (GMINT-6).

In conclusion, the results found that the interviewees who are working in difference hotel affiliation required difference hotel management competency. The results show

the fact about hotel management competencies used by interviewees from 3 types of hotel affiliation as shown in Table 4.22

Table 4.22 The comparison results of top 5 importance hotel management competency by hotel affiliation

Hotel Affiliation			Hotel Management Competency
DOMESTIC	INDEPENDENT	INTERNATIONAL	Comparison Results
1. Leadership	1. Sales & Marketing	1. Leadership	1. Leadership competency DOM & INT
2. Financial & Accounting	2. Financial & Accounting	2. Financial & Accounting	2. Financial & Accounting competency DOM,IND, INT
3. Customer care quality of service	3. Interpersonal	3. Interpersonal	3. Interpersonal competency IND & INT
4. Communication	4. Customer care quality of service	4. Decision making	4. None
5. Decision making	5. Decision making	5. Sales & Marketing	5. Decision making competency DOM & IND

For interviewees from domestic chained hotel that most important competency was leadership competency followed by financial & accounting, customer care quality of service, communication and decision making competency. While the interviewees from independent hotel listed sales & marketing competency as the most important competency for hotel general manager who are working in independent hotel followed by financial & accounting, interpersonal, customer care quality of service and decision making competency was number 5 important competency. On the other hands, the interviewees from international chained hotel rated leadership competency as the most effective competency to be competent GM in international chained hotel. Followed by financial & accounting, interpersonal, decision making and sales & marketing competency.

For the comparison view point. The similarity found that the interviewees from domestic and international chained hotel agreed that leadership competency is the most important competency to be competency GM. Followed by financial & accounting competency was ranked by interviewees from all hotel affiliation as 2nd important competency. Meanwhile, the interviewees from independent hotel and international chained hotel ranked interpersonal competency as the 3rd important competency. For the 4th important competency, the results found the different from the interviewees from all hotel affiliation; interviewees from domestic chained hotel ranked communication competency as the 4th important competency while interviewees from independent hotel listed customer care quality of service competency and interviewees from international chained hotel thought that decision making competency is the 4th important competency for them. Finally, for the 5th important competency the results found that decision making competency was ranked by the interviewees from domestic chained hotel and independent.

The different found out from the interviewees from domestic chained hotel ranked communication as the 4th important competency which was not ranked in the important competency list of another interviewee from independent and international chained hotel. Moreover, the results showed that sales & marketing competency ranked as the most important competency by interviewees from independent hotel while it was ranked by interviewees from international chained hotel as the 5th important competency and it was not ranked in the important competency list of interviewees from domestic chained hotel. At the same time, customer care quality of service was ranked by interviewees from domestic chained hotel as the 3rd important competency but was ranked by interviewees from independent hotel as the 4th important competency and this competency was not in the important list of interviewees from international chained hotel. Interestingly, financial & accounting competency was in the list of the 2nd important competency ranked by the interviewees from all hotel affiliation. However, interviewees from independent and international chained hotel ranked interpersonal competency as the 3rd important competency while interviewees from domestic chained hotel was not ranked as their important one. Finally, decision making competency was ranked as the 4th important competency by interviewees from international chained hotel but another interviewee from

domestic and independent hotel agreed that decision making competency was the last important competency in their rank.

In conclusion. The results suggested that the interviewees from difference required some similar hotel management competencies; leadership, financial & accounting, sales & marketing, interpersonal, customer care quality of service, communication, decision making. And the difference competency was communication.

4.2.8 Diversity in skills and competencies

The results also revealed that interviewees (as a hotel general manager) required a broad range of hotel management competencies. The results show the diversity of hotel management competencies used by hotel general managers was described:

4.2.8.1 Communication skills

Communication skill is one of important competency mentioned by interviewees.

The reasons mentioned by interviewees are that:

“Strong listening skill is essential if you are working in hotel business. It is the ability to effectively communicating and understanding the message being shared. When you really listen and when you’re engaged with what’s being said, you’ll hear the subtle intonations in someone’s voice that tell you how that person is feeling and the emotions they’re trying to communicate. For hotel general manager, listening skill is really useful when you communicate with your colleagues, staff and especially guest. For example, if guest is not satisfying and/or complaining about our hotel, the effective listening skill can help calm them by listening in an attentive way and making the guest feel understood. When you’re an engaged listener, not only will you better understand the other person, you’ll also make that person feel heard and understood, which can help build a stronger, deeper connection between you. General manager who fail to listen or who don't know how to actively listen to their colleagues and guest are likely to miss information or don’t know what is going on” (GMDOM-4).

“Lack of communication leads to frustration and ultimately a lack of effectiveness. Establish clear lines of communication with all of your team members; ensure that they know your email address and establish regular times when they can speak to you about any problems or any aspect concerns they might have. Indicate that they can express criticism if they

need to, provided they are prepared to work on solutions to the issue and not just complain. In the event of interpersonal conflict within the team, be ready to step in as a mediator, listening to both sides and then making a decision as fairly and impartially as you can” (GMDOM-2).

4.2.8.2 Problem-solving skill, managing guest problems with understanding and sensitivity

“Having good strong problem solving skills can make a huge difference to your career. Problems are at the center of what we do at work every day. Whether you're solving a problem for guest, staff, the owner and corporate office. Supporting those who are solving problems, or discovering new problems to solve, the problems can be occurred at all time. A fundamental part of every hotel general manager's role is finding ways to solve them. So, being a confident problem solver is really important to your success. Much of that confidence comes from having a good process to use when approaching a problem. With this, you can solve problems quickly and effectively. Without this, your solutions may be ineffective, or you'll get stuck and do nothing, with sometimes painful consequences” (GMINT-2).

“The main important process of problem-solving skill is you are able to defining the problem. The key to be good problem definition is ensuring that you deal with the real problem not its symptoms. For example, if performance in your hotel is substandard, you might think the problem is with the individuals submitting work. However, if you look a bit deeper, the real issue might be a lack of training, or an unreasonable workload. Using established tools and techniques will help hotel general managers improve their approach to solving the problems that facing the team and organization. GMS must be the person who build a reputation for their staff in handling tough situations, in a wise and positive way” (GMIND-7).

Furthermore, the interviewees explained about managing guest problem with understanding and sensitivity below:

“Customer complaints and feedbacks are valuable for us, because we will understand our weak point and we will know what we need to do, improve and take actions for our hotel. For guest's problems, we must always be acknowledged and dealt with effectively. By ignoring or dismissing complaints, you are effectively telling the guest that you don't value their opinions. Many businesses see complaint management as a time-consuming and frustrating

process. However, in hotel business complaint management is very important. We need to develop an efficient system, complaints can be resolved quickly and easily” (GMDOM-5).

“The main important thing in guest complaint situation is understanding their problems. You have to try to understand what is really occurred to them? and what make them not satisfy? In the face of a complaint, it’s easy to be defensive - particularly if you don’t believe you’re at fault. However, you have to put yourself in the guest’s situation. If you were on the receiving end of their experience, would you personally be satisfied? For hotel general manager, you have to always use your initiative when dealing with guest complaints. If the blame lies with one particular member of hotel staff, it is often best to remove the guest from their presence. This can defuse tension and emotion, and help the guest to re-evaluate their anger. All guest-facing staff members should be trained to deal with complaints. If possible, give your employees some authority when it comes to issuing refunds or other consolatory gestures. Forcing the guest to wait for HOD can make situation worse. However, never pass the guest around from person to person. Each complaint should ideally be handled by one staff member. Therefore, you should always ensure that the person assigned to the case has the authority to deal with the situation” (GMINT-1).

4.2.8.3 Human relations and Teamwork

Interviewees mentioned about human relations in hotel business below:

“The quality of workplace relations is critical to employee retention. Employee retention may seem critical especially in hotel business that is used to a high turnover all head departments in hotel organization must remember that turnover is financially very costly. Every new employee requires a substantial investment of time and energy in their recruitment and training. In addition, severing ties with old employees can sometimes be challenging, especially if the circumstances are not particularly amicable. Making sure qualified staff remain interested and engaged in the hotel requires patience, compassion and flexibility, but can actually make our business more financially sound” (GMINT-1).

Moreover, interviewees explained about the important of team work competency below:

“The ability to work well in teams is an essential skill in hotel business nowadays, you cannot be working alone in hotel organization. Moreover, hotel business is often

looking for a good candidate for a position that requires teamwork skills. This is often critical during hiring process, as we need our employees to be more connected in their roles and work closely together in operating the hotel business” (GMDOM-1).

“As a hotel general manager, you need to exercise effectiveness and understanding when getting staff under your supervision to work together. Good teamwork needs the right techniques; you can encourage its development in your team. An atmosphere of trust and cooperation, allows you to reach your goals on time and under budget. A few solid guidelines can point you in the right direction” (GMIND-5).

“GMs need to always communicate with operational staff about service quality and how to improve service standard because operational staff are working closely with guest and if they are doing their job well, GMs must express gratitude to them. Sometimes, GMs should plan for social events with the team member in an informal setting, such as lunch on a set day of the week or an enjoyable outing during a work day. Take care, however, not to intrude upon personal time, or take team members away from their families for social activities. In terms of their formal duties, challenge them to do well, but don't push them. It conveys that you trust them with their responsibilities without riding them (or deriding them)” (GMINT-4).

“The advantage of team works not only for healthy organization but also for our employees. For example, teamwork allows individual staff to see how other staff do their jobs, and can be a source of education and inspiration. Less experienced or junior staff can learn and grow from their interactions with senior-level team members. Opportunities to learn from each other's' strengths can also lead to a healthy sense of competition that motivates the team to produce greater quality and quantity of products and services” (GMDOM-4).

4.2.8.4 Decision-making skill

Interviewees expressed about decision-making skill that:

“Decision-making skill plays a vital role of executive decisions are more strategic and less tactical than those of mid-level managers and frontline workers. General Manager's decisions affect the direction of the hotel, the types of products and services that support the hotel business mission and vision, the opportunities seized by the company and the financial sustainability of the organization. Effective executive decision-making is one of the most

valuable attributes of a hotel general manager along with the ability to be visionary, see the broad picture, engage and inspire people, be informed, be decisive and take action” (GMINT-1).

“As hotel business has been expanding rapidly over the past few years. Our sales are up to 50 percent occupancy, but costs and overheads have also increased, so our operating profit has fallen. Decisions need to be made by hotel general manager and it have to be fast! Some of decisions will be so routine for hotel general manager that you can make without giving them much thought. But difficult or challenging decisions demand more consideration. When you’re making a decision that involves complex issues, you also need to engage your problem-solving, as well as decision-making skills. It pays to use an effective, robust process in these circumstances, to improve the quality of your decisions and to achieve consistently good results” (GMIND-7).

Finally, the results of this study revealed that there were several of the competencies needed for hotel general manager and they suggested a range of hotel management competencies are essential for effective hotel management and career progression.

4.2.9 Training experiences

This section of analysis explored training experiences that hotel general managers have attended to advance their career. To this investigation, interviewees were asked to indicate training programs they had undertaken prior to reaching hotel general manager position.

Result indicated that major training experiences identified by interviewees are listed in Table 4.23. They are presented in order of the frequency which were identified by interviewees.

Table 4.23 Career development and training experience of hotel general managers

Career development and training programs	Hotel Affiliation			Total
	Domestic	Independent	International	
1. Hotel Management and Operational Training	GMDOM-3,4,5,7	GMIND-1,2,3,5,6,7	GMINT-3,4,5,6,7	15
2. Leadership/Coaching and Teamwork Skill Training	GMDOM-3	GMIND-1,2,3,4,5,7	GMINT-1,2,3,4,5,6,7	14

Table 4.23 Continued

Career development and training programs	Hotel Affiliation			Total
	Domestic	Independent	International	
3. Financial and Accounting Training	GMDOM- 3,4,7	GMIND-3,4,5,6	GMINT- 1,2,4,5,6,7	13
4. E-commerce and Online Marketing Training	-	GMIND- 1,2,3,5,6	GMINT- 1,2,3,4,5,6,7	12
5. Interpersonal skill and Customer Care Training	-	GMIND-1,3,5,7	GMINT- 1,2,3,4,5,6,7	11
6. Revenue Management Training	GMDOM-3	GMIND-1,2,4,5	GMINT-1,2,3,4,6	10
7. Sales and Marketing Management Training	-	GMIND-2,3,5	GMINT-1,3,4,5,7	8
8. Human Resources Management Training	-	GMIND- 1,2,3,5,6	GMINT-4,7	7
Total	4 courses	8 courses	8 courses	

4.2.9.1 Hotel Management and Operational Training

Hotel management and Operational training is the most popular training topic which 15 out of 21 interviewees had attended to advance their career, interviewees believed that this training course enable hotel general managers to develop a depth knowledge of hotel management theories and practices.

Interviewee mentioned that hotel management and operational training helped to advance their career below:

“Training courses in specialized aspects of hotel and hospitality management often secure management position of seniority within the industry, I think this training establishes the foundations of a long and dynamic career” (GMDOM-3)

Then other interviewees mentioned about scope of hotel management and operational training below:

“This course maintains the important topics such as staff management in hotels, communication and coordination, monitoring workload and work procedure and career structure” (GMINT-3).

“Professional hospitality and hotel management training courses cover both concepts and theories relating to hotel and tourism management, leisure management or events management, and are designed to stimulate critical thinking” (GMINT-4).

“Professional hotel training and hospitality course also use multidisciplinary perspectives to transform management problems into opportunities, to develop strong leadership and management teams” (GMIND-6).

Interviewees stated more detail about hotel operational training below:

“Hotel Operational System training is designed to provide staff and management with a time efficient tool to easily manage all front office operations within a centralized environment for single or multiple properties. Combining full guest service management with complete group billing and handling, Front Office module offers seamless integration with other modules including A/R, Sales and Catering, Work Order Management, Housekeeping Management, Spa & Activities Management” (GMINT-6).

