

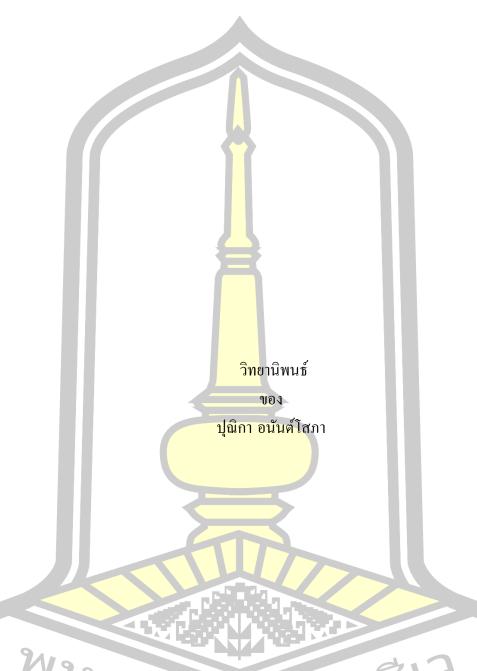
A Challenge Facing Thai Hotel Talent Management under Covid 19 Pademic Circumstance

Punika Anansopa

A Thesis Submitted in Partial Fulfillment of Requirements for degree of Doctor of Philosophy in Business Administration and Digital Innovation December 2023

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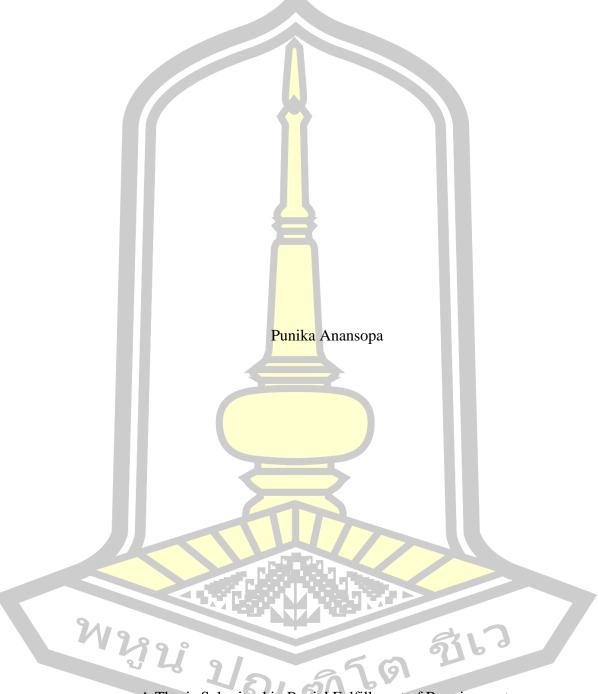
ความท้าทายในการบริหารจัดการคนเก่งของโรงแรมไทยภายใต้สถานการณ์โควิด 19



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A Challenge Facing Thai Hotel Talent Management under Covid 19 Pademic Circumstance



A Thesis Submitted in Partial Fulfillment of Requirements

for Doctor of Philosophy (Business Administration and Digital Innovation)

December 2023

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The examining committee has unanimously approved this Thesis, submitted by Miss Punika Anansopa , as a partial fulfillment of the requirements for the Doctor of Philosophy Business Administration and Digital Innovation at Mahasarakham University

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19 Pademic Circumstance

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ABSTRACT

The purpose of this research were to 1)study the employee perception of talent management of hotel business in Thailand. 2)To study the Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Thailand under the Covid-19 Pandemic. 3)To study the relationship between Employee Perceptions towards Talent Management with Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Thailand under the Covid-19 Pandemic. 4)To study talent management under the Covid-19 epidemic of hotel businesses in Thailand. The Sample of quantitative study part are 242 employees and 87 entrepreneurs of hotel in Chiang Mai, Thailand. The key informants of qualitative study part are 10 hotel entrepreneurs in Thailand, obtained by simple random sampling. The tools were questionnaires for employees and entrepreneurs and interview forms for entrepreneurs. The research results found that 1. Employee's perception to talent management and talent management of hotels in Chiang Mai, Thailand was at a high level and the dimension with the highest average is talent retention followed by talent performance evaluation, talent development, recruitment & select talent, talent reward & recognition and talent identification respectively. 2. employee perceptions of talent management in all dimensions correlated with talent management of hotel business at statistical significance at the .01 level. 3. Entrepreneurs should recognize the importance of retaining highly talented employees, create prototypes of new prototypes of the characteristics of the organization's talented personnel to be in line with the needs of the organization and measurement tools to select quality talent.

Keyword: Challeng, Hotel Business, Talent Management

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TABLE OF CONTENTS

Pag
ABSTRACTD
ACKNOWLEDGEMENTSE
TABLE OF CONTENTSF
LIST OF TABLES
LIST OF FIGURES K
CHAPTER I INTRODUCTION
Overview1
Purpose of the Research6
Research Questions
Scope of the Research
Research Hypothesis
Definition
CHAPTER II LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK12
1. Talent Management13
1.1 Talent Management Definition
1.2 Talent Management Approach
1.3 Talent Management Practices
1.4 Talent management system
1.5 Training and Developing Talented Personnel23
1.6 Compensation Payment and Rewards for Talents25
1.7 Keeping Talented Personnel
2. Human Capital Approach27
2.1 Types of human capital
2.2 Essentials of strategic human capital management31
2.3 Benefits of a Human Capital Management

2.4 Differences between Human Capital Management and Talent Managemen	
3. Service Marketing	.35
3.1 Background of Service Marketing	.35
3.2 Differences between Goods and Services	.36
3.3 Planning for Services Marketing	.37
3.4 Concepts and theories about service marketing mixes	
3.5 Consumer Behavior in Tourism and Hospitality	.41
3.6 Reaching the Consumer	
3.7 Understanding Customer Needs	.44
4. The situation of Hotel Business in Thailand	.45
4.1 Risk Factors for the Touri <mark>sm Ind</mark> ustry	.49
4.2 Hotel Registration	
4.3 Timelines, Tasks and Res <mark>ponsib</mark> ilities	.53
5. Literature Review	.55
5.1 Talent Management	.55
5.2 Employee Recruitment	.65
5.3 Recruitment methods	
5.4 Human Capital Management	
5.5 Personal employee dimensions	.73
CHAPTER III RESERCH METHODS	.76
1. Sample election and Data Collection Procedure	
2. Population Sample and Key Informants	
3. Approach to Participant	.77
Approach to Participant Tools Method	.78
6. Data Collection	.79
7. Data Analysis	.80
8. Statistics for data analysis	80

CHAPTER IV RESULT	82
4.1 Symbols and abbreviations used to convey meaning in research data	analysis 82
4.2 Data analysis results	83
CHAPTER V SUMMARY DISCUSSION AND SUGGESTION	108
1. SUMMARY	108
2. DISCUSSION	110
3. SUGGESTION	112
REFERENCES	114
APPENDIX	133
Appendix A Research Questionnaire	134
Appendix B Cronbach's Alpha Analysis Results	144
BIOGRAPHY	148



LIST OF TABLES

Table 1 Assessment Criteria
Table 2 Travel and Tourism Competitiveness Ranking
Table 3 Share of International Tourist Arrivals (Top 10)
Table 4 The Number of Entrepreneurs registered by type of juristic person51
Table 5 The Number of Registered Entrepreneurs by Area
Table 6 The Processing to Apply Hotel Business Licenses
Table 7 Summary of Talent Management Process
Table 8 Shows a decrease in tolerance
Table 9 Reliability Analysis of Each Variable and the Total Number of Questionnaire Items
Table 10 Personal Attributes Factor of Hotel Business Employees84
Table 11 Employee's Perception of Talent Management Verall86
Table 12 Employee's Perception of Talent Management (Talent Identification)87
Table 13 Employee's Perception of Talent Management (Recruitment & Select
Talent)
Table 14 Employee's Perception of Talent Management (Talent Development)91
Table 15 Employee's Perception of Talent Management (Talent Reward &
Recognition)
Table 16 Employee's Perception of Talent Management (Talent Performance
Evaluation) 96
Table 17 Employee's Perception of Talent Management (Talent Retention)98
Table 18 Compare Employee Perceptions Classified by Gender of Employees101
Table 19 Compare Employee Perceptions Classified by Age of Employees102
Table 20 Compare Employee Perceptions Classified by Marital Status of Employees
Table 21 Compare Employee Perceptions Classified by Work Experience of Employees

Table 22 Compare Employee Perceptions Classified by Average Monthly Income	of
Employees	.105
Table 22 Decrear's Correlation Coefficient Test	106



LIST OF FIGURES

Figure 1 Research Framework 1	9
Figure 2 Research Framework 2	10
Figure 3 Talent Management Practices	18
Figure 4 Services marketing triangle (adapted from Morrison, 2010)	38



CHAPTER I

INTRODUCTION

Overview

Globalization has become the period in which one of the greatest international challenges faced today is the creation of wealth. Such a challenge can be faced in a number of ways but many Human Resource Managers argue that the most effective tool in a business manager's belt is Talent Management. The hospitality business, like other industries, has had to face rapid changes resulting from not only globalization but also an economic tsunami hitting the world (Wudhiwiriya, 2022). As such, hospitality and tourism operators need to deal with challenges and changes successfully in order to grow and to gain a competitive edge. It is generally accepted that most companies believe that employees are a critical element in improving and enhancing business performance, although this needs to be challenged as it may be just another motto proclaimed by senior managers. Many top executives recognize that people, especially talented people are the critical drivers of their business success. Therefore, the challenge for CEOs, managers and HR experts is deciding how to manage the talented people in their organization and how to develop effective talent management tools. Talent management tools are one of the most important methods and techniques to achieve the company's performance goals which are focused on hiring, deploying, developing, and retaining talented (Anusonphat, 2020). However, the research of McKinsey and company (1997, as cited in Axelrod et al., 2001) found that for quite some time, few companies have been managing talent effectively. Companies proclaim that people are their most important asset but many do not act that way. In short, most companies struggle with talent management.

Tourism industry is an essential movement to develop Thai economic. Thailand is the leading health tourism destination in Southeast Asia as Thai tourism policy has been issued how to increase foreign tourist quality by creation "Thai Tiew Thai" program. (World Travel & Tourism Council, 2014a). Thai tourism industries and hospitalities between 2014 and 2024, have been predicted by World Travel & Tourism Council that the growth rate 6.4 percent. As well as, Thailand became the top of the most interesting tourist destinations in Southeast Asia. Hospitality and

restaurant industry was growth in the same way as tourist visitor number and income from foreign tourist of 2017. Hospitality and restaurant industry has received income from tourist visitors amount 2,754 trillion baht in 2017 which is increase 9.5 percent compare to the result of last year. In the total amount of income from tourists divided into two parts, firstly domestic tourist income amount 930 trillion baht and secondly foreign tourist income amount 1,824 trillion baht. Furthermore, the foreign tourist's income has growth 3.8 percent which is 35.38 million tourists, the occupancy rate was 68.49 percent. In addition, Chiang Mai, Phuket, Pattaya, and Krabi have always attracted a wide tourism towards it (Wang, Wang, & Kim, 2021). The province of Chiang Mai especially is one of Thailand's top five tourist destinations. The large number of Thai and foreign tourists visit Chiang Mai (Rungsattra, Trakansiriwanich, Thongma, & Waiarpha, 2021; Susaraporn Tangtenglam and Ariya Pongpanich, 2021). This is due to the fact that Chiang Mai offers a wide range of tourism options, including wellness tourism, cultural tourism, agro-tourism, health tourism, historical tourism, long stay tourism, soft adventure tourism, sport tourism, creative tourism, other types of tourism are all available (Rungsattra et al., 2021). Correspondingly, the increasing number of hotels entering the market is the key reason behind this. In 2017, hotel data in Chiang Mai revealed that there were between 22,000 and 23,000 spots available, which equated to about 50,000 rooms. It has around 4,000 locations, which equates to more than 60,000 units at full capacity (Susaraporn Tangtenglam and Ariya Pongpanich, 2021).

Nevertheless, the Covid19 pandemic affects World tourism as the government of each country around the world are very concerned about infectious spreader by stop welcoming foreign tourists. In addition, Thailand had to face economic crisis from the outbreak of the COVID-19 virus. Which it caused the income of the hotel business to decline Hotel business (including resorts and guesthouses) is related to the tourism sector by gross domestic product (GDP) category of accommodation (Accommodation) during 2017-2019 accounted for 2.5% of the country's total GDP. before decreasing to 1.0% in 2020 and 0.6% in 2021 due to the impact of the Covid-19 outbreak, causing a severe contraction in the GDP of the accommodation category. The revenue of the hotel business is mainly from the sale of rooms. Food and beverage accounted for 65-70% of total revenue, followed by food and beverage

(25%), with medium-sized hotels up to the 4-5 star level having a higher proportion of food and beverage revenue. The rest is other income (proportion 5-10%) such as laundry, rental of shop space. Therefore, operating a hotel business in Thailand after the outbreak of the COVID-19 virus It requires an important strategy to revive the hotel business (Chaiyo, 2563)

Generally, worker is recognized as a key factor toward ensuring that the organization drives toward success. Sharkey and Eccher (2011) stated that after interviewing leaders of the Fortune 500 organizations found that the most valuable asset is employees. Human resources help to improve and enhance business performance. Talented workers are highly scarce resource and organization put a lot of effort in trying to attract and retain them. However, Thailand is currently developing its economy in a digital world, corresponding to its latest economic development model known as "Thailand 4.0". It is a roadmap that focuses on the use of technology to facilitate communication, commerce, financial services and satisfaction surveys. The application of technology contributes to quick and convenient services and the operating cost of the entrepreneurs is reduced. This may have a negative impact on the employment situation, which means that more people are unemployed due to the use of technology in some industries (OPDC, 2022).

The labor force in the hospitality sector may be slightly affected, since the service still requires people as the labor. In the meantime, technology, via applications, is used for transactions, bookings, and information services, etc., but it doesn't impact to talent management of business because in case of development the management process needs to take time and more expending (Chalamwong, Paitoonpong, Sukaruji, & Piamkulwanich, 2021). This is the reason why this research focuses on talented employees within hotel section. The talented employee is quite similar of human capital which is defined as a company's greatest asset. Angela Baron (2011) asserts that Human capital refers to personal knowledge, competency and experience together with voluntary to share his or her skill to the organization in order to establish the business goals. Concerning the measuring human capital, it includes how to implement achievement in the organization as well as, the contribution translates into organizational value. This was recognized as far back as 1999 with Lepak and Snell (1999) commenting that 'the value of human capital is inherently

dependent on its potential to contribute to the competitive advantage or core competence of the firm."

Human capital is very considerable element of the organization due to it is greatly part in modernization and strategic regeneration (Vidotto, Ferenhof, Selig, & Bastos, 2017). According to Subramaniam and Youndt (2005), human capital has positive influence in the modern competency of the organization. It should be emphasized that the hotel business organization should recognize how important to retain and manage the talent person or human capital to work with the organization for long term. Moreover, the corporate world has seen significant transformations in recent decades as a result of factors including globalization, increased worldwide rivalry, shifting client demands for quality, quick technological advancements, and the introduction of the phenomena of worker empowerment. Parallel to this, notable and substantial advancements in talent management have occurred. Business organizations now operate in a new reality as a result of these factors, with an emphasis on the distinctive human resource known as unique talent (AlQershi, Mokhtar, & Abas, 2022).

The research of Talent Management is still developing, it is not quite clear and consistent definition of its core construct and a conceptual framework based on empirical research (Thunnissen, Boselie, & Fruytier, 2013). Different industries have their own definitions of the talents as to apply in the industries as Baum (2008; p.720) notes, talent "does not necessarily mean the same thing as it might in other sectors of the economy." Although the topic of talent management is discussed more often in the general business literature, there is little agreement on what they mean by "talent" and the implications of defining talent for talent management practice. This is unfortunate since a "working" definition of talent is critical for developing and implementing effective talent management policies and practices across the organization, as well as for employee development specialists devising and planning training and development interventions(Tansley,2011). Therefore, this research attempt to describe the concept of talent within the hospitality industry besides, how organizations manage talented workers, how to implement Talent Management practices in the context of chain hotel in Thailand still remains uncertain. even previous research in the topic of Talent Management: A critical investigation in the Thai hospitality

industry has been researched about talent management of Thai hotel that registered to be a member of Thai Hotel Association (THA) only which this association did not force every hotel in Thailand to be a membership. Rudsada (2016) studied investigating the definition of talent and management of talent from organization perspective only. She suggested the future research to look at the talent management from other perspective; especially in defining talent. The perspectives would be from workers at all levels, customers, experts, educational staff, and professionals in the hospitality industry. According to future research suggestion, this research studied in different perspective of talent management for chain hotel in Thailand. The chain hotel has a human resources department as responsible for recruiting, deploying, motivation and retaining all hotel's staffs also regulate human resource policy because the two mains challenges that have to be overcome - the recruitment and retention of talent. The participants indicated that they mainly use both intrinsic and extrinsic approaches to combat these challenges. Consequently, HR activities (especially recruitment and development) are linked to talent retention; with the ultimate goal being to help retain the best talent in the organization.

This research aims to study talent management from the perspective of employees and hotel business operators in Chiang Mai Province Thailand because it is a famous tourist city in Thailand which is popular with both Thai and foreign tourists. During January - July 2023, which is the first period of 2023, there were a total of 6,329,474 people visiting Chiang Mai Province/time, both Thais and foreigners. Already generated more than 62,895.13 million baht in income for Chiang Mai Province. It is expected that throughout the year there will be no less than 8.8 million tourists per visit, a recovery of 80 percent from 2019, and it is expected that the total income throughout the year will be as high as 80,000 million baht (Manager Online, 2023).

The point of view in this research is going to emphasis the talent management's activity in the hotel in Chiang Mai, Thailand during the Covid19 pandemic that focuses on the management of talented people. In past research studies, it has been found that there were many aspects of managing talented people as Kevin Groves (2011) explained that talent management must consist of talent identification,

talent recruitment and selection, talent development, talent compensation and reward, talent performance evaluation and talent retention, which these elements are steps for good talent management. Inasmuch as talented employees increase their performance (Kehinde, 2012). This study is a studied about how to Identify, recruit, select, develop, reward as well as retain talented employees to remain with the organization for a long time. The results of this study can be used as information for effective talent management. It can also be used to change the approach to create a strategy for talent management of organizations for maximum benefit to the organization among various crisis situations that may occur in the future.

Purpose of the Research

The main purpose of this research is to study the best practice of talent management of Thai Hospitality business during Covid19 pandemic circumstance. Moreover, the specific purposes of this research are as follows,

- 1. To study the employee perception of talent management of hotel business in Chiang Mai, Thailand.
- 2. To study the Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic.
- 3. To compare employees' perceptions of talent management of the hotel business in Chiang Mai, Thailand classified by personal attributes factor.
- 4. To study the relationship between Employee Perceptions towards Talent Management with Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic.
- 5. To study talent management under the Covid-19 epidemic of hotel businesses in Chiang Mai, Thailand.

Research Questions

- 1. What is the level of Employee perceptions of talent management of hotel businesses in Chiang Mai, Thailand?
- 2. What is the level of Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention for Organizations under the Covid-19 Pandemic of hotel business in Chiang Mai, Thailand.
- 3. Do employees have different perceptions of talent management in the hotel business in Chiang Mai, Thailand classified by personal attributes factor?
- 4. Are employee perceptions of talent management correlate with Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic?
- 5. How to talent management under the Covid-19 epidemic of hotel businesses in Chiang Mai, Thailand.

Scope of the Research

This study focuses on the target group that limited only Chiang Mai province as it is the top 5 destination that travelers around the world voted (Rungsattra et al., 2021; Susaraporn Tangtenglam and Ariya Pongpanich, 2021). The sample business cases are based on user satisfaction ratings through 4 well-known Online Travel Agencies, including www.agoda.com, www.expedia.com, www.booking.com and www.TripAdvisor.com. Thailand is one of more than 20 countries where Agoda has a presence. Agoda.com has a network of over 100,000 hotels and is available in 38 different languages whereas Expedia has risen to the top rankings of the global gross bookings. Booking.com is best recognized for hotel reservations because it has a network of more than 913,667 hotels. The website has been translated into over 40 languages at this time (Chubchuwong, 2019). TripAdvisor.com is the largest travel Web site in the world, and it provides information on things like visitor concentrations

and tourist interests (Beneki & Spiggos 2021) In particular, the implementation of practices on sustainable organizational performance in hospitality businesses in Chiang Mai province, Thailand. This research will look at the hotel's usage of talent management during the COVID19 epidemic and how it developed a talent management plan to address this issue that might recur in the future. Moreover, despite the fact that both academics and practitioners agree on the importance of TM techniques, there has been little study on the relationship between TM techniques' efficacy and workers' attitudes and behaviors. This study also aims to determine employee perceptions on the relationships between talent management and sustainable organizational performance. The research model shown in Figure 1 and Figure 2 illustrate the relationships among the variables.

Research Hypothesis

- 1. Employees with different personal attributes factor have different perceptions of talent management of hotel business in Chiang Mai, Thailand.
- 2. Employee perception of talent management correlates with talent management of hotel business in Thailand is at a high level.
- 3. Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic are at a high level.
- 4. Employee perceptions of talent management correlate with Talent management (Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention) of hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic
- 5. Talent management under the Covid-19 outbreak of hotel business in Chiang Mai, Thailand is appropriate.

Research Framework

A Study of the Challenges of Talent Management in Thai Hotels under the COVID-19 Situation. The researcher has defined the conceptual framework of the research as follows.

Framework 1

Independent Variable

Personal Attributes Factor of employees

Sama-ae (2019)

- 1. Gender
- 2. Age
- 3. Marital Status
- 4. Experience
- 5. Average Monthly Income

Dependent Variable

Employee Perceptions

Claus (2019), Sama-ae (2019), Shet (2020) and Aguinis & Burgi-Tian (2021)

- 1. Talent Identification
- 2. Recruitment & Select Talent
- 3. Talent Development
- 4. Talent Reward & Recognition
- 5. Talent Performance Evaluation
- 6. Talent Retention

Organization Survival of hotel business in Thailand under the Covid-19 Pandemic

Figure 1 Research Framework 1

Framework 2

Independent Variable

Employee Perceptions

Claus (2019), Sama-ae (2019), Shet (2020) and Aguinis & Burgi-Tian (2021)

- 1. Talent Identification
- 2. Recruitment & Select Talent
- 3. Talent Development
- 4. Talent Reward & Recognition
- 5. Talent Performance Evaluation
- 6. Talent Retention

Dependent Variable

Talent management of hotel business in Thailand under the Covid-19 Pandemic

Claus (2019), Painter, Kirk & Tansley (2019), Sama-ae (2019), Shahi, Farrokhsheresht, Taghipourian, &

Aghajani (2020), Shet (2020) and

Aguinis & Burgi-Tian (2021)

- 1. Talent Identification
- 2. Recruitment & Select Talent
- 3. Talent Development
- 4. Talent Reward & Recognition
- 5. Talent Performance Evaluation
- 6. Talent Retention

Organization Survival of hotel business in Thailand under the Covid-19 Pandemic

Figure 2 Research Framework 2

Definition

1. Talent is Characteristics of persons with knowledge, skills, performance, potentials, and leadership are higher than others. There are also creativity, good communication skills, ability to solve problems independently, have the ability to motivate and guide others. That is a combination of ability (competence, education, training, and experience), motivation (engagement, satisfaction, challenge, and wellness), and opportunity. "A person with distinctive skills that are difficult to reproduce or imitate, who is a high performer with strategic competences that cannot be quickly replicated" is what a "Talent" is. Moreover, Talents are those persons who

can have a beneficial impact on organizational performance either immediately or in the long run by displaying the highest levels of potential.