Interviewees expressed about OPERA PMS training below:

“The OPERA training is a fully integrated suite of applications designed for managing all aspects of hotel operation. Within this suite is the OPERA Property Management System (PMS), designed to meet the varied requirements of any size hotel or hotel chain” (GMIND-1).

“OPERA PMS provides all the tools a hotel staff needs for doing their day-to-day jobs such as handling reservations, checking guests in and out, assigning rooms and managing room inventory, accommodating in-house guest needs, and handling accounting and billing. OPERA PMS training is very importance for hotel general managers because after this training we will be able to see how hotel operation is working” (GMIND-6).

Additionally, interviewees believed that career development and training experience in hospitality and hotel management are the keys to human resource development because this course aims to develop the skills and knowledge of the leadership of today’s manager require now and in the future. Professional hospitality management courses provide

interviewees with the necessary competitive edge to build long lasting careers or help them to advance current careers.

4.2.9.2 Leadership/Coaching and Teamwork Skills Training

Leadership development course explain the power of personal initiative, efficient internal communication practices and problem-solving skills required for the professional success in the long run. While training an analytical and creative thinking, the objectives of coaching and leadership course enable hotel general managers to understand emotional codes and culturally-embedded practices. Moreover, this training offer interviewees the ability to give positive and negative feedbacks to colleagues and team member in a well-structured and objective manner.

As interviewees mentioned below:

“Coaching skill training is an essential in hotel business because nowadays employees are not to be told what to do anymore. Now, you influence their choices and assist them in reaching their goals by coaching them. How you will coach them? The important things that you do not direct them; you win your team over to your point of view. You do not dictate; you inspire them! You can learn how to convey this inspiration by focusing on your leadership skills development. Leadership development is needed to successfully take charge of your team in today's business world. This management leadership-training will guide you how to stop managing and start leading; and, as a result, make you a vital part to your organization's future” (GMINT-1).

Interviewees also supported that leadership training will be an advantage in their career path as mentioned below:

“Investing in leadership development training will help build your team's leadership fundamentals, which will ensure you are more than likely to have a bright career path ahead of you” (GMINT-3).

“Management leadership and coaching course empowers you to practice skills you need to stop pushing and start pulling. Developing the skill set of the coaching leader will help you and your team to thrive within your hotel and it will help you to achieve your career goals” (GMIND-5).

4.2.9.3 Financial and Accounting Management Training

Financial and Accounting training course is at the heart of corporate strategy. Training provides tools and language, which inform critical hotel strategic choices. It can help hotel general managers prioritize projects that maximize shareholder values and manage risks and this training will equip hotel general managers with the ability and confidence to use the tools and language of finance and accounting to influence strategic decisions which deliver maximum value to shareholders.

The interviewees stated below:

“Financial and accounting management training is the way that businesses/organizations manage their finances and accounting in order to achieve financial objectives. Training in financial management give the knowledge in the areas of financial and accounting planning, financial control, financial and accounting analysis and financial decision making” (GMDOM-3).

“The outcomes of this training you will gain the necessary tools to make sound financial decisions for business your hotel (GMDOM-3), learn to assess and communicate finance and budgetary information with confidence and participating more effectively in the business decision making process” (GMINT-1).

“Whether your goal is to stay on budget, increase overall cost-savings or meet specific profitability targets, real-world business environment will help you to become familiar with standard financial documents, and use budget and estimating methods and tools more effectively” (GMIND-2).

After completing this course, interviewees know how to gather, compile and prioritize financial and accounting data to develop, execute and manage a budget for their hotels.

4.2.9.4 E-commerce and Online Marketing Training

E-commerce and online marketing training program give interviewees the necessary to have knowledge in internet or online marketing, promotions and sales. Knowledge in E-Commerce and online marketing is considered as a vital role in managing hotel by interviewees. They believed that social media and online hotel reservation sites become one of the most important channel for hotel business.

The interviewees stated as follow:

“Online marketing and E-commerce course include information on increasing profits, creating customer loyalty and maintaining customer satisfaction” (GMINT-7).

“This course offered a proper way of direct marketing techniques for raising awareness of hotel products and services through campaigns, telemarketing, integration and various media outlets” (GMINT-4).

“These courses have a concentration on direct marketing strategies for E-commerce such as establishing mailing lists and utilizing social media” (GMIND-2).

“Online marketing course covers the key considerations for online marketing, how to build a great online strategy and assesses what the future has in store” (GMINT-7).

“The online marketing training has become one of the most important training topic nowadays. The reason is because most of guests, they always investigate online reservation booking channels before they travel by reading review of the hotels such as Trip advisors, it is become one of the decision making factor make before guests booking and purchasing products and services of the hotels. Moreover, the internet is the lowest cost hotel-booking channels. Every traveler all around the world can see good or bad reviews from online marketing channels. So that GMs should have a knowledge of online marketing to manage positive reviews for hotel” (GMIND-5).

4.2.9.5 Interpersonal skills and customer care training

Interpersonal skills consisted of verbal communication, non-verbal communication, listening skills, negotiation, problems solving and decision making.

The interviewees mentioned about interpersonal skills below:

“Interpersonal skills are the life skill that very useful both at workplace and in our daily lives we use this skill every day to communicate and interact with people. People who had worked on developing strong interpersonal skills are usually successful in both their profession and personal lives” (GMINT-5).

“Good communication skills can build trust to people, can convince people, can make people recognize in our hotel property, can make impression to people. In my

opinion, if you learn how to communicate with people I am sure that in future you can become a good leader as well” (GMINT-4).

Moreover, interviewees suggested that interpersonal skills training always come with customer service or customer care training. The interviewees stated below:

“Customer care training is one of the important training for me because becoming a good hotelier you must understand what are the guests needed. Exactly your working experience in hotel business will give you the understanding about customer care in real life business but this is not enough. Customer care training will teach you how you will interact with people that you do not know them speak with them before. But customer service training will guide you how you can interact with someone you don’t know in a good manner moreover how you will make first impression for guests is very important. Training always start with interpersonal skills first because interpersonal skills training will give you an opportunity to be a good listener, after you know how to be a good listener then you can learn how to understand people and caring people from your heart” (GMIND-5).

“Customer service is always in my concern. I trained staff by myself in this point. Sometimes staff cannot understand, they work in five-star hotel and they misunderstood that guest stay with us because of our facilities and property but they were not right. It is true that our hotel is a luxury hotel property with good accommodation and facilities, but guest stay with us because of our service. Our service is the most important factor that guest decided to stay with us. We need to make guest feel that they are someone special for us. We treat them well with our warming greeting and welcome them, we recognize our guest especially returning or long stay guest and we always treat them above their expectation. In my opinion, this is the reason why guests stay with us and we becoming their first selection. So, customer care training is very important because this training will make you understand guest needs and you will have some tips how to make them become your loyalty customers” (GMINT-7).

4.2.9.6 Revenue Management Training

The interviewees (GMDOM-3, GMIND-1,2,4,5, GMINT-1,2,3,4,6) mentioned about revenue management training below:

“Nowadays, revenue management has become one of the key strategic factors of hotel industry; there are more complexity of booking channels such as the OTAs or

Online Travel Agents, which have become an important tool in a hotel reservation process. If you don't have enough skills about revenue you may have to attend revenue management training course, which might help you to know more about hotel yield techniques and others revenue strategies both in short and long term in hotel management" (GMDOM-3).

"Revenue management courses will help general manager and our team to drive a hotel profits by taking a higher-level strategic approach to pricing and inventory control" (GMIND-1).

"Revenue management course create and control customer demand, establish marketing strategies, gain a clear advantage over competition, all resulting in increased sales and profitability" (GMINT,3).

4.2.9.7 Sales and Marketing Management Training

The interviewees mentioned below about sales and marketing management training:

"Hotel general manager must be the person who have a well understanding of sales & marketing management in hotel industry because hospitality sales are different from consumer goods sales because marketers must sell tangible as well as intangible products. In many cases this means that they are marketing services rather than goods, and success hinges on creating the right feeling in the consumer. For example, a resort will want to cultivate a relaxing, fun atmosphere that is recognizable to customers and inspires those same feelings in the consumer. So that the hospitality industry is mostly made up of tourism and other experiential services, a consistent brand identity is also very important. Marketers want to ensure that brand recognition exists thus customers will use our services again and again. Repeat customers bring in a sizeable portion of revenue, so sales & marketing management training must be useful for GMs who want to maintaining relationships with past customers while seeking out new ones" (GMIND-3).

"In any business, a solid marketing strategy is critical to building a brand, attracting new customers and maintaining loyalty. So that hotel general manager should attend training about sales & marketing management to understand that hospitality industry is no different. After the training, GMs will be able to understand that customer loyalty is key, then GMs are able to communicate with sales & marketing department to devote a lot of time and

resources to building brand awareness and creating ongoing, interconnected campaigns. These marketing efforts usually include both print and digital collateral that target former guests while also attracting new clientele. However, hotel industry has a unique set of challenges that must be overcome. Understanding the importance of sales & marketing in the hospitality industry can help GMs get ahead and stand out in the competitive market” (GMINT-1).

“Sales & marketing training has given me the understanding about brand awareness. If potential customers don’t know about a service, they can’t purchase it. That’s where brand awareness comes in. GMs must be focused on how to make sure that information about hotel and its restaurants are easy to find and up-to-date. We can do this by buying ad space on relevant travel sites, creating an engaging website and collaborating with other, noncompeting hospitality services in the same market. Another strategy for attracting customers is to run promotions during certain times of the year, usually when business is slower or in the other word we called “low season”. Introducing incentives and offering incentives are just some of the ways that marketing professionals achieve this” (GMINT-5).

As well as consumer marketing strategies, the interviewee stated that

“To compete in today’s hypercompetitive, constantly evolving markets, you must understand consumers’ goals, beliefs and behaviors then translate your insights into an effective marketing strategy. Learning through discussions, case studies and collaborative exercises, you’ll develop a well-defined approach for identifying attractive targets and effectively positioning products and services for your guest” (GMINT-5).

“In this program, you’ll develop the tools and frameworks to transform a company focused on procedures or assets to one focused instead on customers. Define the customer-focus end-state, develop a sales and marketing strategy and design your hotel to implement the strategy that drives results” (GMIND-3).

The interviewees also mentioned about digital marketing and social media course below:

“In today's social web, consumers share product information and service experiences on online channels to share their thoughts and product ratings. Furthermore, search engines now consider social channels and conversations in their results listings. If a guest performs online research on your hotel and finds that the majority of online results are negative

in nature, the likelihood of this traveler booking a room at your hotel is slim to none. This is why digital marketing and social media management training should be a critical part of GMs concern because it is correlated to a hotel's revenue management/sales and marketing strategy” (GMIND-2).

“As more travelers perform diligent research prior to booking a room, it is important that GMs know exactly what information guest can find online about their hotel. Ignoring online social activity and hotel mentions, or responding inappropriately, can have a negative effect on the hotel's branding, which can then be detrimental to its overall revenue. This is especially true if negative reviews dominate the search engine results. There is, however, an upside to this. Traditionally, happy clients are the best source of new/referral business, and online forums are the new and more powerful word-of-mouth, which leads to the second step in digital marketing management” (GMINT-3).

“In today's world, consumer reviews come in through a variety of different websites, blogs, and social media channels. In a sense, the Internet is the modern day comment card. Modern Day Comment Card - online reviews channels, such as Trip Advisor is today's modern day comment card for hotels. Guest are now more vocal than ever when sharing their travel experience. Brands can get valuable feedback about their properties by examining the top hotel reviews sites. So it's important for GMs to be proactive in listening and understanding what people are saying and sharing in various online channels. Monitoring what guest say about the hotel allows GM to understand why the hotel's online reputation is as importance as it is. Are most reviews positive or negative? What are the issues that guests mention? What are the keywords that they use to describe the hotel? By asking these simple questions, GMs must attend digital marketing training because they can learn what their target consumers are looking for, and GMs will be able to manage the hotel staff that can define steps on how to improve our services” (GMINT-5).

“There's direct correlation between guest reviews and revenue performance. Good hotel reviews will influence travelers to book rooms at your hotel, while bad reviews will push them to your competitors. By attended digital and online marketing training, GMs will learn about how to encourage happy guests to leave more reviews on different online channels. Moreover, an opportunity to spending the time to review these channels can help GMs

understand consumer behavior, learn about their guests' experiences, and spot customer trends. By doing so, GMs can then make the necessary steps to improve their services. In addition, after this training GMs can also allocate marketing efforts on these channels to help improve customer relationships and overall consumer perception of the hotel, which can drive reservations and increase revenue” (GMINT-7).

4.2.9.8 Human Resources Management Training

The interviewees mentioned below about human resources management training program:

“Human resources management training program enable hotel general manager to understand the role of the HR professional, the nature of professionalism and approaches to addressing ethical dilemmas” (GMIND-3).

“This course provides us with the skills and understanding needed to address human resources in hotel business and change management issues and to work at a strategic level in the organization, with the skills to assess the relevance of theory for practice and apply it where appropriate to improve practice” (GMINT-4).

“This program will help hotel general manager to develop people management skills essential for HR work such as interviewing, coaching, managing conflict and managing performance” (GMIND-5).

“Human resources management training will introduce us to practices and procedures used in modern human resources (HRM). The course outlines the processes HR professionals go through to ensure they have the right employees at the right time to make sure our hotel is both productive and profitable. The course introduced you to the main roles that HRM plays in business and why, in a constantly changing world, the HRM function is key to success. You will also learn about the array of skills needed to deal with a variety of HR situations and the challenges facing HRM today. Strategic planning is necessary to tie company objectives with HRM objectives and the course covers the steps in the development, writing and implementation of strategic plans, and how those plans should be developed” (GMINT-7).