- **2 .Talent Management** is management of the organization as a talent person, both the determination or identification of who is the talent of the organization. There is a need to achieve the goals set by the organization which consists of the following components:
- 1) Talent Identification is the first step to determine the characteristics of talented people that the hotel business needs.
- 2) Talent Recruitment and Selection is the second step by announcing the recruitment of applicants to be talented employees according to the criteria set by the hotel business.
- 3) Talent Development encourages the organization of training, skill training and the development of capabilities of employees in hotel business services.
- 4) Talent Compensation and Reward are salary, benefits, and rewards for working to create morale and encouragement for hotel business employees.
- 5) Talent Performance Evaluation is a measurement of performance evaluation or evaluate the performance of hotel employees.
- 6) Talent Retention is the practice implemented to keep talented and skilled employees within the organization.
- **3. Performance is** the actions that people express in their work or in their assigned duties, and show the work out how is good.
- 4. Potential is ability in the individual to perform both current and future assignments.
- **5.** Competency is group of knowledge, skills, attitudes, beliefs, self-perception, social roles, individuality, and motivation, all of which result in individual performance.

CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The study in the topic of A challenge facing Thai hotel talent management under Covid-19 pandemic circumstance, the researcher studied concepts and theories from related research as follows.

- 1. Talent Management
 - 1.1 Talent Management Definition
 - 1.2 Talent Management Approach
 - 1.3 Talent Management Practices
 - 1.4 Talent management system
 - 1.5 Training and Developing Talented Personnel
 - 1.6 Compensation Payment and Rewards for Talents
 - 1.7 Keeping Talented Personnel
- 2. Human Capital Approach
 - 2.1 Types of human capital
 - 2.2 Essentials of strategic human capital management
 - 2.3 Benefits of a Human Capital Management
 - 2.4 Differences between Human Capital Management and Talent

Management

- 3. Service Marketing
 - 3.1 Background of Service Marketing
 - 3.2 Differences between Goods and Services
 - 3.3 Planning for Services Marketing
 - 3.4 Concepts and theories about service marketing mixes
- 3.5 Consumer Behavior in Tourism and Hospitality
 - 3.6 Reaching the Consumer
 - 3.7 Understanding Customer Needs
- 4. The situation of Hotel Business in Thailand
 - 4.1 Risk Factors for the Tourism Industry
 - 4.2 Hotel Registration
 - 4.3 Timelines, tasks and responsibilities

5. Literature Review

- 5.1 Talent Management
- 5.2 Employee Recruitment
- 5.3 Recruitment methods
- 5.4 Human Capital Management
- 5.5 Personal employee dimensions

1. Talent Management

Through talent management, employers may build a workforce that is both highly productive and likely to remain around in the long run. Talent Management is a human resource management tool used to manage potential personnel to be an important force of the organization in creating continuous work and success for the organization. This part is organized into seven major sections:

1.1 Talent Management Definition

The term "talent management" (TM) is not entirely new; it was first used in a 1957 document by the American Management Association (Dooher & Marting, 1957). In the late 1970s, the word "talent" was also used in business-related literature, such as a journal article responding to a question (Ritterbush, 1972). Thereafter both academics and practitioners have been paying more attention to "talent" and "talent management". Particularly since McKinsey and Company coined the phrase in their study "The War for Talent" in the late 1990s, the concept of talent management was officially born. TM became a key driver of human resource management (HRM) practice after it entered the managerial lexicon (Lewis & Heckman, 2006).

Over the past two decades, a cursory examination of the commercial and popular literature on the subject of talent management would indicate that it is a popular and rapidly growing area. In late 2004, a famous internet search engine returned approximately 2,700,000 results for the query "talent management HR" (Felix, 2016; Lewis & Heckman, 2006). A search for the same term a year later yielded over 8 million results (Lewis & Heckman 2006). In 2017, 24.9 million people searched for "talent management" on Google, compared to 5,750,000 in 2007 (Ansar

& Baloch, 2018; Hughes & Rog, 2008). It cannot be denied that Talent management is rapidly gaining traction and has risen to the top of the priority list for businesses all around the world. This fact was unequivocally supported by numerous studies. In order to achieve business objectives, today's businesses aspire to hire and retain the best and brightest personnel. Therefore, TM is defined as an organization's ability to attract, identify, develop, and maintain people (Iles, Chuai, & Preece, 2010; Thunnissen & Buttiens, 2017) as well as its ability to address business difficulties (Thunnissen & Buttiens, 2017). It also aids firms in recognizing the most talented people as future leaders (Al Aina & Atan, 2020).

Since the notion of talent management entered the managerial lexicon and became a fundamental driver of human resource management (HRM) practice with the publication of a McKinsey study titled "The War for Talent", one of the most prominent topics in arguments about HRM practice is the vocabulary of talent and talent management (Collings, 2014). Despite the rising interest in talent and talent management, there is a general problem which lacks theoretical vigor and consistent definition (Ansar & Baloch, 2018); furthermore, the new focus on TM is part of a trend that is shifting away from traditional HRM and toward talent management that is tailored to the current dynamic competitive environment (Collings & Mellahi 2009).

According to an examination of the literature on TM, there is no general definition of TM because the conceptual limits of TM are disputed. Authors that examine TM from a variety of perspectives and circumstances make a variety of assumptions (Zhang & Bright, 2012). Across management disciplines, talent management is a hot topic of debate (Collings et al., 2015). In contrast, only a few studies on talent management have been conducted (Nilsson & Ellström 2012). Particularly, there is a scarcity of TM research in the Hospitality and Tourism (H&T) industries (Shulga & Busser, 2019). Although much effort has been put into discussing talent management in the past literature, the topic of what exactly should be managed or what employability and talent management constitutes talent has been largely ignored. Furthermore, the management of talent necessitates the definition and identification of the talent that is sought. This clarification is crucial in the practical

application of central Human Resources Development (HRD) practices, such as training and development (Nilsson & Ellström 2012).

Talent Management is defined in a variety of ways in literature. For example: Painter, Kirk and Tansley (2019). explained that Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people-oriented organization culture.

Hongal and Kinange (2020) explained that talent management is one of the strategic activities which deals with not only attracting but retaining qualified workforce in a globalized market environment, it is really very difficult for HR managers to manage talent in the most effective manner. Talent management is considered as one of the very important challenges for HR managers.

Eva, Marian and Hugh (2020) explained that talent management is an activity and processes that involve the systematic attraction, identification, development, engagement, retention, and deployment of those talents which are of value to an organization to create strategic sustainable success.

Kravariti, Voutsina, Tasoulis, Dibia and Johnston (2022). explained that Talent Management requires proper diagnose of the current employee attitudes and organizational culture and then targeting the problem through a suitable strategy.

Organizational success is now dependent on people (Boudreau & Ramstad, 2005) because they are becoming more entangled in more complicated technologies and seeking to function in increasingly complex economic, political, and socio-cultural situations (Schein, 1985). Vuong and Napier (2015) believed that when people have the correct mindsets and qualities, they can contribute to an organization's performance. Therefore, in the era of globalization, the demand for skilled talent is increasing (Istad, Varpahovskis, Miezan and Ayhan, 2021). As organizations position themselves as employers of choice, building strong employer brands and a clear value offer through their talent management (TM) systems, the practice of TM is seen as valuable. TM entails finding the appropriate people, building a flexible talent pool, satisfying the demands of various psychological contracts, strategizing effectively, and managing risk (Glaister, Karacay, Demirbag, & Tatoglu, 2018). Meanwhile, interviewing, hiring, orienting, and successfully

integrating new employees into the organization's culture are all part of the talent management process (Barron, 2008). There is no doubt that attracting, developing, and retaining talent is one of the most difficult challenges that businesses face today (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). It is clear that all above definitions clearly say that talent management is the strategy that helps the organization keep business to achieve its goals and be successful. It includes talent identification, recruitment & and select talent, talent development, talent performance evaluation, talent reward and & recognition, and talent retention.

1.2 Talent Management Approach

The study of the definitions of management of talented people with academic studies. The definition of good management is as follows.

Claus (2019) defines Talent Management Approach management as the strategy of management which is based on the talents of the organization. The goal is to create confidence and support for the right people. "The right people are right at the right time."

Painter, Kirk and Tansley (2019) define Talent Management Approach Management as the person who is a talented must have high potential. Management must find a way to make this person work for the organization, and to develop a career as a step by step, a rotation assign, a task or project that challenges a talented person to make a professional contribution and promote the goals of the organization to achieve the objectives.

Shahi, Farrokhsheresht, Taghipourian, & Aghajani (2020) defines Talent Management Approach management is the way to take care of potential employees or their outstanding knowledge of the organization is very different from other employees.

Shet (2020) defines Talent Management Approach management is Management to the talented people both of inside and outside the organization is the acceptance of the concept, marketing theory, employer's brand, and employee classification), and focusing on attracting and retaining individual talent.

Aguinis and Burgi-Tian (2021) defines Talent Management Approach management is management mixes with policies, strategies, and plans to identify.

Implementing, developing, and maintaining talented people as well as achieving the desired results.

Talent management refers to creating a supportive environment that encourages everyone to show their full potential. In other words, it means managing individuals identified as talent employees by an organization. (Istad et al., 2021)

A talent management system is a process of systematic analysis and planning consistent among sourcing, screening, selection, deployment, development, as well as retention of human resources with high potential and ability Talent management in an organization is critical to the in an organization. organization's growth and enhancement (Kravariti et al., 2022). The ability to manage talented personnel competitive edge begets a competitive advantage. It covers recruiting and selection of talented people from both inside and outside the organization. The organization must have clear criteria to identify qualified people. When hiring them, the organization will need to assign the right job or position to the right personnel (put the right man on the right job) in order to provide the talented people an opportunity to fully perform. In addition, the organization needs to promote further education and to continuously train its personnel, as well as to both mentally and monetarily reward them for devoting to their organization. This is a way to keep those talented people in the organization. Otherwise, all the investments made will be wasted (Ansar & Baloch, 2018). In conclusion, Talent Management Approach are as follows:

- 1) Plan to identify the characteristics of talented people that the organization needs.
- 2) Proceed with recruiting and set clear criteria for selecting talented people and strictly select talented people according to the criteria set by the organization.
 - 3) Develop the organization's talented people to have higher abilities.
 - 4) Reward talented people to create employee morale regularly.
 - 5) measure performance or evaluate the performance of hotel employees.
- 6) practice implemented to keep talented and skilled employees within the organization.

1.3 Talent Management Practices

Talent management practices refer to the process of managing personnel from recruitment to when they leave their organization. This can be shown in Figure 3

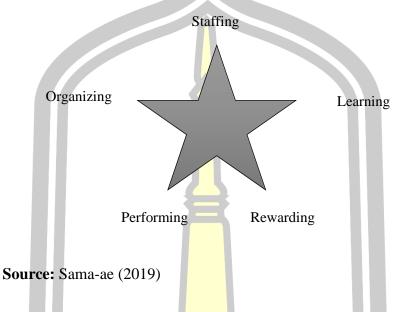


Figure 3 Talent Management Practices

Figure 3 represents a process of managing talents according to Gubman's concept (Sama-ae, 2019), which can be explained in five components as follows.

- 1) Staffing is the organization of individual staff in each job, including recruitment and selection, employment, promotion, succession planning, manpower planning, diversity management, reducing the number of employees, layoffs, and termination of the talent management system.
- 2) Organizing is the construction of individual workloads into sub-tasks. This also covers managing an activity or team, organizing work units and the link of each unit, formatting organizational structure and adjusting organizational structure, designing teams and work, and communication.
- 3) Learning is the activity that enhances the knowledge, skills and abilities of employees. It includes personal development planning, professional development, on-the-job training, off-site training, management skill development, self-learning promotion, education provision in the workplace, and routing program.
- 4) Performing is the process of managing the performance of personnel and organizations. This practice component suggests setting the organization's goals,

assigning organizational goals to each work unit, team and individual, and defining the method to handle tasks, roles and expectations. Also, it covers performance appraisal, training and feedbacks, as well as special-project assignments and operational control.