“After completing this HR course you will be able to identify the factors that influence the workforce, the role of the human resource management, and the strategies for motivating employees. You will have knowledge of the employment cycle, including recognition,

rewards, planning, job analysis, training, recruitment, selection, contracts, and more. You will understand employee relations, the different management styles, key performance indicators, and potential conflicts between management and employees. You will effectively learn how to manage important changes such as technology, legislation, and workplace employment conditions” (GMIND-6).

In conclusion, with regards to training experience of the interviewees in different hotel affiliation. The results found that interviewees from domestic chained hotel lack of training experience regarding to the top 8 training topics from Table 4.19 showed that interviewees from domestic chained hotel have not attended half of the training topics (4 topics) which are E-commerce and Online Marketing, Interpersonal skill and Customer Care, Sales and Marketing Management and Human Resources Management Trainings while the other interviewees from independent and international chained hotel attended these courses. However, there were only 4 interviewees (GMDOM-3,4,5,7) from domestic chained hotel have attended training courses. The result showed that only 1 interviewee (GMDOM-3) often attend the trainings by attending all 4 courses from the list. While 2 interviewees (GMDOM-4,7) attended only 2 training courses which are hotel management and operational and financial and accounting trainings. And 1 interviewee (GMDOM-5) attended only one training topic (hotel management and operational training). While most of interviewees from independent and international chained hotel have attended the top 8 training topics. Finally, the results in this study showed that interviewees from domestic chained hotel lack of training experience while most of the interviewees from independent and international chained hotel have attended more training to develop their competencies.

4.2.10 Future focus for competency development focusing on training needs

This part of interview question asked the interviewees to mention training needs, they are expecting to attend for competency development to be successful in their career.

With regards to training needs for the interviewees in this study. The results showed that interviewees from domestic chained hotel required most of the training for their future competency development. There were 6 training needs identified by the interviewees which are revenue management, e-commerce and online marketing, financial management, leadership, hotel operational management and MBA program (See table 4.24).

Table 4.24 Interviewees' training needs

Training needs Program	Hotel Affiliation			Total
	Domestic	Independent	International	
1. Revenue Management	GMDOM-1,2,4,5,6,7	GMIND-3,6,7	GMINT-5,7	11
2. E-Commerce and Online Marketing	GMDOM-1,2,3,4,5,6,7	GMIND-4,7	-	9
3. Financial Management	GMDOM-1,2,5,6	GMIND-1,2,7	GMINT-3	8
4. Leadership	GMDOM-1,2,4,5,6,7	GMIND-6	-	7
5. Hotel Operational Management	GMDOM-1,2,6	GMIND-4	GMINT-1,2	6
6. MBA Program	GMDOM-1,4,6	GMIND-2,4	-	5

4.2.10.1. Revenue Management

For the investigation of this part of the interview question. The results find out that the most popular topic, the interviewees in this study expecting to attend to advance their career and competency in the future was “Revenue Management”

The interviewees mentioned below:

“Revenue management plays very important role for hotel general manager nowadays. We have to focus on it as it is important for profitability of the hotel. I don't have much knowledge about revenue management. Now I do it base on my experience. I think if I can attend this course I will be able to combine my experience and learn knowledge from the experts to advance my competency about revenue. The result of this training will allow me to make a good strategic revenue management for the hotel” (GMDOM-2).

“Revenue Management in hotel industry has become one of most complexity aspect. It is a challenge for hotel general manager to make a balance between customer needs and company profitability. I think it will be helpful to attend “Hotel Revenue Management” course” (GMIND-7).

“Revenue Management training is the most useful training course for competency development in the future. As “Online Travel Agencies” (OTA) plays very important

role regarding to revenue field. So that hotel revenue management training offered us a good combining between customer satisfaction and hotel revenue” (GMINT-5).

4.2.10.2 E-commerce and online marketing

The second topic for future career development and training, the interviewees in this study expecting to attend was “E-commerce and online marketing”.

The interviewees mentioned below:

“As we are independent hotel we always required to succeed its e-marketing strategy. I think hotel general manager need to understand and have knowledge about e-marketing to ensure that all of online space is well managed and that it is entirely under control. Moreover, updates and innovations in the online world are a MUST to attract customers and keep their interest constantly stimulated” (GMIND-4).

“For me, I would like to join e-marketing training because I will be able to understand my customer behavior to have a better understand their booking trend, needs and expectations. Moreover, GMs should understand “Google”, how does it work and how “Google” can help our hotel to generate fast growing, using “Google search traffic” to the hotel website from mobile” (GMDOM-5).

4.2.10.3 Financial Management

The third topic for future career development and training, the interviewees in this study expecting to attend was “Financial Management”.

The interviewees mentioned below:

“The hotel’s owners are always expecting a good result from hotel general manager. In this point, hotel general manager is the person who has to communicate, explain and answers all questions to the hotel owners and exactly the owners always concern about their cost and profit. Due to complexity of business and constantly changing business, GMs must have great financial and business acumen and skills. Most important financial skills would relate to budgeting, forecasting, financial analysis and spreadsheets. Analytical skills such as finding variances, root causes and solutions, system processes, diagnose problems and determine workable solutions. I want to attend training in financial management topic because I want to be able to explain all aspects about financial to the hotel owners in a financial sound” (GMDOM-5).

“financial management training should be useful for GMs competency development because the advantage of this course could help me into planning and developing hotel business strategies. There are a lot of topics that GMs have to learn such as the relationship between accurate forecasting and sound financial decision making. Moreover, a proper financial system is essential for hotel business in order to manage day-to-day operation and keep the businesses running successfully. As GMs need to focus on the main obligation to maximize profits, minimize any loss and able to make a sound financial model” (GMINT-3).

4.2.10.4 Leadership

The fourth topic for future career development and training, the interviewees in this study expecting to attend was “Leadership”.

The interviewees mentioned below:

“Leadership training is one of my interesting topic because working in hotel business you have to have strong leadership skill since you have to communicate with people; customer, the owner, business partners and team members. Moreover, you have to make decisions at all time both strategic decisions and operational decisions. Leadership training will allow me to practice my leadership skills. I think GMs should be the masters of consistency and fair in treatment of team members. Leading by example has always been a key means of inspiring loyalty and commitment, so hotel general managers with leadership skills never shy away from bussing a table, carrying luggage or mixing a cocktail” (GMDOM-6).

“GMs must lead by example and inspire risk taking and foster learning environment. Some of the most successful hotel general managers have demonstrated traits such as integrity, intelligence, maturity, enthusiasm and passion for what they do and demonstrated exceptional abilities. Today’s leadership skill should be the best practice for hotel industry as hotel general managers is the importance person who can motivate staff to gain their loyalty, exceed customer expectation and the company profitability. If I have more training in leadership areas I think it is possible to be an effective leader, good leadership skills will make me to become a confident leader to design business strategy thru competitive advantage by developing effective team and implementing winning strategies” (GMDOM-4).

4.2.10.5 Hotel Operational Management

The fifth topic for future career development and training, the interviewees in this study expecting to attend was “Hotel Operational Management”.

“Hotel operations have a lot of functions including human resources, housekeeping, security, public relations, food and beverages, sales and marketing and financial and accounting. It is the hotel general manager's job to deal effectively with all of these areas and satisfy customers and staff members while keeping the hotel running smoothly. So that I would like to learn about hotel operational management more in theory not only in practice to have a better understanding about all operational aspects in hotel from the experts and I think after this training I can manage daily hotel operation more smoothly and more professionally” (GMDOM-2).

“I am expecting to attend the training in hotel operational management because it is very useful for GMs who are currently working in the industry and require further training to enhance their career opportunities. For me, hotel operational management program must be useful for GMs who don't have that much experience in hotel operation and I think this training would develop hospitality skills and the program would offer an intensive introduction to key sectors of the service industry” (GMIND-4).

4.2.10.6 MBA Program

The last topic for future career development and training, the interviewees in this study expecting to attend in their future was “MBA Program”.

“For MBA education I am interested in “Executive Education of Cornell university”, I would like to attend several topics such as “General Managers Program” (GMP). The “GMP” offers you an opportunity to meet with participants who have vast experience working in hospitality industry all around the world. Moreover, you can exchange and share your experience with the participants and the professors and learn particular topics for hotel general managers by the experts. I think this program would help me to advance my career in the future. Because after this training I think I will have ideas to develop my competency and strategic way of thinking” (GMIND-4).

“MBA degree in “Global Management” is very interesting as hotel business is a unique business since we are working as an international business and our career

need to contact with people all around the world and I think MBA in global management is the most useful MBA program that hotel general manager should attend at this time” (GMIND-2).

In conclusion, with regards to hotel affiliation. For interviewees from domestic chained hotel. All interviewees (7 of them) from domestic chained hotel ranked “e-commerce and online marketing” as the most important training needs topic they are expecting to attend in future followed by revenue management and leadership were ranked by 6 out of 7 interviewees. Furthermore, financial management was ranked by 4 interviewees. Hotel operational management and MBA education were ranked by 3 interviewees. The results indicated that interviewees from domestic chained hotel required more training than interviewees from other hotel affiliation because they are lacking of training experience. Based on interviews result, the interviewees from domestic chains hotel mentioned that mostly in domestic chained hotels, hotel general managers are required to spend most of their time for operational management and corporate office requires them to focus on human resources management rather than offering trainings to GM. Furthermore, most of the interviewees from domestic hotels are expecting to study MBA education for their future competencies development.

For interviewees from independent hotel. The results showed that only some interviewees are interested in training needs for competency development. The interviewees argued that GMs who are working in independent hotels spend most of their time on duty for strategic management such as sales & marketing strategies, meeting with hotel’s shareholders and business partners rather than having time for attending the trainings. Moreover, independent hotels lack of training budget for employees and all trainings for GMs mostly need an approval from hotel’s owners and/or shareholders. However, they agreed that “revenue management” (GMIND-3,6,7) and “financial & accounting” (GMIND-1,2,7) are the most interesting training needs topic that could help them to be successful GMs in independent hotel. Followed by e-commerce and online marketing (GMIND-4,7) and MBA education (GMIND-2,4) which mentioned by 2 interviewees. While the interviewee from independent hotel not pay much attention to leadership (GMIND-6) and hotel operational management training (GMIND-4).

For interviewees from international chained hotel. The results found that most of the interviewees had vast training experience during their career route before becoming GM so that only few interviewees from international chained hotel required trainings. There were 3

training needs topics mentioned by the interviewees; revenue management (GMINT-5,7) and hotel operational management (GMINT-1,2) and financial management (GMINT-3). The interviewees mentioned that during their career route before holding GM position they were attending career development programs provided by their corporate office. The career development programs consisted of a lot of useful training needs topics for future GM in international chained hotel. This topic can call “Career development for GM Program”.

Base on the interviews results this study found that the interviewees from international chained mentioned that the corporate offices of international chained hotel always support them about career plans and trainings and they are confident that they have enough knowledge and skills to be a competent GM in international chained hotel. In contrast, interviewees from independent and domestic chains hotels are expecting to attend more training for their competencies development.

Finally, the investigation of this part of the interview questions. The results find out that interviewees from domestic and independent hotels who are lack of training experience in their career require training needs to advance their skills and competencies.

Chapter 5

Conclusions

This chapter summarizes the research conclusions and presents recommendations for future practice and research.

Conclusions drawn from the analyses are presented in accordance with the research objectives stated. The final section of this chapter includes recommendations regarding career growth in hotel industry, competencies identified by professionals, the potential training for enhanced professionalism, and the opportunity for career development and the important of higher education in hotel business.

This study is intended to advance the literature in the dynamic field of hotel industry, to contribute to the field of career planning and development, to extend the theory of professional education in the hotel industry, and perhaps to foster discussion among industry professionals towards career path, improved hotel industry competencies development. Finally, it is intended that the study's recommendations may inspire further discussion regarding the future of career development in the hotel industry in Thailand.

5.1 Summary

This research is a qualitative study. The interview questionnaire was applied to collect data. After designed of the interview questionnaire, the pilot study was conducted with three hotel general managers with the objective of improving the content comprehensibility and clarity of the interview questionnaire. The key informants of this study were hotel general managers of famous resort destinations in Thailand. The study used a purposive sampling method to find out target interviewees of twenty-one hotel general managers; seven interviewees from domestic chained hotels, seven interviewees from independent hotels and seven interviewees from international chained hotels. The target interviewees were constructed using hotel listings from hotel reservations websites. The semi-structured interview was used in order to achieve the objectives of this research. Semi-structured interviews were used to study in-depth hotel general managers' background, hotel general managers' career path, required hotel management

competency to be successful in GM role and focused on training needs for future competency development. The content analysis was used to analyze the data in this study.

5.2 Conclusions

The demographic information of the interviewees was nineteen males, and two females. In terms of age of the interviewees, fourteen interviewees were between the ages of 40 and 51 years old, the average age was 44.81 years old. However, four interviewees were in the age category above 51 years old. While three interviewees were in the age category below 39 years old. In terms of region, most of the interviewees (12 out of 21 interviewees) come from Europe region, 4 interviewees from Asia, of these, only one interviewee from Thailand. 2 interviewees from Australia and 1 from New Zealand, and 2 interviewees from the USA.

In terms of an educational background, interviewees had the following, eighteen interviewees had education qualification of diploma and bachelor's degree and three interviewees had a master's degree. The most common educational major was hospitality (eight interviewees), six interviewees had gained specific culinary and catering qualifications, while four interviewees had a business and general management qualification and other qualifications (English literature, law and engineering) were held by three interviewees.