5) Rewarding is payment of compensation and benefits, including payrolls, bonuses, awards, pensions, stock buyouts, health benefits and family benefits, and employee's right to leave, both sick leave and special leave.

The process of managing the talented people as mentioned above is similar to a typical human resource management. They are different in terms of details and procedures, due to the different qualifications of those talented and general staff. Therefore, the talent management requires a system that supports the talents' ability to perform well. The talent management system adopted must be consistent with the corporate culture strategy, so that the organization's goals can be achieved. For this reason, a corporate execute has to understand and tailor their talent management strategy to align with the business strategy of the organization. Bergeron describes the process of managing talented personnel in three broad organizational strategies as follows:

1) Creating talent managerial strategies and planning talent management.

Planning for the management of talented people must include a talent search, talent training, rewarding and talent management and creating talent management strategies starts with understanding the context of the organization's business. To define such context, the following 6 questions must be answered.

- 1.1) What does the organization want to offer to its customers and employees?
- 1.2) What processes does the organization take to deliver value to its customers?
 - 1.3) How does the organization measure its performance?
 - 1.4) What are the objectives of the organization?
 - 1.5) How does the organization achieve its objectives?
- 1.6) What does the organization provide as a value to its customers, in terms of knowledge and skills for example?

Employee value is a key driver in the talent management process. It is regarded as a driving force for an organization to achieve its goals by having quality staff performing various tasks. Therefore, for an immense success in the talent management, the organization needs to attract and retain its high-performing employees.

2) Putting the plan into action.

The talent management plan created must include a project set up to fill the needs of the talented people. Moreover, to generate the strategy, causes and effects of the project selected should be considered, as well as potential impacts on the business. After planning and implementing the project, the plan will be put into action.

3) Measuring performance

After the project is executed, the progress of the project must be monitored to determine whether it achieves the goal set. The organization will also need to prepare for the next step. Most importantly, the implementation of the strategy should be measured according to the indicators set. Both cause indicators and effect indicators need to be taken into consideration.

1.4 Talent management system

To examine good the talent management system will take into account the details of 4 subsystems including identifying the talents of the organization, training and developing the talents, paying and rewarding the talents, and keeping the talents in the organization (Ansar and Baloch, 2018). These subsystems can be clarified as follows.

1) Identifying the Talents (Talent Identification)

Identifying talented people of the organization is the beginning of the talent management system. This will effectively help the organization get the results needed. Such identification begins with an analysis of what the organization is looking for or what the characteristics of talented people are. The organization then put in place policies to keep these people in the organization as long as possible and to encourage these people to perform well for the organization.

2) Steps to identify the talents of the organization.

2.1) Identifying the talents in the organization, it is necessary to evaluate the staff and to decide who the organization needs to keep. Identifying the talents of the organization must begin with setting ultimate goals of the organization. The corporate goals then will be transformed into the goals of each unit of the organization. This step will ensure that the goals of the units are aligned with the goals of the organization. Subsequently, the qualities and attributes of the talented people must be defined corresponding to the actual needs of each division and the organization. With this way, the organization will be able to find people who meet the needs of the organization. In addition, the organization should also define the characteristics which are unwanted, so that they will not hinder the performance of the business.

2.2) The following step is the process of finding employees in each department within the organization by considering the qualifications and characteristics as defined. A decision is made by a supervisor. The results from this assessment will determine which employee best meets the needs of the organization.

Srivastava and Bhargava (2011) discusses a model for assessing talents in an organization. It has been believed that the model Talent Reservoir helps organizations form a team of talented individuals who can respond to their current and future business needs. The Talent Reservoir model consists of three operational steps as follows.

3) Designing and Building Talent Reservoir Solution

Most successful Talent Reservoir models are started and designed by senior administrators and corporate executives involved in the talent management. The process is to collect the data of the organization covering the organizational structure, chain of command, characteristics and number of employees, corporate projects, business plans, values and corporate culture, employee opinion surveys, policies and plans of the department of human resources, annual reports, and staff training and development. Such information can be obtained from documents and interviews with senior executives. After that, the data derived will contribute to the creation of talent management assessment tools. There are five tools to be described below.

- 3.1) Performance appraisal: Performance appraisal is a tool used to measure the success of an employee's current job and their capacity.
- 3.2) Potential forecast: Potential forecast is applied for forecasting. It predicts job advancement or advancement in organizational positions of employees. It relies on past and present performance appraisals, and on information about employees' desire for training and development, professional satisfaction and their capacity levels.
- 3.3) Measurement scales for performance and potential: Based on reports on 350 organizations, there were 5 levels in the criteria used. The breakdown the criteria is shown in Table 1.

Table 1 Assessment Criteria

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Level	Performance	Potential
5	Extremely beyond expectation	High potential
4	Beyond expectation	Satisfactory potential (support needed)
3	As expected	Moderate potential
2	Below expectation	Low potential
1	Extremely below expectation	None potential

- 3.4) Core or Institutional Competencies: core or institutional competencies refer to expectations in behaviors and skills that are critical to the success of employees and their organizations.
- 3.5) Mapping and Weighting Competencies: mapping and weighting competencies represent the process for determining the level of difference in potential and behaviors in each level. The potential determined is for assessing each employee. Have the potential, but not at the level that the organization needs, the employees should receive a training for development.

4) Capturing the talent Reservoir Solution in Software

This step is to store all data in a computer system, which facilitate data collection, data analysis, review of data and data interpretation.

5) Implementing the Integrated Talent Management Process

Several organizations have repeatedly reviewed and assessed their plans in order to develop a more effective management plan. The supervisors and staff evaluate the gap between the capability that the organization needs and the actual capability of the employees. The managers or supervisors sometimes gather the information obtained from the latest assessment stored in the information system. The new assessment may be a multi-faceted assessment, as a 360-degree evaluation which enhances the supervisors' perspective on the strengths and weaknesses of their employees. This type of assessment is useful in planning talent management.

6) Methods Used to Identify Skills

Wall and Knights (2013) has mentioned two methods employed to identify the skills of talented people consists of the following:

- 6.1) Self-assessment: Self-assessment consists of open-ended questions requiring respondents to use their knowledge and experience to answer. Using this method provides the opportunity for those who are evaluated to receive feedback and suggestions from their colleagues.
- 6.2) Scored surveys: Scored surveys is the method facilitating finding the talents, their interests in the job and other factors which helps in defining relationships between each employee and between employees and their jobs.

1.5 Training and Developing Talented Personnel

Larkin (2017) explained the assessing capacity, performance and potential of employees in the organization not only helps identify the right people to meet the needs of the organization, but also makes clear what those staff still lack. Talented personnel of the organization may not possess every work skill and knowledge, but they need to develop both their knowledge and skills to perform more effectively and be able to handle more various tasks. It is It's like learning the people we have to be constantly. In order for these talents to grow steadily. Continuous learning of employees will result in good corporate performance and competitive advantage in the business.

How to train and enhance the performance of talented employees

Berger and Berger (2005) discusses how to train and develop 10 talented people consists of the following:

- 1) Coaching: Coaching is one of the significant strategies for employee development. Talented employees need coaches, trainers, and mentors to succeed in the job. The role of instructor or facilitator may vary.
- 2) Job Rotation: Job rotation provides an opportunity to staff to gain new experience and knowledge from various departments in the organization. It has been agreed that talented employees can learn and work very well and quickly. For this reason, the organization has to carefully consider whether each individual's competency is suitable for their new job. The organization must plan carefully and set learning objectives, as well as clearly determine an expected outcome. In addition, the employees should be assisted and advised to perform new tasks assigned.
- 3) Task Force Assignment: Task force assignment develops new work experience that will benefit their future profession.
- 4) Internal Education and Training: Internal education and training is creating a training program that is consistent with the capabilities that an organization needs.
- 5) Executive Programs and External Course Work: Executive program and course work refers to short weekend executive education programs provided by various universities. The organization can encourage their executives to receive education from those universities.
- 6) Guided Reading: Guided reading is self-learning. The talented people spend their leisure time reading and learning more about their organization.
- 7) Teaching as Learning: Teaching as learning refers to assigning talented staff to teach others. The talents as the instructors will have to be very knowledgeable in the subjects.
- 8) Extracurricular Activity: Extracurricular activities are special activities which help enhance the talents' ability. These may be community or social activities, such as an community activity to return benefits to the community, that create a good image for the organization.

9) E-Learning: E-learning is web-based learning, which can access resources anywhere and anytime.

1.6 Compensation Payment and Rewards for Talents

Larkin (2017) explained the compensation payment and rewards are the tools to return their employees and talented personnel for their dedication to the organization. Moreover, as talented staff perform better and have higher potential than the general staff, the consideration of compensation payment and rewards for the talents should be aligned with their remarkable competency. for talented people who zappropriately, fairly and acceptably, it will be able to motivate and satisfy their talented people, as well as to keep those employees.

Mutabuzi (2019) notes that compensation must be supported and aligned with the corporate strategy. It must also correspond to the needs and suitability of employees of the organization and must correspond with the conditions of the job. The payout, though, is paid based on the ability and performance of the employees with consideration of equity and fairness. The compensation must be paid to all employees equally, transparently and fairly.

Designing the compensation system for the talents, the organization must consider these five aspects (Gomez-Mejia, Berrone and Franco-Santos, 2014) consists of the following:

- 1) Equality
- 2) Remuneration compared to other organizational expenses
- 3) Unstable payments
- 4) Performance-based compensation
- 5) Skill-based or job-based compensation

1.7 Keeping Talented Personnel

Cui, Khan and Tarba (2018) explained Keeping talented personnel with the organization and have them as loyal employees is more challenging and difficult, when compared to keeping general staff. That is because those competent people are wanted by many other organizations scrambling for talented people to work with. Today, a number of organizations are experiencing this problem. Talented people

have choices and opportunities to grow in their work path. They always change their jobs and move frequently until they can find the right job. Keeping these talents in the organization, thus, is a challenging and important task. All departments of an organization are responsible to collaboratively and effectively search, attract, manage, develop and keep talented people. Plus, the key to keeping those talented people in the organization is to be able to find the best motivation.

There are five strategies for treating talented people, based on the internal and external factors of the organization and the labor market conditions, which are clarified below (Altindağ, Çirak, and Acar, 2018).

1) New compensation plans

In most cases, the compensation payment is one of the most influential factors determining whether the talented people will stay or leave their organization. When the payment is unfair and lower than that made by other organizations in the labor market, the talented people will leave the organization. In addition, the cost-effective compensation payment to the group of talented employees and general employees should be different. The talented people should be rewarded for their outstanding work as well (Altindağ, Çirak, and Acar, 2018).

2) Job redesign

Job redesign is a strategy that helps keep the competent staff in an organization when the organization can determine which job is satisfying to them. Organizations can effectively manage their work by reducing disruptive work, probably by outsourcing to find assistance (Altindağ, Çirak, and Acar, 2018).

3) Job Customization

This strategy takes into account the personal interests of talented individuals and the suitability of their jobs and positions. Such thoughtfulness will increase their satisfaction towards their jobs which somehow will affect their performance, the organization outcomes and the value that customers will receive (Riesen & Morgan, 2018).

4) Social engagement (Strengthening Social Ties)

Strengthening social ties is one of the good strategies that keep the talented employees in the organization. To clarify, the personnel loyalty to the organizations may decline, but the good relationship between the talented staff and

their colleagues benefits the organizations. Organizations should promote and support relationships between colleagues and talented people to reduce the rate of resignation of talents (Hariadi and Mardiati, 2019).

5) Hiring the less mobile

The selection and hiring employees, organizations perhaps need to decide whether they should hire highly talented people who are but difficult to keep or they should hire those with less potential or competence who are likely to stay and be able to improve themselves. The organizations then, compare the cost for employee training and development program and the cost for keeping their employees to determine the worthiness (Altindağ, Çirak, and Acar, 2018).

2. Human Capital Approach

Fida Afiouni (2009) describes human capital is defined as the individual's knowledge, experiences, capabilities, skills, creativity and innovativeness. These elements are connected to each other and collectively contribute to success in work. Advocates of human capital approach assert that many of the assets that individuals bring to organization are intangible, premised in the individual tacit knowledge rather than more explicit, formal, routine and standardized knowledge.

Boon, Eckardt, Lepak and Boselie (2018) explained business environment is highly turbulent today. Organizations build their own core resources to achieve a competitive edge. But this can be transitory. Employee's individual and collective learning, knowledge, skills and expertise, creatively and innovation lead to accumulation of human capital. Accumulation of individual and collective knowledge is essential to meet customer needs. Human capital is thus a key intangible form of value creation.

Ganapathy (2018) explained human capital management is about embracing an innovative approach and recognizes the value of employee inputs. Feedback must be encouraged to improve the workplace environment, communication, identification of shares interests and creation of shares value. It is essential to build a diverse workforce and zero tolerance to discrimination. Managers have the authority to

accomplish goals through problem solving approaches. Communication flows up and down the organization.

Sthapit (2018) explained formal human capital planning is important because it is a need for sustained commitment to strategically manage human capital and support efforts to integrate human capital approaches with our organizational goals. Refining Human Capital Management (HRC) goals with respect to changing organizational needs and the demonstrated successes of human capital efforts will lead to true success. For employees to be empowered, they need to be engaged. Optimum alignment between workforce and mission is essential. The human capital management strategy has to be integrated into strategic plans, performance plans and budgets.

Lee, Pak, Kim, and Li (2019) described unstable markets and intensity of competition has needed improvement in capabilities, efficiency processes and innovation. Knowledge is a quintessential resource. It is learned, created, owned, shared, and used by people individually and collectively for wealth creation by an organization. Success of an organization depends on continuous enrichment of its human capital. If people are treated as assets, then learning, development, sharing and creative use of knowledge will supplement such an organizational initiative.

Stewart and Brown (2019) explained human capital management leads to good management of people. Well-developed HR practices and favorable learning environment encourage people to deploy their skills leading to competitive advantage. Human capital pool must individually and collectively choose to engage in behavior that benefits the firm.

Antamoshkina and Olentsova (2020) describe if resources are not upgraded and developed on regular basis then they decline/diminish. The business capacity to produce extra customers will lead to instant learning and increasing application of knowledge to work by its people. Employees should learn and know about company's competitive business environment and this will lead to productive behaviors.

Douglas (2021) explained human capital pool is highly skilled and motivated work force that has greater potential to be a source of competitive advantage. Human capital pool must have both high levels of skill and willingness to exhibit productive

behavior. The advantage of human capital is that it is a stock of expectation human talent with latent productive capabilities.

Reina and Scarozza (2021) explained collaborative work will ensure minimum conflicts. Even if there are conflicts, they need to be addressed fairly and efficiently. An inclusive workforce is a competitive advantage for achieving results. The work culture has to be results oriented, externally focused and individual performance must be fully integrated into the organization's goals. Performance management and rewards system are important for achieving strategic goals and objectives. Clearly defined, transparent and consistently communicated performance expectations addressing a range of results go a long way in ensuring success of a human capital management program.

Sokolov and Zavyalova (2021) explained human capital is competences of employees, knowledge, skills, experiences and abilities of employees. Human capital is a part of intellectual capital and represents intangible sources of firms.

Therefore, Importance of human capital depends on the degree to which it contributes to creation of competitive differentiation as the uniqueness of human capital increases, firms have incentives to invest resources into its management to reduce risks and capitalize on its productive potential.

2.1 Types of human capital

Types of human capital (Stewart & Brown, 2019) consists of the following:

- 1) Idiosyncratic (Low value, highly unique), this type of capital links with relation and organizational capital to increase performance of this form of human capital through collaboration, team building and group-based rewards.
- 2) Ancillary (Low value, Low uniqueness), employee knowledge may not be relevant to customer. Disinvestment in such employees may be needed. Unskilled labor can be replaced with technology/automation,
- 3) Core (High value, high uniqueness), companies should develop and maximize its value creating potential and differentiating characteristics. Commitment based HR systems and developmental performance appraisals to build specific knowledge and competitiveness.

4) Compulsory (High value, low uniqueness), organizations do not invest in human capital. This capital is not specific to any one company. Employees are free within certain limits to sell their talents wherever they can achieve a higher return. Organizations can organize the staffing process such that potential employees can be identified to increase productivity.

Gerhart and Feng (2021) explained the focus of human capital has to be sharper, broader and deeper to develop, retain and sustain competitiveness of enterprise. The focus of HR has to be on developing employee's working skills. Human capital has to develop employee's capabilities and help employees learn from mistakes.

Capable, motivated and high performing employees contribute immensely to an organization's success and sustained level of organizational performance. It is used to generate wealth for an organization. Employees as resources can generate more wealth. Human capital represents collective skills and knowledge of the total work force of an organization. Human capital management creates value by proper utilization of people's potential. The knowledge, skills, attributes and brainpower that an employee possesses are viewed as the organization's human capital. The collective composition of an organization's human capital is considered a key strategic business advantage. Human capital defines and categorizes a person's embodied knowledge. Health, skills and abilities as they affect production, exchange and entrepreneurship as well as disembodied human knowledge as reflected in publications, patents and other forms of intellectual capital that contribute to the formation and transfer of new knowledge and innovation. Business strategy should also be shaped at times by people management strategy rather than solely the other way round. Employee value proposition refers to what an individual employee can expect to receive in return for his/her contribution (Ikiugu, Hoyme, Mueller, & Reinke, 2015).

People are an agency's most important organizational asset. An organization's people define its character, affect its capacity to perform and represent the knowledge base of the organization. Effective strategic human capital management approaches serve as the cornerstone of any process oriented, stove piped and inwardly focused. The flatter an organization is, it can become results oriented,

integrated and externally focused. Shortfalls in human capital will erode the ability of an organization. (Ganapathy, 2018)

Lack of a consistent strategic approach to marshaling, managing and maintaining human capital can have adverse consequences for the business. So, a strategic approach can ensure maximization of performance of performance and its accountability (Collings et al., 2018). The major challenges in human capital management consists of the following:

- 1) Leadership, continuity, and succession planning.
- 2) Strategic human capital planning and organizational alignment.
- 3) Acquiring and developing staff whose size. Skills and deployment meet agency needs.
 - 4) Creating results-oriented organizational cultures.
- 5) Sustained efforts needed to increase performance and increase in accountability.

Snell and Morris (2019) explained that the critical success factors for managing human capital are interrelated and mutually reinforcing. Compartmentalization of human capital issues is not advisable. These issues cannot be dealt with in isolation from one another. Two principles that are central to the human capital idea are:

1) People are assets whose value can be enhanced through investment. The goal is to maximize value while managing risk and incompetence. Training is essential. 2) An organization's human capital approaches should be designed, implemented and assessed by the standard of how well they enable the organization to achieve results and pursue its mission.

2.2 Essentials of strategic human capital management

Alzbeta, Emese and Martina (2014) described an organization's human capital is the holder of tacit knowledge as human capital grows, there is stronger basis for organization to develop competitive advantage. Without human capital, organizations cannot innovate or develop strategic relationships. Human capital management is a strategic and planned approach to managing an organization's work force. So, assessing the value and efficiency of human capital is important.

Employees need motivation so that they develop a sense of attachment to the organization. This makes them deliver their best. Human capital management lays greater emphasis on current knowledge, their systematic development and strengthening. Human capital management represents an organization's ability to maximize the use and share the potential of people both for everyday work and innovation. This includes a variety of processes and different management methods to work with people and their development and its employee. Human capital management leads to a productive and engaged work force, hiring the right talent, orienting employee to the organization, making a new employee feel comfortable, training employees to constantly upgrade their skills, retain employees, make employees self-sufficient and prepare them for adverse conditions.

Bailey, Mankin, Kelliher and Garavan (2018) described essentials of strategic human capital management included are:

- 1) Approach to human capital must be compliance based. A company should understand the value of managing human capital strategically to achieve results. Existing human capital approaches have to be assessed in light of current and emerging needs.
- 2) People are critical assets who have to be managed strategically. New human capital policies, programs and practices are being designed and implemented to support accomplishment of mission.
- 3) Improved human capital management leads to improved organizational performance. Human capital considerations need to be fully integrated into strategic planning and day-to-day operation. Managing people well is crucial for achieving results.
- 4) Maximization of value of human capital is not about specific action but bringing about cultural transportation.
- 5) Top leaders must demonstrate commitment to change. Better ways of doing business must be explored. Investment in human capital must be considered important to drive continuous improvement, direct reforms and drive cultural change, fostering a major change in culture will need skills, capabilities and commitment.
- 6) Leadership must marshal the resources needed to drive change and overcome resistance by employees to change. Organization-wide commitment is

needed to improve ways of doing business. Conductive conditions have to be created for effectively improving human capital approaches.

Omary (2019) described commitment leadership, reasonable continuity through succession planning and executive development is an integral component of a strategic human capital management plan. The feedback about performance appraisal should include a review of human capital management competencies, technical skills and accomplishment of objectives.

Lee et al., (2019) explained modifying incentive structures to consider the long-term impact of human capital management decisions is vital. The organization must step up efforts to propagate an environment of continuous learning. Need for Human Capital Management.

2.3 Benefits of a Human Capital Management

Kucharčíková and Mičiak (2018) described employees adding value to a business. Human capital management is the strategy by which this value can be leveraged to grow the business and make it profitable. The primary goal of human capital management is to streamline the process of recruiting, retaining and cultivating the best talent. The benefit of human capital management approach is included following:

- 1) It brings out the best in employees by increasing their productivity.
- 2) It enables finding out the right candidate for the job.
- 3) The right induction process can be framed so that employees are up to date about organization's policies.
- 4) It helps employees identify weak spots. Employees can be allowed tools that they can use to assess themselves and improve.
- 5) It encourages the flow of information between management and employees. Often employees do not see any connection between what they do and the overall organizational goals. This hampers their enthusiasm. So, top management has to communicate down the level in an open manner. This stretches the employee to put his best foot forward to contribute to the growth of the organization.
- 6) Much of human capital management is about transparency and open communication. So, an organization has to provide opportunities to employees to

develop their personality. Further, opportunities for training and skills development also motivate the employee. This ensures that employees are geared to adapt to changing situations and environments.

7) It helps to track employee performance to craft better compensation strategies.

2.4 Differences between Human Capital Management and Talent Management

Talent management focuses on the management of one component of human capital talent. Recruitment and selection, staff adaptation, staff education, staff evaluation, career development, staff remuneration and motivation, workforce organization and personnel management are various aspects of talent management (Alzbeta et al., 2014). Talent management is all about having quality people with appropriate competencies in mission-critical activities. Goals to attract, acquire, develop, promote and retain quality talent are essential. Highly productive staff will result from highly motivated, enthusiastic and ebullient staff. It is important to develop and retain a high performing work force (Claus, 2019). Talent management is all about recruiting and developing skills necessary to implement the human capital vision. Recruitment and retention strategies are needed to hire and retain the right people with mission critical skills (Collings et al., 2018). Businesses must have a good onboarding strategy. New employees must be integrated into organizational culture. Best-in-class organizations acknowledge that onboarding efforts begin by adopting a formalized plan ensuring that onboarding is an integral element of the overall human capital management strategy and is on the radar screen of senior management. Formalized socialization of new employees, mentoring or coaching new hires and opportunities for developing skills will lead to employee retention. The organization must attempt to answer the question - How can we increase the number of high performing employees? Human capital management has to be improved to drive increased strategic value to their organizations (Gallardo, Thunnissen, & Scullion, 2020).

3. Service Marketing

3.1 Background of Service Marketing

Baron, Harris, and Hilton (2018) described that marketing is a continuous, sequential process through which management plans, research, implements, controls, and evaluates activities designed to satisfy the customers' needs and wants and meet the organization's objectives. Morrison (2010) defines services marketing as a branch of marketing that is uniquely applicable to the service sectors. It is a notion that is built on an understanding of the uniqueness of all services. Knowing the distinctions between marketing services and commodities is essential for marketing in the travel and hospitality sectors. Organizations must comprehend the distinctive qualities of their travel experiences, the driving forces behind customer behavior, and the key distinctions between marketing services and commodities in order to successfully promote tourism.