In terms of hotel size, majority of the interviewees (11 out of 21 interviewees) managed hotels with less than 100 rooms, 5 interviewees managed hotels between 100 to 300 rooms, and 5 interviewees managed hotels with more than 300 rooms. In terms of star rating, most of interviewees (11 out of 21 interviewees) work in 4 stars' hotels. While another 10 interviewees work in 5 stars' hotels. In terms of number of employees, there were 8 interviewees managed hotels that employed 100 to 300 employees similar to another 8 interviewees managed hotels that employed more than 300 employees, while 5 interviewees managed with less than 100 employees. In terms of occupancy rate, interviewees revealed their average occupancy rate from 55% to 75%. The overall average occupancy rate was 63.14%. The majority of the interviewees (13 out of 21 interviewees) managed hotels with average occupancy rate between 61%-70% followed by average occupancy rate between 51%-60% (4 interviewees). On the other hand, there were 4 interviewees managed hotels with average occupancy rate above 71%. In term of chain of the hotels, three groups were equally distributed, seven of the interviewees work for international

chained hotels with affiliation whereas seven interviewees work for independent hotels without affiliation, while seven of them work for domestic chained hotel with affiliation. However, all interviewees are working in resort destinations. In terms of geographical area of hotel of the interviewees were selected only in the southern and eastern parts of Thailand, this research has focused on seven famous resort destinations; Krabi, Phang Nga, Phuket, Koh Samui, Pattaya Koh Samet and Koh Chang.

5.2.1 Conclusion on career path of hotel general managers in independent hotels, domestic chained hotels and international chained hotels (Objective 1)

From the results of this study, in terms of career paths of hotel general managers. For the age at first interviewees entered the hotel industry was found that the interviewees entered the industry during the age from 20 to 30 years old. The majority of interviewees (9 interviewees) entered the industry at age 22 years old. With respect to the experience background, the results indicated that the majority of interviewees (10 interviewees) had 17-22 years of working experience in the hotel industry. For the number of years to general manager position, the majority of the interviewees (10 interviewees) took 11-16 years to become a GM while 9 interviewees took more than 16 years. For the early stages of their careers, surprisingly, the majority of the interviewees (8 interviewees) began their career in management trainee position. In the last stages of their careers, majority of the interviewees (15 interviewees) had worked in the resident manager/EAM grade prior to general manager position. This demonstrates it is possible to work up from management trainee level to a top management position. For the functional responsibilities background, the results indicated that the majority of the interviewees (10 interviewees), came up through the food and beverage department becoming hotel general manager.

For the comparison view points on career path of hotel general managers. For length of time to become GM, the results found that interviewees who are working in domestic and international chained hotels have the same pattern on career length. The average number of years to become GM was 15 years while interviewees from independent hotel took average 18 years. Which mean that interviewees from independent hotels spent more years to gain their working experience to reach GM position.

For stages in career path, interviewees from domestic chained hotel seem to start their career at the first stage as line staff or management trainee position while interviewees from independent hotels started their career from different positions such as line staff, management trainee and supervisor. And most of the interviewees from international chained hotel started their career as management trainee. For the final stage of their career before becoming GM, there was no differences between interviewees from domestic, independent and international chained hotel. The results found that mostly interviewees held EAM/Resident manager position before becoming GM. There were some chances for interviewees (3 out of 7 interviewees) from domestic chained hotel had possibility to grow up from department head before holding GM role.

For the education and time mobility to general manager position in this study, the results found that education did not influence the career development and career path of more than half of the interviewees and they were not sure what role their formal education had played in their career. They believed that a higher degree will not contribute more to the hotel business than having more years' experience in the industry. These findings indicated that a large majority of interviewees believed that years of experience is more valuable than a master's degree qualification for their career progression. However, interviewees agreed that higher education may help them to develop their managerial skills and hotel management competencies.

For the comparison view points on career path of hotel general managers regarding to education qualifications, the results found that mostly interviewees from all hotel affiliations had education qualification of diploma and bachelor's degree. For the educational major, the results found that interviewees from domestic chained hotel has other educational majors such as English literature, engineering and law. The interviewees from domestic chained hotel who graduated these fields mentioned that the educational major in hospitality or culinary is not as important as gaining real business experience in the hotel industry. While interviewees from independent and international chained hotel believed that specific qualification majors such as hospitality or culinary and catering would help them to have a well understanding about hospitality industry in both theories and practices regarding to hotel management competency development. They suggested that specific educational majors regarding hospitality education offered benefits for their career success especially for the first stage of their career.

For career moves, the results indicated that the majority of the interviewees (15 out of 21 interviewees) moved to different hotels/resorts. Which means during their career, they have moved to work in many hotel organizations. Majority of the career moves were taken by the individual, not the employer. Surprisingly, with this analysis even it was found that in most cases it is the individual who was in charge of the career moves, not the employer. Research also found that majority of interviewees used external labor market for their career moves (moved between companies). Therefore, the most of interviewees in this study (8 out of 21 interviewees) had total 7 career moves. The results also found that total 12 career moves (GMDOM-3) was a maximum career moves and 4 career moves (GMINT-1,4) was a minimum career moves in this study.

For the comparison view points on career path of hotel general managers regarding to career moves. The results found that interviewees who are working in international chained hotel made the maximum number of career moves by employer (5 out of 7 interviewees) which mean they used internal labor market for their career moves (moved within company). However, they moved to worked in other hotel properties (promotion and relocation). While interviewees from domestic chained hotel and independent hotel have moved to work in many hotel organizations during their career routes which means they used external labor market for their career moves (moved between company). The similarity from findings about the extent of job moves, the results found that there were no differences between the interviewees from domestic chained hotel, independent hotel and international chained hotel. Mostly career moves were taken by the individual, not the employer.

With respect to the functional responsibilities background, results indicated that majority of the interviewees (10 out of 21 interviewees) came up through the Food and Beverage department becoming hotel general managers, while 6 interviewees came up through the Front Office department. The remaining career paths were 3 interviewees came up to GM position through Sales and Marketing, 1 interviewee came up through Housekeeping and 1 interviewee from Human Resources department. Although, target interviewees in this study had no upward mobility of their career to GM position through Accounting and Finance, Engineering and others departments.

For the comparison view points on career path of hotel general managers regarding to functional responsibilities background. The results found that most of the

interviewees from international chained hotel came up from Food & Beverage department while interviewees from domestic chained hotel and independent hotel came up from different departments such as Human Resources, Front Office, Sales & Marketing and House Keeping. The interviewees suggested that international chained hotel are seeking for GMs who are working at the hotel site with Food & Beverage experience because most of the international chained hotel are focusing on in-house operational management not strategic management because international chained hotel has support from their corporate offices about strategic management such as Sales & Marketing activities. The international hotel corporations require GMs who have vast experience in operational management. While interviewees from independent hotels had a wide range of functional responsibilities experience; Food & Beverage, Front Office and Sales & Marketing department. The interviewees suggested that independent hotel offer more opportunity for candidates who have an experience not only in Food and Beverage or Front Office to become GMs. Independent hotels required GMs who have wide range of management skills and hotel management competencies. Moreover, independent hotels are managing all strategic functions such as Sales & Marketing activities, Hotel Reservation Channels by themselves. Thus, GMs in independent hotels would be able to handle with Sales & Market strategies and activities, other strategic aspects as well as operational management. For domestic chained hotel, based on the interviewees experience, the interviewees expressed that domestic chained hotel offered career development for talented employees not only employees who are working in Food & Beverage or Front Office department. Hence, interviewees had attended career development programs since they were working as a line staff or supervisor level. The interviewees from domestic chained hotel suggested that it is possible to gain experiences from any functional responsibilities background to become GMs in domestic hotels. The interviewees agreed that every functional responsibilities background are equally important, not only Food and Beverage or Front Office but also another functionality experience.

5.2.2 Conclusion on identify competencies needed for hotel general managers in independent hotels, domestic chained hotels and international chained hotels (Objective 2).

For the competencies required to be a competent hotel general manager in this study, the results indicated that “financial and accounting competency” was ranked as the most important competency followed by “interpersonal competency”, “leadership competency”,

“customer care” and “sales and marketing competency”. The results also revealed that interviewees (as a hotel general manager) required a broad range of hotel management competencies to cope with the diverse range of issues and complexities that confront them. Such as communication skill, problem-solving skill, teamwork and decision making skill.

For the comparison view points on required competencies of hotel general managers regarding to hotel affiliation, the results found that the interviewees from domestic and international chains hotel agreed that the most important competency to manage their hotel was “Leadership competency” while the interviewees from independent hotels suggested “Sales & Marketing competency” plays a vital role for them to manage independent hotels.

5.2.3 Conclusion on explore training needs for competency development to be successful as hotel general manager (Objective 3).

For the training experience, the interviewees had undertaken prior to reaching hotel general manager position. The result revealed that “hotel management and operational training” was the most popular training topic which 15 interviewees had attended to advance their career, interviewees believed that this training course enable them to develop a depth knowledge of hotel management theories and practices. Followed by “leadership/coaching and teamwork skill training”, “financial and accounting training”, “E-commerce and online marketing training”, “interpersonal skill and customer care training”, “revenue management training”, “Sales and Marketing management training” and “human resources management training”.

For training needs, the results found that the most popular topic, the interviewees in this study expecting to attend to advance their career and competency in the future were “revenue management” followed by “E-Commerce and online marketing training”, “financial management”, “leadership”, “hotel operational management” and “MBA education”.

For the comparison view points on training needs, the interviewees expected for future competency development regarding to hotel affiliations. Interestingly, the results found that interviewees who are working for domestic chained hotel and independent hotel required more training than those who are working for international chains hotel. The interviewees from domestic chained hotel mentioned that mostly in domestic chained hotel. GMs are required to spend their time on operational management and corporate offices require them to focus on human resources management rather than offering trainings to GMs. Furthermore, most of the

interviewees from domestic hotels are expecting to study MBA education for their future career development. On the other hands, interviewees from independent hotels agreed that the most important training topic to be successful GMs in independent hotel is “Revenue management” and “Online marketing training”. While interviewees from independent hotels spending most of their time on duty for strategic management such as sales & marketing strategies, meeting with hotel’s shareholders and business partners than attending trainings. Moreover, independent hotels lack of training budget for employees and all trainings for GMs mostly need an approval from hotel’s owners and/or shareholders. The differentiation found that interviewees from international chained hotel are attending career development programs provided by their corporate offices as well as they always receive positive support about training plans. Most of them mentioned that they are satisfied with training opportunities provided by corporate offices and they felt that they have a job security working with international chains hotel. In contrast, interviewees from independent hotel are expecting to attend more training for competencies development as well as the interviewees from domestic chained hotel.

5.3 Discussions

The discussions are based on the research objectives. The results of this study confirm previous research.

5.3.1 Discussion on career path of hotel general managers (Objective 1)

From previous research, in terms of career paths, results of this study confirmed the previous researches that general managers made multiple career moves by working in different locations and positions. This means that during their career, they have moved to work in many hotel organizations and different geographical areas. The results of this study also confirmed the study of McCabe (2008) suggested for geographic mobility; forty-five percent of respondents indicated that they had relocated to another city or state in Australia in the process of undertaking a job move whilst over one-third (34%) of sample respondents had worked in another country in the course of their career in the Convention and Exhibition industry or within other industry sectors. It would seem that they follow a self-directed career and use mobility as a strategy to assist in their career planning and development.

For functional responsibilities, the results of this study supported the study of Ladkin, 2002 that most of the hotel general managers worked in food and beverage department before they becoming GM. In addition, this may imply that hands-on experience in the Food and Beverage division was most useful for eventual promotion to the rank of GMs, while field experience in the front office and sales and marketing divisions were also very useful. The data also shows that front of the house operational experience is more common for starting work in a hotel than back of the house experience, such as sales and marketing, accounting, finance and human resource management, for those who go on become a GM.

In terms of education qualification, the results of this study argued the results of Ladkin (2002) study found out that hotel general managers who have undertaken a master's level vocational course have experienced the most rapid career advancement. This support the notion that higher education leads to a more rapid career progression. The study of Ko (2012) investigated chefs' professional competence, job satisfaction and career development confidence. The study finding indicated that enterprises should provide more opportunities for chefs to receive continuing education to promote their professional competence. In addition to helping chefs to create high-quality, delicious dishes, employers offering such continuing education can help chefs to develop within the workplace and to plan career paths.

The research of career analysis conducted by Steele (2003) studied the career paths of low, mid, and high level managers in the hotel industry in Auckland, New Zealand. Steele (2003) stressed that, although those who progressed to the top by working through the ranks (with or without a university education) are to be congratulated, formal qualifications has been essential for the continuing professionalization of the industry. Furthermore, results of this study confirmed the study of McGregor, 2005 that higher education boosts service workers' confidence and critical thinking skills, both of which are beneficial to the company and employees themselves. General managers in this study agreed that the skills and maturity that are generally acquired through academic study are as vital as the specialist and professional skills and knowledge acquired in the various degree programs.

The results of this study also supported the study of Steed and Schwer (2003), in their examination of the skills required by executive teams, are among those who have concluded that on-the-job training methods are more effective than formal education in helping individuals

to develop critical competencies. This study also supported results of the study of Brownell (2008) conducted a study about leadership competencies the findings argued that general managers ranked a formal education as among the least important factors influencing effectiveness on the job. Whether as a component of an academic program or for professional development on the job, consultants and researchers have argued persuasively that over 80% of what managers need to know can only be acquired through experiences in the field. Rather than spending hours in classroom, today's future leaders develop both key skills and attributes/abilities through a wide range of experiential activities.

For the internship, this study also agreed with the result of Raybound and Wilkins (2005), that internships, case studies, and consulting projects enable students to demonstrate not only skills but important attributed/abilities as well. Similarly, supervised internships with international corporations could be made available to students to begin to learn tactical applications of strategic plans. Causin and Ayoun (2011) suggested that internships could also be beneficial in developing personal communication skills required of top managers. The research of career analysis conducted by Steele (2003) studied the career paths of low, mid, and high level managers in the hotel industry in Auckland, New Zealand. Steele (2003) stressed that, although those who progressed to the top by working through the ranks (with or without a university education) are to be congratulated, formal qualifications has been essential for the continuing professionalization of the industry. Furthermore, results of this study confirmed the study of McGregor, 2005 that higher education boosts service workers' confidence and critical thinking skills, both of which are beneficial to the company and employees themselves. General managers in this study agreed that the skills and maturity that are generally acquired through academic study are as vital as the specialist and professional skills and knowledge acquired in the various degree programs. The results of this study found that education did not influence the career development of more than half of the interviewees and they were not sure what role their formal education had played in their career development. They believed that a higher degree will not contribute more to the hotel business than having more years' experience in the hospitality industry.