Before the 1930s, companies focused mostly on manufacturing and paid little attention to marketing or sales. The 1930s saw a shift in emphasis toward sales as a result of technical advancements that made it possible for more businesses to make comparable items, resulting in increasing rivalry. The requirements and desires of the client continued to be given secondary attention even as businesses realized how important sales were (Morrison, 2010). The first television ad for Bulova watches was seen by 4,000 people in 1944. The 1950s and 1960s are recognized as the period when marketing really took off, with an increase in the number of channels and a rise in TV ad expenditure from 5% of total TV revenues in 1953 to 15% just a year later (Davis, 2013). The term "marketing orientation" refers to the period from around 1950 to 1970. Customers had more options when it came to products, therefore businesses had to change their focus to make sure customers understood how their items met certain demands. Additionally, at this point, customer happiness and service quality were integrated into corporate strategy. Internal marketing departments were established by businesses, and the first full-service advertising agency appeared in the 1960s. (Morrison, 2010).

When businesses started to realize their role in society and their duty to the public (or the appearance of one), societal marketing was born in the 1970s. Companies that exploit natural resources, for instance, are demonstrating this shift by endorsing environmental management causes and putting in place more open-minded regulations. This decade witnessed the rise of media that we are familiar with (the first mobile phone was introduced in 1973) and the fall of traditional marketing via print media, as demonstrated by LIFE Magazine's closure in 1972 due to complaints that TV advertising was too difficult to compete with (Davis, 2013).

The era of online marketing began in the mid-1990s. Electronic commerce, or e-commerce, transformed every sector of the economy, but it may have had the greatest effect on the travel sector. This technology was first used by tourism and hospitality service providers to optimize consumer marketing, manage reservations, streamline transactions, partner and package itineraries, offer (multiple) channels for customer feedback, collect, mine, analyze, and sell data, and automate tasks. These days seem to provide endless marketing options. Marketing in the tourist and hospitality industries has generally lagged behind other industries by ten to twenty years. The conventional career path in the tourist and hospitality sector, where managers and executives rose through the ranks (for example, from bellhop to general manager), is blamed by some in the field for this, rather than a college business degree. Because it was widely accepted that a leader in this field needed to know everything about its operations, managers were trained and developed primarily on technical and functional skills rather than marketing knowledge. Furthermore, selling experiences and services is different from marketing goods—and can even be more difficult at times—as we shall see in a moment. Due to these factors, the majority of companies in the sector have only been honing their marketing techniques for around 30 years (Morrison, 2010).

3.2 Differences between Goods and Services

Between products and services, there are four main distinctions. Many academics agree that services are perishable, intangible, heterogeneous, and inseparable (made and consumed concurrently) (Wolak, Kalafatis, & Harris, 1998). This section goes into further information about these ideas:

1) Intangibility

Before making a purchase, a buyer may view, feel, and/or taste tangible things. Conversely, intangible services cannot be "touched" in advance. An example of an intangible service is a plane trip, where the consumer pays for the service in advance but doesn't "experience" or "consume" it until they board the aircraft.

2) Heterogeneity

Although the majority of items may be duplicated exactly, services are always unique and varied. Location, time, geography, season, the environment, facilities, events, and service providers may all affect how different an experience is from one another. Due to the significant role that humans play in the delivery of services, there may be variations in the caliber and standard of care between providers or even within a single one.

3) Inseparability

A physical benefit may endure for a long time, perhaps years under some situations. A service, on the other hand, is created and used simultaneously. A service is only there while someone is actively participating in the experience and immersed in it.

4) Perishability

Experiences and services are extremely perishable and cannot be preserved. On the other hand, merchandise may be kept at a lot, warehouse, or store until it is purchased, after which it can be utilized and kept at a person's residence or place of employment. A service vanishes permanently if it is not sold when it is offered. Using the airline as an example, once the aircraft takes off, there is never again a chance to sell tickets for that particular flight, and any vacant seats translate into lost income.

3.3 Planning for Services Marketing

Strategic planning is necessary for tourist marketers to achieve effective services marketing. Employing a tourism marketing strategy necessitates weighing several options carefully, selecting the best activities for certain markets, foreseeing problems, solving them, and determining success. Travel industry marketers have the

option to adhere to the PRICE principle, a strategic management strategy that involves: 1) P: plan (current location) 2) R: research (where do we wish to be situated? 3) I: Put into practice (how can we accomplish that?) and 4) Control (how can we ensure that we arrive there?) 5) E: assess (how can we tell whether we made it there?) (Morrison, 2010). In this way, marketers can be more assured they are strategically satisfying both the customer's needs and the organization's objectives (Morrison, 2010). In the context of services marketing, the interaction between the business, its workers, and its clients may be characterized as a services marketing triangle (Morrison, 2010), as Figure 4 illustrates.

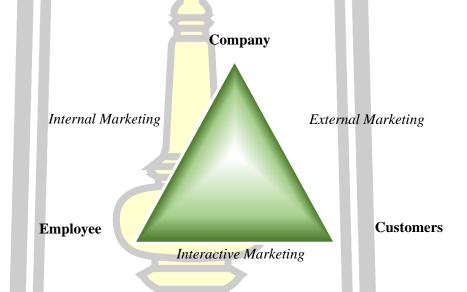


Figure 4 Services marketing triangle (adapted from Morrison, 2010)

In traditional marketing, a business broadcasts messaging directly to the In contrast, personnel are a crucial part of services marketing. According to Morrison (2010), the three groups' communications may be summed up as follows:

- 1) External marketing: advertising campaigns targeted at prospective clients and visitors (establishing a contract between the establishment and the visitor)
- 2) Internal marketing: communications, culture, and training (allowing staff to fulfill commitments)
- 3) Interactive marketing: face-to-face interactions between staff and visitors (fulfilling the promise).

The eight ideas known as the "8 Ps of services marketing" may be used to categorize the direct and indirect methods that a business or destination uses to contact potential clients or visitors.

3.4 Concepts and theories about service marketing mixes

Thabit and Raewf (2018) described Marketing Mix as tools are developed to meet the needs of the target market and achieve corporate objectives. Marketing Mix 4 key elements:

- 1) Product is products and services, including concepts of individuals, organizations and others. The marketers of the organization offer to meet the needs of consumers in various ways to be satisfied.
- 2) Price is the value of the products or service that are determined in the form of money or other units to use as a tool to exchange goods or services. Therefore, the pricing of goods or services is subject to the price level that consumers are satisfied with and willing to pay for the goods or services.
- 3) Place is the process of managing the movement of goods or services to the consumer effectively, which means that the product or service to reach the consumer timely in the right place, and most importantly, it must be consistent with the product and price set.
- 4) Promotion is a marketing communication process between vendors and buyers to provide information and incentives, reminiscent build trust and good attitude, and expected to influence the change of feelings, trust or purchase behavior. The communication tool is called the "Promotion Mix", including promotion, and sales by salesman.

In addition to the 4 P's mentioned above. There are many factors (Hanaysha, Shaikh and Alzoubi, 2021) that marketers must prioritize for marketing services following:

1) Process is the service process is a very important marketing mix, requiring efficient staff or advanced tools. In order to create a process that can deliver quality service. The service has many steps, including the reception of information to provide payment services or after sales service, etc., each step must be effectively linked to make the service impress customers.

- 2) People are individuals in the organization that provide the service. This includes the owners, executives and employees at all levels, all such persons affect the quality of service. Owners and executives play an important role in determining service policies. Determine authority and responsibility at all levels. Employees, service providers, and support staff are people who need to meet and serve customers directly, and the support staff will also provide support to complete the service.
- 3) Productivity *and Quality* are higher performance is better than before. This will allow the organization to reduce production costs. However, to invest in quality improvement without understanding the quality of service. It can make a difference to competitors and build loyalty to the product with regards to the increase in the cost of revenue increases, the risk effect will be increased.
- 4) Physical Evidence is physical environment: building, business, service tools and equipment such as computers, service counter, decorating a place. These are the things that customers mark as the quality of service, customers use the physical environment as a factor in choosing the service.

It's important that these components all work together in a seamless set of messages and activities known as integrated marketing communications, or IMC, to ensure the guests receive a clear message and an experience that meets their expectations (Malichan Thongkam, Apichai Mahakam, Pawapada Taweesitthi, and Sarintee Auddachon, 2010).

1) Integrated Marketing Communications

In order to be as consistent and mutually beneficial as possible, integrated marketing communications (IMC) plans and coordinates all promotional mix elements, including internet and social media components. Compared to employing each component independently and separately, this method is far superior.

Hotels, attractions, tour companies, and destination marketing organizations frequently divide up marketing into discrete divisions, missing out on the chance to make sure every effort is directed toward the same objective. Rather of receiving a single, coherent set of communications about the essential features of a location, prospective visitors and guests are occasionally inundated with messaging promoting several destinations within a region or enterprises inside a city. It's critical to take into account how customers utilize a variety of channels for communication

and to communicate with them in a thorough and cogent manner. IMC is not a novel idea, but with the proliferation of social media and non-traditional communication channels, it is more difficult than before. Every channel needs to be carefully chosen with the visitor in mind, kept up to date, and centered on the same messaging. Too frequently, companies and locations use a variety of channels, ignoring some of them in favor of making sure important platforms are kept up to date (Eliason, 2014).

3.5 Consumer Behavior in Tourism and Hospitality

According to Han (2021), consumers interpret signals from companies using their senses of sight, hearing, smell, touch, and even taste. They may make their decision about a product or service on their perception of the facts rather than the actual facts. Numerous elements have been demonstrated to influence the decisions made by the customer, including interpersonal aspects like culture, socioeconomic class, family, and opinion leaders, as well as personal factors like requirements, wants, motivations, past experiences, and lifestyle. Clients are likely to: 1) Filter out information that they already know; 2) Notice and keep information to meet a need (want) that they are aware of. 3) Invest on services that match the image they think they present. 4) Take note of and keep anything unusual. 5) Give personal information more credence than material that has been produced for profit.

Clients are less likely to: 1) Distort information obtained in person by using perceptual biases 2) Take in complex information that is difficult to understand 3) If consumers are pleased with a different brand, they will observe and remember information about a competing service or product. Reminding and raising clients' awareness of their demands is the work of tourism marketers. Consumers must be inspired to take action in order to have their needs and wants met, and marketers must start the process by outlining goals and potential incentives. Tourism marketers may use both conventional and internet channels to contact consumers and generate demand (Han, 2021).

3.6 Reaching the Consumer

According to Dixit, Lee, and Loo (2021), marketers have more options than ever before for reaching out to customers with their message. The way that

prospective visitors and guests react to conventional media and newly developed internet communication platforms will differ. There are several options for marketing and communication channels, and each has advantages and disadvantages. Setting goals, doing research, doing a situational analysis, and developing a positioning strategy are all crucial steps in deciding on the best combination, frequency, and message (Morrison, 2010). Channels of communication included in the marketing mix, like

1) Mass Media

The utilization of channels that cater to extremely broad markets is the best way to define mass media. National newspapers and radio and television advertisements are two examples. Reaching several target markets in sizable numbers is the direct benefit of employing mass media. Among the drawbacks are the high cost and challenges associated with target marketing and return measurement.

2) Out-Of-Home (OOH)

There are four main types of out-of-home (OOH) channels: street furniture, transportation, billboards, and alternative outdoor. OOH advertising is crucial to the tourist and hospitality sectors because it gives visitors to foreign places the chance to learn more. Displays for taxis, trains, and airports all feature advertising for transit. Digital media, arenas, and stadiums are examples of alternative outdoor spaces. Shopping centers, kiosks, and bus shelters are examples of street furniture.

3) Print Media

Newspapers, magazines, journals, and directories are examples of print media. Since customers are more likely to trust editorial features, there is a growing tendency away from traditional print advertising that is purchased and toward them. An advertorial is a combination of an editorial feature and a print advertisement.

4) Online Channels

According to Deloitte (2015), the internet is almost twice as significant as travel agencies as a source of travel-related information. An estimated 3 billion individuals worldwide have access to the internet, and social media has assimilated into the travel and hospitality sectors. Customers now use TripAdvisor and related websites as their first point of contact when looking for travel and hospitality-related goods and experiences. This is a chance to establish

communication channels, but it also poses a risk if unfavorable information about the travel or hospitality company becomes well-known. Internet and mobile technology are referred to as interactive media. For tourism and hospitality businesses, there are significant advantages to creating an online presence: it's cost effective, it provides global reach, it allows a business to be available 24/7, and it provides a reciprocal communication platform for customers.

5) Social Media and Reputation Management

Online marketing has drawbacks as well, such as losing control over message delivery and getting seen within the deluge of information consumers are exposed to. Despite these obstacles, travel industry marketers are adapting with more advanced online marketing techniques as more customers turn to the internet for real-time information. WorldHost Training Services (2013) provides materials and skills that are used in this part.

6) Social Media

Web-based and mobile apps that facilitate social interaction and content exchange are collectively referred to as social media. Using social media is known as social networking. User-generated content powers social media, in contrast to traditional media like television, newspapers, and magazines. While paid professionals like journalists, marketers, specialists, and others also contribute to social networks, this refers to material generated and shared by consumers.

7) Word of Mouth in the Age of Social Media

Through a communication channel known as word-of-mouth, in which consumers share directly with one another, social networking has revolutionized the way that many individuals engage with businesses and share experiences with others. Nowadays, there are several platforms available for consumers to share their preferences, many of which have sizable viewerships. A portion of this feedback is provided while the client is still in the business, in real time, via a smartphone (WorldHost, 2013).

8) Advertising and Trust

An increasing number of people utilize social networks, and review sites in particular, to look for guidance and information about what to do and what goods and services to buy. These websites offer suggestions for places to dine, stay, unwind, shop, and explore for both residents and tourists. These are very reliable channels. customers trust online reviews (70%) and recommendations from friends and family (92%), more than any other kind of advertising, according to a poll of over 28,000 customers across 56 countries (Nielsen, 2012).

9) Online Reviews is Business Success

Studies reveal a clear relationship between customer feedback and purchasing choices. Three out of four active travelers identify reviews and images as important factors for selecting activities, according to a 2011 Phocuswright poll (PR Newswire, 2011). According to a 2011 Harvard Business School research, independent eateries saw revenue increases of 5% to 9% for every one star gain in Yelp ratings (Luca, 2011). Additionally, a hotel may boost its price by 11.2% without hurting demand, according to a Cornell Center for Hospitality Research research, if it improves its Travelocity review score by 1 point on a 5-point scale (Anderson, 2012).

3.7 Understanding Customer Needs

Sharma, Singh, Pratt and Narayan (2021) explained iven that exceeding expectations is the ultimate objective of every tourist or hospitality organization, clearly described service plays a significant part in forming client impressions. Although every consumer is unique and has various requirements and interests, almost all of them anticipate having the following fundamental demands met:1) Convenience; 2) Value; 3) Quality4) Excellent assistance.

Companies need to fulfill their clients' needs in each of the four categories. If they satisfy the fundamental requirements mentioned above, they will generate a passive consumer, one who is happy but unlikely to recommend the company to others or leave a review. On the flip side, if the promise is broken, a disgruntled consumer may reverse all of the marketing plan's efforts. This means that every step of the procedure needs to be well thought out and carried out (Bigorra, Isaksson, and Karlberg, 2020).

Reliable services selling professionals who work in the travel and hospitality industries must have a firm grasp of the distinctions between selling products and services. To understand the interests and behaviors of important client categories, successful businesses undertake market research. Organizations and

destinations create a marketing orientation through a strategic planning process that aims to determine client demands and stimulate their wants while pursuing company goals. In other words, rather than only disseminating information, these activities are meant to facilitate reciprocal exchanges that accompany integrated marketing communications across a variety of channels. As consumer preferences change, smart marketers will take advantage of these discussions to stay abreast of new developments and anticipate needs and desires. A successful marketing plan ultimately depends on exceptional customer service, which is something that engaged marketers understand is necessary in addition to social media and integrated marketing communications (Timoshenko and Hause, 2019).

4. The situation of Hotel Business in Thailand

First quarter of 2020 while Covid19 pandemic started since December 2019 until present still keep going also the world cannot predict when it will be end. The consequence of this circumstance effect world tourist business that cause the number of foreign tourists visit Thailand minus 22.7 percent compare to the same period of 2019 and continue standstill. The rate of tourists dramatically decreases 97 percent compare to same period of 2019. This is the worst rate of tourist that visit Thailand in 10 year in the row. Thai government supported by Tourism Authority of Thailand created campaign Thai Tiew Duey Gun to help Thai Economic with slogan of new normal travelling. Moreover, the hotel business has direct effect from Covid19 pandemic, they do not have foreign customer thus they have to create new strategy such as save cost as mentioned in chapter 1 that main cost in hospitality business is salary (involved with human) therefore, the hotel must pay attention on talent management (Pongsakornrungsilp, Pongsakornrungsilp, Kumar, & Maswongssa, 2021).

Overview of the hotel business in 2017 "expanded" in terms of number of rooms, the average occupancy rate and the average room rate were supported by a significant increase in the number of both Thai and foreign tourists arriving in Thailand. n 2016, tourism created by 17% of GDP or over 2.5 trillion baht. Tourism is linked to a value chain that is spread across different regions. In addition to hotel and

accommodation, it also connects to food / beverage businesses, transportation businesses, etc., and employs 4-5 million people nationwide. (Ministry of Tourism and Sports, 2017. During the first nine months of 2016 (January - September), 106.5 million Thai tourists traveled in the country an increase of 4% and 26.1 million foreign visitors an increase 5% from the previous year (Wangchan, and Worapishet, 2019). This is due to the government's tourism promotion measures, such as the renewal of the visa exemption and the reduction of visa on arrival fees for tourists from 21 countries. Hosts international conferences such as the World Travel and Tourism Council Global Summit 2017 and other international conferences such as science, technology and medicine, etc. As a result, in the first nine months of 2016, Tourism grew by 6.4%, compared to the same period last year found that (Sathapornmongkonllest & Suwannarat, 2018):

- 1) The amount of rooms declined, reflecting an increase in the amount of rooms all Thailand. In 2017 (as of December 21, 2017), an increase of 34,955 rooms, an expansion of only 5.1% from the end of last year.
- 2) The overall occupancy rate for the first nine months of 2017 was at 75.3%, a slight increase of 1.5% from the same period last year. The regions with the highest occupancy rates were the Central (including Bangkok), followed by the South and the North at 81.0%, 76.9% and 64.2% respectively.
- 3) The overall of average room rate sold for the first nine months of 2017 increased 167 THB per room, grew by 10.4% from the same period last year. Regarding to the region, the northern region had the highest rate of increase in price per room at 19.4%, with the average room rate at 1,208 baht per room. The region with the highest room rate per room was the South, at 2,410 baht per room, due to the location of most of the hotels on the island, resulting in higher costs or in a unique location, so the price can be set.
- 4) 3-star and lower than 3-star hotels "grew at a slower rate" due to oversupply. The major factor behind the huge growth in amount of rooms in 2016 is the intense competition as a result, many small and medium enterprises have to announce the sale. Entrepreneurs also need to adjust themselves to manage their costs, to be more cost effective, and to increase their revenue streams. Some entrepreneurs have changed their style to include unique properties such as boutique hotels. The

rooms are decorated with natural materials to meet the behavior of each tourist. As well as marketing through social media more.

- 5) 4- 5 star hotels "grew a bit" following the expansion of the number of quality tourists from Europe, America, Oceania, which has long travel times and high per capita expenses. MICE travelers (Conventions and Exhibitions) spend twice as much as tourists, however, due to the large amount of rooms that have led to increased competition, so the entrepreneurs have to adapt, such as:
- 5.1) Revenue restructuring by reducing the reliance on room service and increasing revenue from catering services and other services.
- 5.2) Make a loyal customer base. This results in customers returning to the hotel again and is a significant revenue for the hotel and its affiliates.
 - 5.3) Hotel Management both in and outside of the country.

In addition, the sharing economy has resulted in continued growth in Airbnb. The price is lower than the hotel and there are a variety of styles to choose from single house to rent, some rooms to condominiums. There is not much current. (The Amount of the Airbnb model accounts for about 10% of the total number of rooms in hotels and resorts in five major destinations, including Bangkok, Pattaya, Phuket, Koh Samui and Chiang Mai), but in the future may not affect the revenues and profits of the hotel business. Adjusting the price of a hotel room may be limited. This is due to the behavior of tourists to experience more local lifestyle (Local Experience), especially homestay by way of rural. As a result, the customer-oriented hotel business has been affected (Tweephoncharoen & Vongurai, 2019).

However, the business still has a risk of a relatively large supply, in addition to the increase in new medium-sized. The quality of service is not less than 4 stars, but the price of only 3 stars as well as some tourists quality groups have reduced the travel time and spending on accommodation (Sathapornmongkonlest & Suwannarat, 2018).

Although factors, accommodation services will affect the decision to travel, but Thailand is still one of the most popular destinations for foreign tourists. This is partly due to the attraction of world-class tourist attractions spread across different regions, especially the southern sea, the eastern region, or the eco-tourism area in the north. Room Rate Competition Thailand's tourism is worth the money

(Value for money) compared with neighboring countries in Asia Pacific. The Travel & Tourism Competitiveness index recently in the year 2016 of the World Economic Forum in Thailand ranked 34th among 136 countries worldwide ranked third in Southeast Asia after Singapore and Malaysia. By the price factor. Natural resources Tourism infrastructure is a strength that enhances Thailand's tourism competitiveness (World Economic Forum, 2017)

Table 2 Travel and Tourism Competitiveness Ranking

Country	Hotel price Index	Hotel rooms (number/100 pop.)	Natural Resource	Tourist Service Infrastructure
Thailand	35	39	7	16
Malaysia	18	35	28	46
Singapore	96	29	103	24
Hong Kong	91	26	49	60
Vietnam	53	74	34	113

Source: World Economic Forum, 2017.

Tourist Service Infrastructure consist of 1) hotel rooms 2) quality of tourism infrastructure 3) presence of major car rental companies 4) ATMs per adult population

In 2016, if considering the amount of foreign tourists coming to Thailand found that China was the largest market in Thailand with 26.9% (Table 3). In the past 10 years, the amount of Chinese tourists has grown rapidly to about 9 million, or up nearly 10 times from these factors:

- 1) China's government's outbound tourism policy easing has allowed Chinese people to travel overseas in more than 140 countries.
- 2) The rise of low cost airlines and direct flights between Thailand and China. Including land transport, especially the R3a (Thai-Laos-Southern China), is a factor supporting Chinese travel to Thailand.

- 3) The Chinese middle class is significantly increased by the Economist Intelligence Unit (EIU). China's middle class is expected to dominate 35% of the total population by 2030, which will further boost its outbound tourism to 150 million. In the year 2020, from 122 million people in 2016.
- 4) From the Chinese movie "Lost in Thailand" (released in China in December 2012), which was filmed in Thailand (Chiang Mai). The Chinese tourists are the main foreign customers of the hotel in the major tourist areas of Thailand.

Table 3 Share of International Tourist Arrivals (Top 10)

Rank	Country	2006	% share*	2016	% share*
1	China	949,117	6.87	8,757,466	26.87
2	Malaysia	1,591,328	11.51	3,533,826	10.84
3	South Korea	1,092 <mark>,783</mark>	7.90	1,464,218	4.49
4	Japan	1,31 <mark>1,987</mark>	9.49	1,439,629	4.42
5	Laos	276,207	2.00	1,409,456	4.33
6	India	459,795	3.33	1,193,822	3.66
7	Russia	187,658	1.36	1,089,992	3.34
8	UK	85 <mark>0,685</mark>	6.15	1,003,386	3.08
9	USA	694,258	5.02	974,632	2.99
10	Singapore	687,160	4.97	966,909	2.97

Source: Department of Tourism Note: * % share of Thailand's International tourist

4.1 Risk Factors for the Tourism Industry

Chen and Kitingern (2020) described risk factors for the tourism industry that included following:

- 1) Uncertainty in the unrest situation abroad affecting the number of foreign tourists.
- 2) The uncertainty of the economic situation abroad. This may lead to a decrease in the number of foreign tourists traveling to Thailand.