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Moreover, this study confirmed the importance of internship experience similar to the study of Causin and Ayoun (2011) expressed that cross-culture knowledge and skills could be provided in a classroom setting and then applied through internationally focused internships. Such Internships may prove difficult to obtain; however, the benefit of preparing appropriately prepared international managers would appear to be quite substantial. The results of this study supported that internship experience is one of the key success in career for hotel general manager. The results found that the majority of the general managers (8 interviewees) began their career in management trainee position which means they have attended internship while they started their career. This demonstrates it is possible to work up from management trainee level to a top management position.

For the career moves, McCabe (2008) suggested time mobility and geographic mobility in his study. For time mobility; the length of time an individual remains in a job can also be considered a component of an individual's career planning and development strategies. The results identified that the mean time that respondents had been employed in their current position was 2.8 and 3.3 years in previous jobs; the median length of time was 1.6 years in their current position and 2 years in their previous jobs. It would appear that individuals change jobs approximately every two to three years. This study supported the study of McCabe 2008, research found that general managers have been employed in their current position from 1 to 3 years then they moved to work in another hotel organization. The reason for each move mostly through promotion. For example, in the case of hotel general managers, mobility is restricted by the actual number of jobs within those hotels. The results of this study agreed with Ladkin and Riley, 1996 that the internal and external labor markets are the vehicles for mobility. The results of this study confirmed that mostly hotel general managers used external labor market for their career moves (moved between companies).

Moreover, the results of this study found that majority of the career moves were taken by the individual, not the employer. Which supported by previous studies of Briscoe, Hall, Rachel & DeMuth, 2006 about the concept of new perspectives on careers and become popular in the organizational literature: the protean career and the boundaryless career. The concept known as protean career attitude emphasizes an individual manages his or her career in a proactive, self-directed way driven by personal values and evaluating career success based on subjective career criteria (Hall, 2002). The protean career is a process which the person, not the organization, is managing. It consists of all the person's varied experience in education, training, work in several organizations, changes in occupational field. The Protean Career is described by Hall and Mirvis (1996) as a new career form where the individual rather than the organization takes on the responsibility for one's own career and for transforming one's own career path. While the boundaryless career focuses on crossing both objective and subjective dimensions of career at multiple levels of analysis, including organizational position, mobility, flexibility, the work environment, and the opportunity structure while at the same time de-emphasizing reliance on organizational promotions and career paths. Organizations need to move away from the traditional 'command and control' approach, and become 'supportive and developmental'. Organizations can arrange their system to fit the changing needs of employees and the environment, by strategically aiming to gain both internal and external integration of their career practices (Baruch, 1999). The results of this study supported the suggestions of Barach (1999) that general managers from international chain hotel get support from their organization about their career planning. International chains hotel opens career opportunities for their employees with career development programs, training and promotion.

5.3.2 Discussion on identify competencies needed for hotel general managers (Objective 2)

For the competencies required to be a competent hotel general manager in this study, the results of this study confirmed the study of Kanungo and Misra, 1992 and Lawler, 1994 identified two interrelated sets of managerial competences: technical and generic. Technical managerial competence consists of having the knowledge and skills that enable the manager to give an effective performance in specific areas of management such as marketing (marketing and marketing analysis), financial and accounting (economic-financial management), quality

management (service quality management), customer care quality of service (customer profiles and behaviors). Generic managerial competence refers mainly to manager's capability of self-regulation and self-control in job development (Kanungo & Misra, 1992).

This study found out that most of hotel general managers use technical managerial competency to be a competent GM such as financial and accounting competency, leadership competency, customer care and sales and marketing competency. The results also revealed that interviewees (as a hotel general manager) required a broad range of hotel management competencies to cope with the diverse range of issues and complexities that confront them. Such as communication skill, problem-solving skill, teamwork and decision making skill as confirmed by Abraham, Karns, Shaw and Mena (2001) reported that effective leaders possess skills that include communication, teambuilding, problem-solving, and decision making. This study supported the research by Kay and Moncarz (2007) investigated that the professional competencies of successful hotel managers and listed four items in decreasing order of importance: human resource management, financial management, marketing and information technology as well as the study of Umbreit (1992) proposed six major competency areas essential for hospitality graduates; leadership, human resource management and communication skills.

Moreover, Abraham, Karns, Shaw and Mena (2001) reported that effective leaders possess skills that include communication, teambuilding, problem-solving, and decision making. Meanwhile, Topping (1997) developed a comprehensive list, including confidence, trust, teamwork, communication, problem-solving ability and a desire to develop others. Ireland and Hitt (1999) examined successful practices and concluded that flexibility, strategic thinking, and teamwork were central to managerial effectiveness (Earle, 1996) are primary factors.

Furthermore, this study confirmed the study of Dennis (2009) found that interpersonal skill is very important to serve the customer whether selling a holiday, dealing with complaint, or taking a telephone inquiry, employee will need to demonstrate good communication skill listening and question technique, and build up rapport with the customer. Moreover, interpersonal skill also plays the very important role in the development of good working relationship and effective communication in the workplace.

While Buergermeister (1983) argued that technical skills are important, human relations and conceptual management skills are essential for hospitality managers upon

graduation. Siu (1998) indicated that organizations should identify required competencies for specific positions before recruiting employees. Furthermore, directors of different levels within an organization require different managerial competencies (Horng et al., 2011). Kay and Moncarz (2007) found that a manager's career success to depend upon knowledge of financial management, personal relationships, communication, leadership, human resource management and other situational aspects. Connolly and McGing (2006) conducted a survey of management competencies in the lodging industry in Ireland, in this study, the respondents were requested to supply competencies that were not listed on the survey instrument but were perceived to be important for managers. Included among the responses to this question were foreign language abilities as well as problem-solving and decision-making skills.

5.3.3 Discussion on explore training needs for competency development to be successful as hotel general managers (Objective 3).

For future focus on career and competency development, the results found that most of the hotel general managers in this study believed that training is one of the most important issue in their career success. The general managers required more trainings such as revenue management training followed by E-Commerce and online marketing training, financial management, leadership, hotel operational management and MBA education.

The results of this study supported the study of Specht, Fichtel and Meyer, 2007 suggested that training programs not only help managers prepare hospitality employees for their current roles, but also supply workers with the skills they need for the next position in their career path. Formal training for these workers should be directed at helping them understand how to achieve quality service. At the same time, it is also important that employees receive training on how their work affects company-wide financial performance and other organization goals. Moreover, training aimed at helping employees grow with the organization. Hotel employees should thus actively participate in the various career activities offered by their hotels, as this could help them to develop specific career goals, improve career-relevant skills, and widen their career-related networks. Clearly, both hotels and hotel employees need to pay more attention to career development. (Kong et al, 2010). These activities are confirmed as a beneficial to the development of career competency.

Moreover, the results of this study supported that research of Jackson and Sirianni (2009) suggested that one way that organizations can take better care of their employees and in turn, their customers and profits is to implement career development programs, which are planned processes for linking service employees' career needs within their organization's employment needs. Employees who are provided with significant career development programs are likely to show increased job satisfaction and company loyalty, which translates to reduced employee turnover for firms. Moreover, increased service employee retention should translate to increased customer satisfaction and firm productivity that play a vital role in the service-profit chain. In addition to reducing employee turnover and thus increasing customer satisfaction, career development programs can also provide service managers with empowerment opportunities for their employees including coaching and training-that will better enable them to handle the stress and responsibilities that come with serving customers, while also improving their job performance.

5.4 Recommendations

5.4.1 Recommendations for hospitality student

The growth of the hospitality industry in Thailand had been rapid and it has created a high demand for career in hotel business. Since the recruiters are seeking for qualified employees for their organizations. Hospitality students who graduate today face many challenges when finding a job in today's competitive job market. The way to develop skills and competencies for hospitality students is to attend the internship programs which offer by academic programs or hotel organizations Such an internship should be a good start in career for hospitality students and it would be an advantage for their future career when applying job in hotels.

One of the key findings from this study about functional responsibility of hotel general manager's career path is the majority of interviewees had experience working in food and beverage department grade prior to become hotel general manager. It is important in career planning and development for hospitality's student to start up their career in hotel business. Especially the internship experience in Food & Beverage sector would help hospitality students to gain real business experience in hotel business.

5.4.2 Recommendations for university

University that offers academic hospitality programs should be designed to teach the skills and competencies that will prepare students to be competitive in the workplace. These skills and competencies must enable students to manage the rapidly changing demands in today's hospitality industry addressing increased competition, changing consumer attitudes and employer demands. Moreover, academic hospitality programs should also include internship that enables the student to develop the competencies identified in this study. Especially, financial and accounting, leadership, customer care and sales and marketing competency should be an extra concern for hospitality graduates. Meanwhile, revenue management, E-Commerce & online marketing, financial management, leadership, hotel operational management and MBA education are also having effort for competency development for future's hotel employees to be successful in their career.

Since Food & Beverage functions play a vital role in career growth for hotel employees. There must be a substantial food and beverage input from the hospitality management programs on a regular basis. It is possible that greatly diversity in food and beverage management experience would assist in career path and development in hotel industry.

In addition, academic hospitality programs should be added cross cultural courses for the student. The courses have to focused on how to work in a diverse workplace such as hotel organizations with communicative behaviors, improving intercultural communication and presentation skills, with case studies in the efficient management of cross-cultural and intercultural negotiation. Moreover, academic hospitality programs must offer an international internship opportunity for the students to practice and develop skills and hotel management competency with international hotel corporations.

5.4.3 Recommendations for hotel staff

Since the employers are seeking for qualified staff in hotel organizations. Hotel employees face many challenges when finding a job. Thus, hotel staff should keep developing skills and competencies to be employed in a highly competitive job market.

Base on the results of this study, hotel staff should always attend career development and trainings provide by hotel employer for future career advancement. On the other hands, hotel staff should be looking for the opportunity to attend an MBA education. However, in

the findings of this study confirmed that higher educational qualification would not be an advantage in career development but MBA degree would benefit for skills and competencies development in both theory and practice.

Regarding to career path, for the first stage at hotel employee's career. This study suggested that it is possible to grow up from line staff/management trainee or spending more time for higher education and start up career as supervisor to become GM. For the final stage of career before GM position, the hotel staff would hold EAM/Resident/Resort/Hotel manager position before becoming GM. The advantage for hotel staff who are working in Food & Beverage department with international chained hotels would lead to faster GM role. While, hotel staff who are working in other departments with domestic chained hotel and independent hotel has an equal chance to become GM. However, the preferable Sales & Marketing experience to become GM in independent hotel.

Hotel staff should attend trainings that offer from results of this study for competency development which are hotel management and operational training is the most popular training topic which majority of hotel general managers in this study had attended to advance their career. Followed by leadership/coaching and teamwork skill training, financial and accounting training, E-commerce and online marketing training, interpersonal skill and customer care training, revenue management training, sales and marketing management training and "human resources management training.

Moreover, the hotel staff need to practice the importance competencies that required to be a competent GM in this study. Financial and accounting, leadership, customer care and sales and marketing competency should be an extra for competencies development. The results also found that revenue management, E-Commerce & online marketing, financial management, leadership, hotel operational management are also having effort for competency development for hotel employees to be successful in future career.

5.4.4 Recommendations for hotel general manager

The hospitality industry presents diverse career opportunities, and especially for a management position. The thing GMs need to do to advance is to make sure that GMs have present and future knowledge, skills, and abilities to be competent GMs as well as developing

competencies to grow up to higher level position such as working as a “Regional Director”, or “Vice President” position in hotel corporation regional office for international chained hotel.

Since hotel industry is looking for job experience, for further career growth GMs need to show past experience and background relates well to hotel business. GMs need to demonstrate that your experience has made you ready for this higher position and responsibility.

To do this, think about the competencies required for the job (or promotion), and match them against the ones you had to develop in your past jobs. Try to estimate skills and competencies that you are missing or need to develop and make strategic improvement on those missing ones. Based on results of this study, the ways for career development by attending more training regarding to hotel management competencies and joining MBA program. In short, you need to position your mix of human capital and past experience as exactly what a potential employer currently desires.

As GMs move up the hospitality career ladder, you are increasingly likely to have greater managerial and leadership responsibilities, and these responsibilities begin with your learning how to supervise others. Whether you are a GMs in domestic, independent or international chained hotels, you'll need a mix of technical skills, interpersonal competency, and conceptual and analytic skills. GMs need to perform the strategic planning necessary for the organization's long-term health. For example, a general manager's job involves applying his or her reasoning, inductive thinking, and planning skills. While it is certainly important that a general manager understands the roles of his or her subordinates, and definitely not be ignorant of their job tasks, it is less critical for the general manager to have specific technical expertise. Even if they are technically skilled in their subordinates' jobs, top managers must be willing to let their subordinates perform their tasks and not micromanage. This study suggested that GMs are required interpersonal competencies to manage staff at all levels of management in hotel organization. This includes the ability to understand person's strengths and weaknesses, maintain emotional self-control, and (especially important) motivate others through developing work relationships. Certainly, other hotel management competencies such as Financial & Accounting, Revenue management, Sales & Marketing also important for GMs career advancement.

Finally, if GMs can get through all of these competencies mentioned above, GMs will be able to take advantage to work at the multiple-layer structure of the hotel industry for higher position opportunities at the property, regional, and corporate (chain) levels.

5.4.5 Recommendations for hotel sectors

Since hotel industry faces the challenge with multi-nationality workforces and customers. The hotel sectors should pay more attention in cross-cultural communication by offer training to hotel staffs at all levels for a good understanding of differentiation between cultural backgrounds and behavior.

Furthermore, hotel operators should expand supervisor trainings and implementation of the best practice by focusing on hotel management competency in order to have sufficient staff qualifications. Hotel operators must give clear guidance, emphasizing the importance of improving these competencies.

Hotel sectors must recognize the importance of providing appropriate and adequate training and career development opportunities for employees to improve their job performance and competencies development. It is anticipated that such opportunities would in turn enhance the retention of qualified employees who support the hotel organization in materializing company objectives. The provision of continuous should be accepted as standard managerial practice in the hotel industry. As a result, effective trainings in career planning and development programs can be changed the workforce situation regarding to career move in hotel business from external labor market becoming internal labor market because hotel employees will make their career move within company not between company.

Employees should be required to participate and share their opinions in such developmental training in order to develop the efficiency training programs. However, managers should monitor performance appraisal for their staffs every quarter to ensure about job satisfaction and open opportunity to discuss about problems in their job and training needs. Then, managers will be able to plan the effective training programs, develop proper recruiting process, monitoring an effective performance appraisal, career development and maximize the efficiently of staff and increase reputation for hotel organization. Employees are the key success in hospitality industry. Therefore, hotel sectors should offer career planning for their employees because human capital is very important for hotel organization, if employees satisfy with their job

then employees will be able to deliver the best service quality to the customers. However, before each employee join career development and planning program. The manager should have a proper selection process to ensure that employee have adequate abilities and competencies to be a good leader in the future.

5.5 Limitations and Suggestions for Further Study

There were some limitations in this study: (1) the hotel general managers who participated in this study might rate the important level of top 5 competencies based on their experience instead of predicted future phenomenon. (2) Due to the purposive sampling method, the results of this study are only a reflection of those interviewees who participated in this research. The representativeness and generalize ability of the findings are limited to the target population. (3) Only 21 hotel general managers participated in this study. The results from the interviews might be bias regarding to purposive sampling method does not produce a sample that is representative of a larger population. Moreover, the completed interviews may not be reflecting the fact and may not be confidence because the interviewees might have pre-judgment to the interview questions.

This study identified the competencies necessary for hotel general managers to be successful in their career only from employees' view point. Once identified, the acquisition and use of those competencies must be examined to ensure maximum effectiveness. Accordingly, future research could investigate the required competencies for success as a front line staff and middle manager in hotel industry. It is also interesting to investigate the difference of competencies required for success among hotel general managers work in difference hotel affiliations; domestic hotels, independent hotels and international chains hotel in Thailand in quantitative method to have a clear understanding of hotel management competency. Moreover, it is interesting to investigate career path and career planning for hotel general managers who work for mid-range scale hotels in Thailand. For career development in this study focused on training experiences of hotel general managers. Future research should investigate all topics of career development in hotel industry.

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APPENDIX A

QUESTIONNAIRE

No: _____



Interview Questions with the Hotel General Manager

“Career analysis of Hotel General Managers”

A comparison study between independent, domestic and international hotels

Dear Respondent,

The purpose of this questionnaire is to collect data and information for a research of the Business Administration in Hospitality and Tourism Management (International Program) at Prince of Songkla University, Phuket Campus, Thailand. The data collected in these questionnaires will be **utilized for academic purpose only** as well as a tool for career analysis of hotel general managers who are working in independent hotel, domestic hotel and international hotel chain in Thailand. All individual information will be kept confidential. I would deeply appreciate it if you could spare your available time to cooperate this survey for the betterment of Hospitality industry career development. Your cooperation on this matter should be highly appreciated.

Ms. Wararak Puetpan

Date Interviewed: ____/____/20__ (dd/mm/y)

Interviewee: _____

Place Interviewed: _____

Interviewer: _____

Please write down the answer in the blank, tick \checkmark in the which corresponds to your answer.

Part 1: Personal Information

1.1 Gender Male

Female

1.2 Age: _____ years

1.3 Nationality: _____

Part 2: Information about your current employer

2.1 The hotel/resort you are working now is:

- Operated by domestic/local hotel chain Operated by independent hotel
 Operated by international hotel chain

2.2 Number of rooms: _____ rooms

2.3 Star rating of your hotel/resort:

- 3 stars 4 stars 5 stars

2.4 Number of employees: _____ employees

Thai: _____ Non-Thai: _____

2.5 Your hotel/resort average occupancy rate _____ %

Part 3: Educational qualifications

4.1 Please write the following details about your educational qualifications starting with most recent at the top

Educational Qualification	Major	Level	Completed year	Country	Institution
1					
2					
3					
4					
5					
6					
7					
8					

Level: (Primary/Secondary, Higher secondary, Certificate, Diploma, Higher Diploma, Undergraduate, Masters, PhD)

Part 4: Career development and Training

5.1 Please write the following details about your career development and training experiences starting with most recent at the top

Career development and Training Programs	Duration	Training conducted by	Location	Country	Training requested by
1					
2					
3					
4					
5					
6					
7					
8					

Training conducted by: (Outsource Company, Training department, Corporate office, Academic institute)

Training requested by: (Yourself, company)

Part 6: Information about your career path

6.1 Please indicate information about your current position at the top and previous positions held in descending order. If the positions were in a hotel/resort indicate the department and level as shown below the table. If the positions held were not in a hotel/resort mention as actual. And also indicate "yes" or "no" to the questions.

Please indicate "Yes" or "No"

Current job title in no 1 and previous titles held in descending order	Duration	Level	Industry	Department	Company/Hotel/Resort	Country	Was the job change initiated by you?	Was the job changing a promotion?
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

Level: GM: General Manager, RS: Resident Manager, DH: Department Head, ADH: Assistant to Department Head,

Sup: Supervisor, Asst Sup: Assistant supervisor, Line: Line staff (eg. Waiter, Room boy etc)

Department: FO: Front Office, F&B: Food & Beverage Operation, F&B Kit: Food & Beverage Kitchen, HK: Housekeeping,

HR: Human Resource, Fin: Finance & Accounting, SM: Sales & Marketing, ENG: Engineering & Maintenance, Other

Part 7: Hotel Management Competency

7.1 Looking back over your career, to be full competence in your career please rank the top 5 important competencies and please explain why they are important and give an examples.

Hotel Management Competency	Ranking
Sales & Marketing (sales & marketing and sales & marketing analysis)	
Financial and accounting (economic-financial management)	
Quality management (service quality management)	
Customer care quality of service (customer profiles and behaviors)	
Self-regulation and self-control in job development	
Individual characteristics (attitudes, motivation, or personality traits)	
Human relations and conceptual management skills, Teamwork and Leadership skill and Interpersonal skill	
Communication skill	
Problem-solving skill, Managing guest problems with understanding and sensitivity	
Decision-making skill	
Information technology skill	
Conceptual (creative-adaptive)	
Maintaining professional and ethical standards in the work environment	
Professional appearance and poise	
Interpersonal skill	
Coaching & Training skill	

7.2 Please mention below if you have used any other competency/competencies to advance your competence

a)

b)

c)

Part 8: Future focus for career and competency development

8.1 To develop your competency/competencies please mention the career development and training programs you should attend in the future

a)

b)

c)

Thank you very much for your cooperation.

APPENDIX B

Stages in career and working experience, functional responsibilities and career moves in career paths of interviewees

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMDOM-1	Human Resources	1.Human Resources Administration (3years) 2.Human Resources Assistant Supervisor (4years) 3.Human Resources Supervisor (3years) 4.Human Resources Manager (5year) 5.Human Resources Director (5years) 7.General Manager (12years) No. of Years to GM = 20 years Total 32 years experience in hotel industry	1.Human Resources Administration (1year) moved to another hotel for the same position (2years) By Organization: IND hotel to INT hotel By employee Between Company 2.Human Resources Administration promoted to be Human Resources Supervisor in the same hotel (2years) By Organization: INT hotel to INT hotel By employer (promoted) Within Company 3. Human Resources Supervisor (1years) moved to another hotel for the same position (2years) By Organization: INT hotel to INT hotel By employee Between Company	54 years old/ 22 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>4. Human Resources Supervisor moved to another hotel to promoted to be Human Resources Manager (2years) By Organization: INT hotel to DOM hotel By employee Between Company</p> <p>5. Human Resources Manager moved to another hotel for the same position (1years) By Organization: DOM hotel to IND hotel By employee Between Company</p> <p>6. Human Resources Manager moved to another hotel to promoted to be Human Resources Director (3years) By Organization: IND hotel to INT hotel By employee Between Company</p> <p>7. Human Resources Director moved to another hotel for the same position (2years) By Organization: INT hotel to DOM hotel</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employee Between Company</p> <p>8. Human Resources Director get promoted to be GM in the same hotel (4years)</p> <p>By Organization: DOM hotel to DOM hotel By employer (promoted)</p> <p>Within Company</p> <p>9. GM moved to another hotel (4years)</p> <p>By Organization: DOM hotel to IND hotel</p> <p>By employee Between Company</p> <p>10. GM moved to another hotel (3years)</p> <p>By Organization: IND hotel to INT hotel</p> <p>By employee Between Company</p> <p>11. GM moved to current hotel – present (1year)</p> <p>By Organization: INT hotel to DOM hotel</p> <p>By employee; between company; Total 11 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMDOM-2	Food & Beverage	1.Restaurant Supervisor (2years) 2.Restaurant Manager (2years) 3.Food & Beverage Manager (1years) 4. Food & Beverage Director (2year) 5.General Manager (2years) No of Years to GM = 7 years Total 9 years experience in hotel industry	1.Restaurant Supervisor moved to another hotel to be promoted to Restaurant Manager (2years) By Organization: IND hotel to INT hotel By employee Between Company 2.Restaurant Manager moved to another hotel to be promoted to Food & Beverage Manager (1year) By Organization: INT hotel to DOM hotel By employee Between Company 3. Food & Beverage Manager moved to another hotel to be promoted to Food & Beverage Director (1year) By Organization: DOM hotel to INT hotel By employee Between Company 4. Food & Beverage Director moved to another hotel for the same position (1year) By Organization: INT hotel to IND hotel	38 years old/ 29 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			By employee Between Company 5. Food & Beverage Director moved to current hotel to promoted to be GM (2years), working until now By Organization: IND hotel to DOM hotel By employee Between Company Total 5 Moves	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMDOM- 3	Food & Beverage	1. Waiter (1year) 2. Restaurant Captain (1year) 3. Restaurant Supervisor (1year) 4. Assistant Restaurant Manager (1year) 5. Restaurant Manager(2years) 6. Assistant F&B Manager(2years) 7. F&B Manager(3years) 8. Assistant F&B Director(2years) 9. F&B Director(2years)	1. Waiter and Restaurant Captain worked in the same hotel (promoted)(Total 2 years) By Organization: IND hotel to IND hotel By employer Within Company 2. Restaurant Captain moved to another hotel to be promoted to Restaurant Supervisor(1year) By Organization: IND hotel to IND hotel By employee Between Company 3. Restaurant Supervisor moved to another hotel to be promoted to Asst. Restaurant Manager (1year). By Organization: IND hotel to INT hotel By employee Between Company	49 years old/ 25 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		<p>10. Resident Manager(3years)</p> <p>11. GM(6years)-Present</p> <p>No of Years to GM = 18 years</p> <p>Total 24 years</p>	<p>4.Asst. Restaurant Manager promoted to be Restaurant Manager (2years) in the same hotel</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>5. Restaurant Manager moved to another hotel to be promoted to Asst. F&B Manager (2years).</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>6.Asst. F&B Manager promoted to be F&B Manager in the same hotel (3years)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>7. F&B Manager (3years) moved to another hotel to be promoted to Asst. F&B Director</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>8. Asst. F&B Director (2years) moved to another hotel to be promoted to F&B Director (2years)</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>9. F&B Director moved to another hotel to be promoted to Resident Manager (3year). Resident Manager promoted to be GM in the same hotel (2years)</p> <p>By Organization: IND hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>10. Resident Manager (2years) promoted to be GM in the same hotel (2years)</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			By Organization: INT to INT By employer (promoted) Within company 11. GM moved to another hotel to be GM (2years) By Organization: INT hotel to INT hotel By employer (relocation) Within Company 12. GM moved to another hotel to be GM (2years) By Organization: INT hotel to DOM hotel By employee Between Company (total 12 moves)	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMDOM-4	Front Office	1. GSA (2years) 2. GSA Supervisor(1year) 3. Asst. Front Office Manager(2years) 4. Front Office Manager(2years) 5. Director of Room(3year) 6. EAM(3years) 7 GM(2years) No. of Years to GM = 13 years Total 15 years experience in hotel industry	1. GSA worked in the same hotel, promoted to be GSA Supervisor (Total 3 years) By Organization: IND hotel to IND hotel By employer Within Company 2. GSA Supervisor moved to another hotel to be promoted to Asst. F/O manager (2years) By Organization: IND hotel to DOM hotel By employee Between Company 3. Asst. F/O Manager promoted to be F/O Manager in the same hotel (2years) By Organization: DOM hotel to DOM hotel By employer Within company 4. F/O Manager moved to another hotel to be promoted to Director of Room (2years) By Organization: DOM hotel to INT hotel	39 years old/ 24 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employee Between Company</p> <p>5. Director of Room moved to another hotel for the same position (1year), promoted to be EAM in the same hotel (2years)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employee Between Company</p> <p>6. EAM moved to another hotel in the same position (1year), promoted to be GM in the same hotel(1year)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer Within company</p> <p>7. GM moved to be GM in current hotel (1year)</p> <p>By Organization: INT hotel to DOM hotel</p> <p>By employee Between Company</p> <p>Total 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMDOM-5	Housekeeping	1. Room Attendant (2years) 2. Floor Supervisor (4years) 3. House Keeping Manager (5years) 4. Executive Housekeeping (6years) 5.EAM (4years) 6. GM (8years) No. of Years to GM = 21 years Total 29 years experience in hotel industry	1. Room Attendant (2years) promoted to be Floor Supervisor in the same hotel By Organization: DOM hotel to DOM hotel (same chain hotel) By employer (promoted) Within Company 2. Floor Supervisor (4years) moved to another hotel property but in the same DOM chain to be promoted to H/K Manager (6years) By Organization: DOM hotel to DOM hotel (same chain hotel) By employer (promoted) Within Company 3. H/K Manager moved to another hotel property but in the same DOM chain to be promoted to Exe. H/K (3years) By Organization: DOM hotel to DOM hotel (same chain hotel)	55 years old/ 26 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employer (promoted)</p> <p>Within Company</p> <p>4.Exe. H/K moved to another hotel property but in the same DOM chain for the same position (3years)</p> <p>By Organization: DOM hotel to DOM hotel (same chain hotel)</p> <p>By employer (relocation)</p> <p>Within Company</p> <p>5. Exe. H/K moved to another hotel property but in the same DOM chain to be promoted to EAM (4years)</p> <p>By Organization: DOM hotel to DOM hotel (same chain hotel)</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>6. EAM moved to another hotel property but in the same DOM chain to be promoted to GM (4years)</p> <p>By Organization: DOM to DOM</p> <p>By employer (promoted)</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			Within company 7. GM moved to another hotel property but in the same DOM chain for the same position (4years) By Organization: DOM to DOM By employer Total 7 moves	

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMDOM-6	Front Office	1. Management Trainee (During university) 2. GSA (1years) 3. GSA Supervisor (2year) 4. Asst. Front Office Manager(2years) 5. Front Office Manager(2years) 6. Room Division Manager (2year) 7. Resident Manager (3years) 8. GM(7years) No. of Years to GM = 12 years Total 19 years experience in hotel industry	1. GSA (1 year) promoted to be GSA Supervisor in the same hotel (2year) By Organization: IND hotel to IND hotel By employer (promoted) Within Company 2. GSA Supervisor moved to another hotel to be promoted to Asst. F/O Manager (2years) By Organization: IND hotel to IND hotel By employee Between Company 3. Asst. F/O Manager promoted to be F/O Manager (2years) in the same hotel By Organization: IND hotel to IND hotel (same hotel) By employer (promoted) Within Company 4. F/O Manager moved to another hotel to be promoted to RDM (3years) By Organization: IND hotel to INT hotel	44 years old/ 25 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employee Between Company</p> <p>5. RDM moved to another hotel to be promoted to Resident Manager (3years)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employee Between Company</p> <p>6. Resident Manager promoted to be GM (4years) (in the same INT chain hotel, but relocation)</p> <p>By Organization: INT hotel to INT hotel (same chain hotel), (relocation)</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>7. GM moved to another hotel to be GM (3years)</p> <p>By Organization: INT hotel to DOM hotel</p> <p>By employee Between Company</p> <p>Total 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMDOM-7	Sales &Marketing	1. Management Trainee 2. Sales Administrative (2years) 3. Sales Executive (2years) 4. Asst. Sales Manager (1years) 5.Sales Manager(3years) 6.Director of Sales(4years) 7. Director of Sales and Marketing (2years) 8. GM (8years) No. of Years to GM = 14 years Total 22 years' experience in hotel industry	1. Sales Admin. (2years) moved to another hotel to be promoted to Sales Exe. (2years) By Organization: INT hotel to INT hotel By employee Between Company 2. Sales Exe. Moved to another hotel to be promoted to Asst. Sales Manager (1 year) By Organization: INT hotel to INT hotel By employee Between Company 3. Asst. Sales Manager (1year) promoted to be Sales Manager (in the same INT chain hotel property) (3years) By Organization: INT hotel to INT hotel By employer (promoted) Within Company 4. Sales Manager moved to another hotel to be promoted to DOS (2years) By Organization: INT hotel to IND hotel	52 years old/ 30 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employee Between Company 5. DOS moved to another hotel for the same position DOS (2years) By Organization: IND hotel to DOM hotel By employee Between Company 6. DOS moved to another hotel property (same DOM chain hotel) to be promoted to DOSM (2years) By Organization: DOM hotel to DOM hotel (same DOM chain hotel) By employer (promoted), (relocation) Within Company 7. DOSM moved to another hotel property (same DOM chain hotel) to be promoted to GM (8years) By Organization: DOM hotel to DOM hotel By employer (promoted, relocation) Within company Total 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMIND-1	Sales & Marketing	1. Reservation agent (2years) 2. Reservation Supervisor(1year) 3. Reservation Manager(2years) 4. Revenue Manager(3years) 5. Assistant Director of Sales(1year) 6. Director of Sales(2years) 7. Director of Sales & Marketing(2years) 8. GM(6years) No. of Years to GM = 13 years Total 19 years' experience in hotel industry	1. RSVN Agent (2years) promoted to be RSVN Supervisor in the same hotel By Organization: INT hotel to INT hotel (same chain hotel) By employer (promoted) Within Company 2. RSVN Supervisor (1year) moved to another hotel to be promoted to RSVN Manager (3years) By Organization: INT hotel to INT hotel (different INT chain hotel) By employee Between Company 3. RSVN Manager moved to another hotel to be promoted to Revenue Manager (3years) By Organization: INT hotel to INT hotel (different INT chain hotel) By employee Between Company	42 years old/ 23 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>4. Revenue Manager moved to another hotel to be promoted to Asst. DOS By Organization: INT hotel to INT hotel (different INT chain hotel) By employee Between Company</p> <p>5. Asst. DOS (1year) promoted to be DOS (2years) (in the same hotel property, same INT chain hotel) By Organization: INT hotel to INT hotel (same INT chain hotel) By employer (promoted) Within Company</p> <p>6. DOS moved to another hotel to be promoted to DOSM By Organization: INT hotel to INT hotel By employee Between Company (2years)</p> <p>7. DOSM moved to another hotel to be promoted to GM (5years)</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>8. GM moved to another hotel for the same position: GM (5years)</p> <p>By Organization: IND hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>9. GM moved to another hotel for the same position: GM (1year)</p> <p>By Organization: IND hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total 9 moves</p>	

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMIND-2	Front Office	1. Guest Service agent (1year) 2. Guest Service Supervisor(2year) 3. Guest Service Manager(2years) 4. Assistant Front Office Manager(2years) 5. Front Office Manager (2year) 6. Director of Room (2years) 7. EAM (3years) 8. GM(4years) No. of Years to GM = 14 years Total 18 years' experience in hotel industry	1. GSA (1years) promoted to be GSA Supervisor in the same hotel By Organization: IND hotel to IND hotel (same hotel) By employer (promoted) Within Company 2. GSA Supervisor (2year) moved to another hotel to be promoted to Guest Service Manager (2years) By Organization: IND hotel to IND hotel (different IND hotel) By employee Between Company 3. Guest Service Manager promoted to be Asst. F/O Manager (2years) in the same IND hotel property By Organization: IND hotel to IND hotel By employer (promoted) Within Company 4. Asst. F/O Manager (2years) moved to another hotel to be promoted to FOM	40 years old/ 22 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: IND hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>5. FOM (2year) promoted to be DOR (2years) (in the same hotel property, same INT chain hotel)</p> <p>By Organization: INT hotel to INT hotel (same INT chain hotel)</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>6. DOR moved to another hotel (but same INT chain hotel) to be promoted to EAM (3years)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted, relocation)</p> <p>Within Company</p> <p>7. EAM moved to another hotel to be promoted to GM (4years)</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			By Organization: INT hotel to IND hotel By employee Between Company Total = 7 moves	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMIND-3	Sales & Marketing	1. Management Trainee (1year) 2. Reservation Agent (2year) 3. E-commerce Supervisor (2years) 4. Reservation Manager (2years) 5. Revenue Manager (3years) 6. Asst. Director of Sales (2years) 7. Director of Sales (3years) 8. Director of Sales & Marketing (4years) 9. Resident Manager (3years) 10. GM (3years)	1. Management Trainee (1years) continued working in the same hotel property promoted to be RSVN agent in the same hotel By Organization: INT hotel to INT hotel (same INT chain hotel) By employer (promoted) Within Company 2. RSVN agent (2year) promoted to be E-Commerce Supervisor By Organization: INT hotel to INT hotel (Same INT chain hotel) By employer Within Company 3. E-Commerce Supervisor (2years) moved to another hotel to be promoted to RSVN Manager By Organization: INT hotel to INT hotel (different INT chain hotel)	47 years old/ 23 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		<p>No. of Years to GM = 22 years Total 24 years' experience in hotel industry (excluding management trainee for 1 year)</p>	<p>By employee Between Company 4. RSVN Manager (2years) promoted to be Revenue Manager in the same hotel property By Organization: INT hotel to INT hotel (same hotel property) By employer Within Company 5. Revenue Manager (3years) moved to another hotel to be ADOS By Organization: INT hotel to DOM hotel By employee Between Company 6. ADOS (2years) promoted to be DOS By Organization: DOM hotel to DOM hotel By employer (promoted) Within Company 7. DOS(3years) moved to another hotel to be promoted to</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>DOSM</p> <p>By Organization: DOM hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>8. DOSM (4years) promoted to be Resident Manager (in the same IND hotel property)</p> <p>By Organization: IND hotel to IND hotel</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>9. Resident Manager (3years) moved to another hotel to be promoted to GM (3years)</p> <p>Total = 9 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMIND-4	Front Office	1. Assistant Guest Service Manager (3years) 2. Guest Service Manager (4years) 3. Assistant Front Office Manager (3years) 4. Front Office Manager (5years) 5. Director of Room (4years) 6. GM (10 years) No. of Years to GM = 19 years Total 29 years' experience in hotel industry	1. Asst. Guest Service Manager (3years) promoted to be GSM in the same hotel property By Organization: IND hotel to IND hotel (same IND hotel) By employer (promoted) Within Company 2. GSM (4year) moved to another hotel to be promoted to Asst. FOM By Organization: IND hotel to INT hotel By employee Between Company 3. Asst. FOM (3years) promoted to be FOM (in the same INT chain hotel) By Organization: INT hotel to INT hotel (same INT chain hotel) By employer Within Company 4. FOM (5years) moved to another hotel to be promoted to DOR	51 years old/ 22 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to DOM hotel</p> <p>By employee</p> <p>Between Company</p> <p>5. DOR (4years) promoted to be GM (in the same DOM chain hotel, but different hotel property)</p> <p>By Organization: DOM hotel to DOM hotel</p> <p>By employer (promoted, relocation)</p> <p>Within Company</p> <p>6. GM (4years) in DOM hotel moved to be GM in IND hotel (6years)</p> <p>By Organization: DOM hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total = 6 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMIND-5	Food & Beverage	1. Restaurant Supervisor (3years) 2. Restaurant Manager (2years) 3. Assistant Food & Beverage Manager (4years) 4. Food & Beverage Manager (5years) 5. Director of Food and Beverage (4years) 6. Resident (4 years) 7. GM (8 years) No. of Years to GM = 22 years Total 30 years' experience in hotel industry	1. Restaurant Supervisor (3years) promoted to be Restaurant Manager in the same hotel property By Organization: IND hotel to IND hotel (same IND hotel) By employer (promoted) Within Company 2. Restaurant Manager (2year) moved to another hotel to be promoted to Asst. F&B Manager By Organization: IND hotel to INT hotel By employee Between Company 3. Asst. F&B Manager (4years) moved to another hotel to be promoted to F&B Manager By Organization: INT hotel to INT hotel (different INT chain hotel) By employee Between Company 4. F&B Manager (5years) moved to another hotel property (but same INT chain hotel) to be promoted to DOFB	53 years old/ 23 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to INT hotel</p> <p>By employer (relocation, promoted)</p> <p>Within Company</p> <p>5. DOFB (4years) promoted to be Resident Manager (in the same INT chain hotel, but different hotel property)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted, relocation)</p> <p>Within Company</p> <p>6. Resident Manager (4years) promoted to be GM (in the same INT chain hotel, but different hotel property)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted, relocation)</p> <p>Within Company</p> <p>7. GM (3years) moved to another hotel to be GM (5years)</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total = 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMIND-6	Food & Beverage	1. Chef De Partie (2years) 2. Sous Chef (2years) 3. Executive Sous Chef (4years) 4. Executive Chef (5years) 5. Director of Food & Beverage (4years) 6. EAM (5 years) 7. GM (4 years) No. of Years to GM = 22 years Total 26 years' experience in hotel industry	1. Chef De Partie (2years) promoted to be Sous Chef in the same hotel property By Organization: IND hotel to IND hotel (same IND hotel) By employer (promoted) Within Company 2. Sous Chef (2year) promoted to be Exe Sous Chef in the same hotel property By Organization: IND hotel to IND hotel (same IND hotel) By employer (promoted) Within Company 3. Executive Sous Chef (4years) moved to another hotel to be promoted to Exe. Chef By Organization: IND hotel to INT hotel By employee Between Company 4. Exe. Chef (5years) moved to another hotel property (but	48 years old/ 22 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>same INT chain hotel) to be promoted to DOFB</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (relocation, promoted)</p> <p>Within Company</p> <p>5. DOFB (4years) promoted to be EAM (in the same INT chain hotel, but different hotel property)</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (promoted, relocation)</p> <p>Within Company</p> <p>6. EAM (5years) moved to another hotel to be promoted to GM (4years)</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total = 6 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMIND-7	Food & Beverage	1. Management Trainee (2years) 2. Head Chef (2years) 3. Sous Chef (3years) 4. Executive Chef (4years) 5. Director of Food & Beverage (4years) 6. Resident Manager (3years) 6. GM (6years) 7. No. of Years to GM = 16 years Total 22 years' experience in hotel industry (excluding 2 years in Management Trainee position)	1. Management Trainee (2years) promoted to be Head Chef in the same hotel property By Organization: IND hotel to IND hotel (same IND hotel) By employer (promoted) Within Company 2. Head Chef (2year) moved to another hotel to be promoted to Sous Chef By Organization: IND hotel to INT hotel By employee Between Company 3. Sous Chef (3years) moved to another hotel to be promoted to Exe. Chef (same INT chain hotel, but different property) By Organization: INT hotel to INT hotel By employer (promote, relocation) Within Company 4. Exe. Chef (4years) moved to another hotel to be promoted to DOFB	44 years old/ 22 years old (excluding 2 years in Management Trainee position)

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>5. DOFB (4years) promoted to be Resident (in the same IND hotel property)</p> <p>By Organization: IND hotel to IND hotel</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>6. Resident Manager (3years) moved to another hotel to be promoted to GM (5years)</p> <p>By Organization: IND hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>7. GM (5years) moved to be GM (1year in current hotel)</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total = 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-1	Food & Beverage	1. Management Trainee (2years) 2. Assistant Restaurant Manager (2years) 3. Restaurant Manager (2years) 4. Food & Beverage Manager (2years) 5. Director of Food and Beverage (2years) 6. EAM (4 years) 7. GM (4 years) No. of Years to GM = 10 years	1. Assistant Restaurant Manager (2years) promoted to be Restaurant Manager in the same hotel property By Organization: INT hotel to INT hotel (same INT chain hotel) (promoted, relocation) By employer (promoted) Within Company 2. Restaurant Manager (2year) moved to another hotel property to be promoted to F&B Manager By Organization: INT hotel to INT hotel By employer (Same INT chain hotel) (promoted, relocation) Within Company 3. F&B Manager (2years) moved to another hotel property to be promoted to DOFB By Organization: INT hotel to INT hotel (Same INT chain hotel) (promoted, relocation) By employer	37 years old/ 23 years old (excluding 2 years in Management Trainee position)

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		Total 14 years' experience in hotel industry (excluding 2 years in Management Trainee position)	Within Company 4. EAM (4years) moved to another hotel property (but same INT chain hotel) to be promoted to GM By Organization: INT hotel to INT hotel By employer (relocation, promoted) Within Company Total = 4 moves	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-2	Food & Beverage	1. Management Trainee (2years) 2. Restaurant Captain (2years) 3. Assistant Restaurant Manager (1years) 4. Restaurant Manager (2years) 5. Assistant Food and Beverage Manager (2years) 6. Food & Beverage Manager (2years) 7. Director of Food & Beverage (3years) 6. EAM (4 years) 7. GM (7 years) No. of Years to GM = 16	1. Management Trainee (2years) promoted to be Restaurant Captain in the same hotel property By Organization: INT hotel to INT hotel (same INT chain hotel) (promoted) By employer (promoted) Within Company 2. Restaurant Captain (2year) to be promoted to Asst. Restaurant Manager By Organization: INT hotel to INT hotel By employer (Same INT chain hotel, same hotel property) (promoted) Within Company 3. Asst. Restaurant Manager (1years) promoted to Restaurant Manager in the same hotel property By Organization: INT hotel to INT hotel (Same INT chain hotel) (promoted)	43 years old/ 20 years old (excluding 2 years in Management Trainee position)

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		<p>Years</p> <p>Total 23 years' experience in hotel industry (excluding 2 years in Management Trainee position)</p>	<p>By employer</p> <p>Within Company</p> <p>4. Restaurant Manager (2years) promoted to be Asst. F&B Manager</p> <p>By Organization: INT hotel to INT hotel (Same INT Chain hotel, but different property)</p> <p>By employer (relocation, promoted)</p> <p>Within Company</p> <p>5. Asst. F&B Manager promoted to be F&B Manager in the same hotel property</p> <p>By Organization: INT hotel to INT hotel (Same INT Chain hotel, but different property)</p> <p>By employer (relocation, promoted)</p> <p>Within Company</p> <p>6. F&B Manager promoted to be DOFB in the same hotel property</p> <p>By Organization: INT hotel to INT hotel (Same INT chain hotel)</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>(promoted) By employer Within Company 7. DOFB (3years) promoted to be EAM (Same INT Chain hotel, but different property) By employer (relocation, promoted) Within Company 8. EAM (4years) moved to another hotel to be promoted to GM By Organization: INT hotel to IND hotel By employee Between Company 9. GM (3years) in IND hotel move to be GM (4years) in current INT chain hotel By Organization: IND hotel to INT hotel By employee Between Company Total = 9 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/ Age at first entered industry
GMINT-3	Food & Beverage	1. Restaurant Supervisor (1year) 2. Assistant Restaurant Manager (1years) 3. Restaurant Manager (2years) 4. Assistant Food & Beverage Manager (2years) 5. Food & Beverage Manager (2years) 6. Director of Food and Beverage (3years) 7. Hotel Manager (3 years) 7. GM (6 years) No. of Years to GM = 14 years	1. Restaurant Supervisor (1year) promoted to be Asst. Restaurant Manager in the same hotel property By Organization: INT hotel to INT hotel (same INT chain hotel) (promoted, relocation) By employer (promoted) Within Company 2. Asst. Restaurant Manager (1year) promoted to Restaurant Manager in the same hotel property By Organization: INT hotel to INT hotel By employer (Same INT chain hotel) (promoted) Within Company 3. Restaurant Manager (2years) moved to another hotel property but same INT chain hotel to be promoted to Asst. F&B Manager By Organization: INT hotel to INT hotel (Same INT chain hotel)	48 years old/ 28 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		Total 20 years' experience in hotel industry	<p>(promoted, relocation)</p> <p>By employer</p> <p>Within Company</p> <p>4. Asst. F&B Manager (2years) promoted to be F&B Manager</p> <p>By Organization: INT hotel to INT hotel in the same hotel property</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>5. F&B Manager (2years) moved to another hotel property but same INT chain hotel to be promoted to DOFB</p> <p>By Organization: INT hotel to INT hotel (Same INT chain hotel)</p> <p>(promoted, relocation)</p> <p>By employer</p> <p>Within Company</p> <p>6. DOFB (3years) moved to another hotel property but same INT chain hotel to be promoted to Hotel Manager</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By Organization: INT hotel to INT hotel (Same INT chain hotel) (promoted, relocation)</p> <p>By employer Within Company</p> <p>7. Hotel Manager (3years) moved to another hotel property but same INT chain hotel to be promoted to General Manager (6years)</p> <p>By Organization: INT hotel to INT hotel (Same INT chain hotel) (promoted, relocation)</p> <p>By employer Within Company</p> <p>Total = 7 moves</p>	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-4	Front Office	1. Assistant Front Office Manager (3years) 2. Front Office Manager (4years) 3. Director of Room (4years) 6. EAM (5 years) 7. GM (4years) No. of Years to GM = 16 years Total 20 years' experience in hotel industry	1. Asst. FOM (3years) promoted to be FOM in the same hotel property By Organization: INT hotel to INT hotel (same INT chain hotel, same property) By employer (promoted) Within Company 2. FOM (4year) moved to another hotel to be promoted to DOR By Organization: INT hotel to INT hotel (same INT chain hotel, different property) By employer (promoted, relocation) Within Company 3. DOR (4years) moved to another INT chain hotel to be promoted to EAM By Organization: INT hotel to INT hotel (different INT	42 years old/ 22 years old

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			chain hotel) By employee Between Company 4. EAM (5years) moved to another INT chain hotel to be promoted to GM (4years) By Organization: INT hotel to INT hotel By employee Between Company Total = 4 moves	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-5	Food & Beverage	<p>1. Management Trainee (2years)</p> <p>2. Assistant Restaurant Manager (1years)</p> <p>3. Restaurant Manager (2years)</p> <p>4. Food & Beverage Training Manager (2years)</p> <p>5. Assistant Food and Beverage Manager (2years)</p> <p>6. Food & Beverage Manager (3years)</p> <p>7. Director of Food & Beverage (3years)</p> <p>6. Resident Manager (4 years)</p>	<p>1. Management Trainee (2years) promoted to be Asst. Restaurant Manager in the same INT chain hotel property</p> <p>By Organization: INT hotel to INT hotel (same INT chain hotel)</p> <p>By employer (promoted)</p> <p>Within Company</p> <p>2. Asst. Restaurant Manager (1year) promoted to be Restaurant Manager</p> <p>By Organization: INT hotel to INT hotel</p> <p>By employer (Same INT chain hotel, same hotel property) (promoted)</p> <p>Within Company</p> <p>3. Restaurant Manager (2years) moved to another hotel to be F&B Training Manager</p> <p>By Organization: INT hotel to INT hotel (different INT chain hotel)</p> <p>By employee</p>	41 years old/ 22 years old (excluding 2 years in Management Trainee position)

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		7. GM (5years) No. of Years to GM = 14 years Total 19 years' experience in hotel industry (excluding 2 years in Management Trainee position)	Between Company 4. F&B Training Manager (2years) promoted to be Asst. F&B Manager By Organization: INT hotel to INT hotel (Same INT Chain hotel, but different property) By employer (relocation, promoted) Within Company 5. Asst. F&B Manager (2years) promoted to be F&B Manager in the same hotel property By Organization: INT hotel to INT hotel (Same INT Chain hotel) By employer (promoted) Within Company 6. F&B Manager (3years) moved to another hotel to be promoted to DOFB (different INT chain hotel) By Organization: INT hotel to INT hotel (Different INT chain hotel)	

Interviewee	Department	Stages in Career/ Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>(promoted)</p> <p>By employee</p> <p>Between Company</p> <p>7. DOFB (3years) promoted to be Resident Manager (Same INT Chain hotel, but different property)</p> <p>By employer (relocation, promoted)</p> <p>Within Company</p> <p>8. Resident Manager (4years) moved to another hotel to be promoted to GM</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>9. GM (2years) in IND hotel move to be GM (3years) in current INT chain hotel</p> <p>By Organization: IND hotel to INT hotel</p> <p>By employee</p> <p>Between Company</p> <p>Total = 9 moves</p>	

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-6	Food & Beverage	1. Assistant Restaurant Manager (2years) 2. Restaurant Manager (2years) 3. Assistant Food and Beverage Manager (3years) 4. Food & Beverage Manager (3years) 5. Director of Food & Beverage (4years) 6. Hotel Manager (3years) 7. GM (4years) No. of Years to GM = 17 years Total 21 years' experience in hotel industry	1. Asst. Restaurant Manager (2years) moved to another hotel to be promoted to Restaurant Manager By Organization: IND hotel to INT hotel By employee Between Company 3. Restaurant Manager (2years) moved to another hotel to be Asst. F&B Manager By Organization: INT hotel to IND hotel By employee Between Company 4. Asst. F&B Manager (3years) moved to another hotel to be promoted to F&B Manager By Organization: IND hotel to INT hotel By employee Between Company 5. F&B Manager (3years) moved to another	44 years old/ 23 years old

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>hotel to be promoted to DOFB</p> <p>By Organization: INT hotel to INT hotel (Different INT Chain hotel)</p> <p>By employee</p> <p>Between Company</p> <p>6. DOFB (4years) moved to another hotel to be promoted to Hotel Manager</p> <p>By Organization: INT hotel to IND hotel</p> <p>By employee</p> <p>Between Company</p> <p>7. Hotel Manager (3years) moved to current hotel to be promoted to GM</p> <p>By employee</p> <p>Between Company</p> <p>Total = 7 moves</p>	



Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
GMINT-7	Food & Beverage	1. Management Trainee (1years) 2. Restaurant Captain (1years) 3. Assistant Restaurant Manager (2years) 4. Restaurant Manager (2years) 5. Assistant Food and Beverage Manager (2years) 5. Food & Beverage Manager (2years) 6. Director of Food & Beverage (4years) 6. EAM (4 years) 7. GM (3years)	1. Management Trainee (1year) promoted to be Restaurant Captain in the same INT chain hotel property By Organization: INT hotel to INT hotel (same INT chain hotel) By employer (promoted) Within Company 2. Restaurant Captain (1year) promoted to be Asst. Restaurant Manager By Organization: INT hotel to INT hotel By employer (Same INT chain hotel, same hotel property) (promoted) Within Company 3. Asst. Restaurant Manager (2years) promoted to be Restaurant Manager By Organization: INT hotel to INT hotel (same INT chain hotel, different hotel property) By employer	42 years old/ 22 years old (excluding 1 year in Management Trainee position)

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
		No. of Years to GM = 17 years Total 20 years' experience in hotel industry (excluding 1 year in Management Trainee position)	Within Company (promoted, relocation) 4. Restaurant Manager (2years) moved to another hotel to be promoted to Asst. F&B Manager By Organization: INT hotel to DOM hotel By employee Between Company 5. Asst. F&B Manager (2years) promoted to be F&B Manager in the same hotel property By Organization: DOM hotel to DOM hotel (Same DOM Chain hotel, same property) By employer (promoted) Within Company 6. F&B Manager (2years) moved to another hotel property to be promoted to DOFB (Same DOM chain hotel) By Organization: DOM hotel to DOM hotel (promoted, relocation)	

Interviewee	Department	Stages in Career/Working experience (year)	Career Move (Time/No. of move)	Age of interviewees/Age at first entered industry
			<p>By employer Within Company 7. DOFB (4years) promoted to be EAM (Same DOM Chain hotel, but different property) By employer (relocation, promoted) Within Company 8. EAM (4years) moved to another hotel to be promoted to GM By Organization: DOM hotel to INT hotel By employee Between Company</p> <p>Total = 8 moves</p>	

APPENDIX C

Certificate

PSU OPEN WEEK 2012

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"Multidisciplinary Studies on Sustainable Development"

PRESENTS THIS

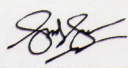
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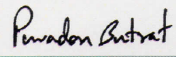
WARARAK PUETPAN

PAPER TITLED

**Career Analysis of Hotel General
Managers: A Comparison Study between
Domestic, Independent and International
Hotels**



(DR. WADCHARAWADEE LIMSAKUL)
CONFERENCE CHAIRMAN



(ASSOC. PROF. PUWADON BUTRAT)
VICE PRESIDENT FOR PHUKET CAMPUS

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