- 3) Natural disasters can lead to the cancellation of travel plans due to lack of availability.
- 4) Intense competition between entrepreneurs, such as the hotel business or other types of accommodation available, including illegal accommodation leads to fierce price competition.
- 5) Congestion of tourists, especially in major tourist destinations such as Bangkok, Phuket, Pattaya, Chiang Mai, resulting in quality tourists or repeat travelers. May reduce the length of stay or choose a different location.

4.2 Hotel Registration

Bhrammanachote and Sawangdee (2021) explained the hotel business is a hotel service (accommodation) is a classification of the Thai Industrial Standard Classification (TSIC) Code 55101, it's mean weekly for short stay guests includes guest rooms and suites that are fully furnished. It may also include other services such as food and beverage services, parking, laundry, swimming pool and gym, recreation facilities and meeting room. At present, the hotel business is spread over 5,538 locations nationwide. Registered 271,587 million baht by type of juristic person. The location of the business in each area following:

1) Juristic persons and areas of business.

The hotel business is still underway can be classified by type of entity and space the business as Table 4 and the number of registered entrepreneurs by area as Table 5



Table 4 The Number of Entrepreneurs registered by type of juristic person.

Type of juristic person	Number	%	capital	%
			(million bath)	
Company Limited	4,825	87.10	245,309	90.30
O. I. D. (1)	602	10.50	2.026	1 40
Ordinary Partnership	693	12.50	3,836	1.40
Public Limited Company	20	0.40	22,442	8.30
Overall of the country	5,538	100.00	271,587	100.00

Source: Chen and Kitingern (2020)

Table 5 The Number of Registered Entrepreneurs by Area

Area	Number of registered entrepreneurs	capital (million bath)
Bangkok	1,717	179,247
Central Region	332	8,148
The northern	499	13,579
The north eastern	332	8,148
The eastern	941	13,579
The western	443	5,432
The southern	1,274	43,454
Total	5,538	271,587

Source: Bhrammanachote and Sawangdee (2021)

Wangchan and Worapishet (2019) described based on the above information, the hotel business was 87.1%, followed by the registered partnership of 12.5% and the public company limited by 0.4%. Most of the businesses in the Bangkok metropolitan areas were the highest, accounting for 31%, followed by the southern region 23% and

considering the value of most of the registered capital in the area. Bangkok is the highest proportion, 66 percent, followed by the southern region by 16 percent, and the eastern and northern regions equal proportion. This is classified as a percentage of the registered capital as follows:

How to apply hotel business license in Thailand

A person who would like to apply for hotel business must have qualifications as follows:

- 1) Age not less than 20 years old
- 2) It has domicile or residence in the Kingdom of Thailand.
- 3) Not a bankrupt
- 4) Not an incompetent or quasi-incompetent person.
- 5) It has never been sentenced by a final judgment to imprisonment, except for penalties for offenses committed through negligence or petty offenses.
- 6) It has never been the case that the offender is guilty of sex offenses under the penal code, drug offenses, offenses under the law on measures for the prevention and suppression of trafficking in women and children, or offenses under the law on the prevention and suppression of prostitution
 - 7) Not being suspended while using a license.
- 8) It has never been revoked, or has been revoked for a license other than that (6), but the time has passed, not less than three years.

If the applicant for a hotel business license is a partnership or a juristic person, managing partner, the manager or representative of the entity must have qualifications and no prohibited characteristics as in the case of natural persons, and must never be a managing partner. A manager or representative of a juristic person who has been revoked under (8)

The hotel law stipulates that it is forbidden to operate a hotel business without permission. It will be punished. If a hotel is violated, the hotel will be subject to administrative penalty every day at the time of the breach by the person wishing to apply for the hotel business. The term hotel must be an establishment established for the purpose of business. To provide temporary accommodation for travelers or any other person with remuneration. The character is lower than monthly, and there are other laws related to the application for a business license.

The applicant for hotel business must come manually to print a fingerprint check history. Prohibited under section 16 (5) (6) of the hotel act BE 2547 (The result of the consideration shall be notified to the applicant within 7 days from the date of completion with hotel business license fee)

4.3 Timelines, Tasks and Responsibilities

Chen and Kitingern (2020) explained for those who want to apply for a hotel business licer. The total duration is at least 66 days. The steps are as Table 6

Table 6 The Processing to Apply Hotel Business Licenses

Step	Type step	Details of the service process	Service time	
1	Document	Entrepreneurs applying for a	1 day	
	Inspection	hotel business license.		
2	Consideration	The responsible officer checks	4 days	
		the information.		
3	Consideration	Inform the responsible agency,	30 days	
		and the screening committee		
		to the hotel.		
4	Consideration	The Board of Directors	31 days	
		Meeting considered and		
		approved the hotel business		
		license.		

- 4.3.1 The requirement of applying for hotel business license (Nieves and Quintana, 2018) as following:
 - 1) Identity card (ID card)
 - 2) A copy of the house registration.
 - 3) Certificate of Juristic Person
 - 4) Application for a hotel business license
- 5) Plans, diagram, include a list of plans, floor plans, hotels, engineers, and architects authorized by law.

- 6) Evidence of ownership of the building, or place of business hotel, or letter of consent to use the building, or place of business if the building or place is owned by another person.
- 7) Prohibited books the land will be used as a hotel location. Evidence showing that buildings used in the hotel business are permitted to use buildings in accordance with the Building Control Act, or a certificate of building inspection by a person who is licensed to practice controlled engineering, or architectural control under the law. In the case outside the control area.
 - 8) Brief description of the hotel's location and nearby.
- 9) Certificate of Environmental Impact Assessment report of the Ministry of Natural Resources and Environment (If the environmental impact assessment report is required under the law on promotion and maintenance of national environmental quality)
- 10) In case the applicant for a hotel business license is a juristic person must have the following documents:
- 10.1) Copy of ID card and house registration copy of authorized director.
- 10.2) Letter of Appointment of Juristic Person. In case the authorized director does not specify the authorized signatory.
- 10.3) Copy of the shareholder list, or a copy of the shareholder list of the public limited company or copy of the certificate of partnership, and a copy of the Alien Business Certificate. In case of foreigner applying for a hotel business license.
- 11) Permit to set up the service according to the law on service facility, if the applicant has a hotel facility. 到的

12) House Registration.

4.3.2 Fee

Wangchan and Worapishet (2019) described Entrepreneurs who need a license will pay a hotel business license fee. Pay as cashier check payable on behalf of "Money outside the budget of the Department of Government" is the amount of money under each type of hotel license. The amount of room allowed to operate hotel business is 80 baht per room, which is divided into the following expenses:

- 1) Type 1 is 10,000 baht each.
- 2) Type 2 is 20,000 baht each.
- 3) Type 3 is 30,000 baht each.
- 4) Type 4 is 40,000 baht each.
- 5) Certificate of 200 baht.
- 6) Fee for hotel business 80 baht per room per year.
- 7) The renewal of one half of each license fee.

5. Literature Review

5.1 Talent Management

Chamaiporn Kanchanalekha and Suchart Thitirattaphinun (2005) had conducted the research on "Contributing Talent Management System to Company's Performance Excellence: Case Study of Insurance Department, Bangkok Insurance Public Company Limited" and found that talent management which helps keeping the talent with company consists of three main areas: Recruit and Selection, Development, and Retention. Hence, the researchers had proposed four implementations as followed: Identifying Talent; Selection Talent; Categorizing Talent; and Managing Talent.

Lui (2006: Abstract) studied on ways to keep the talents of company in China. It was shown that, apart from fairly paid compensation, a number of companies in China tried to improve their potential and provide them more opportunities in career path by transferring. They would be transferred to different departments in order to improve other skills which related to the company's implementation and to be ready to be company leader in the future. As the demand of the talents was increasing, many companies were always welcoming the talents who had skills which fit company's requirement back to work again if needed (Re-hiring). Also, managers must frequently communicate to employees about information of award or prize and compensation to avoid any conflict. There shall state about the compensation system and related strategy of its management. Moreover, the manager must clarify about flexible working environment, appropriation of each group of employees when working, and reputation to employee. Consequently, prior to

employment, the employer should inform participant details of business, company culture, and his or her job description to attract their interest in joining the company.

Phichet Amornrattanawong and Atchara Kakhao (2006) conducted a study on "Factors Impacted on Company Talent Retention: Case Study of Leaders of Service Team, ABC Limited Company." According to the study conducted by qualitative method, the factors which impacted on retaining the talent with the company were as follows: 1) Scope of Work: It should challenge their potential since the leaders of the service team were responsible for team management, consulting, advising, and solving problem of their junior. This was considered a challenging, fun and satisfying work; 2) Career Path: The team leaders were encouraged by the company for their future career path which could please and convince them to work hard for the company; 3) Payment: The payment depended on work performance which was acceptable and approved; and 4) Working Environment: Co-workers were nice, friendly, empathic, caring, open-minded, and helpful. There was a healthy relationship between them so that they could share work problem and even personal matters.

Phongsathorn Timcharoen (2006) studied on "Successful Keys of Company Talent Management Implementation Project." The research focused on the four following target companies, including Telecommunication Company; Cement Manufacturer and Distributor Company; Oil and Gas Distributor Company; and Coal Distributor Company. It was found that all companies practiced similar implementations. To clarify the similarities, they analyzed and planned according to sourcing, screening, selection, deployment, development, and retention of human resources which had high potential and was different in details of implementations. Lastly, the successful key to the company talent management project was company culture in which the target companies focused on. They furthermore used its vision and strategy of company along with culture to determine the project's objective. By doing so, it created comprehension, acceptance, and selfdevelopment support which fit the company's requirement.

Duangkamol Rojanasakda, Sarinee Muncharoensiri, and Suthiporn Truektrong (2007) had studied on "Talent Management: Talent Identification, a Case Study of Avalant Company Limited" and found that the company manager well

acknowledged of the importance of the talent management and used Competency Model to evaluate employee. The Competency Model consisted of Core Competency, Managerial Competency, and Functional Competency. The criteria used to evaluate was different depending on their professional levels, operational level, supervisor level and specialist level. Then, the evaluation result and the employee's performance were used to as main factors to identify the talent. This process was considered one of the talent management systems. According to Patanasamphan (2020), the initial stage in talent management is talent identification, which needs to be organized, precisely specified for selection criteria, and compliant with the organization's standards. Additionally, finding and recruiting talent is a crucial first step in choosing workers who meet the necessary requirements. To find and hire quality workers, candidates must be chosen based on highly stringent standards. Talent reward and recognition are also essential since they inspire employees. Because it increases employees' knowledge and abilities and makes them more capable of achieving the organization's goals, talent development is a crucial process in talent management within the workforce.

Ntonga (2007: Abstract) researched on how the talents management could affect the efficiency of business. It was found that the comprehension towards employees was misaligned with the international best practice, particularly with respect to the implementation patterns and the instruments used to identify potential employees. Therefore, the evaluation of the employees' performances depended on their quality of performance. Moreover, the comprehension between the employees and top managers was also misaligned with the best practice, especially on the matter of transparency in which the board of committee could inspect the implementation, competency models and communication of both employees and top managers. A company tended to focus more on resources used to manage the talents based on talented individual and company management. Other than that, the managers of the company should focus on the implementation of company strategy rather than on measuring the effect on business efficiency.

Samuthai Tumkum (2007) researched on "A Study to Create Talent Management System: Case Study of Thailand Institute of Scientific and Technological Research." To analyze and create talent management system in the

company, the research aimed to study concept; principle; talent management implementation; and attitude and opinion of manager and employee who had excellent performance. The researchers found that the company did not have any concrete system of talent management. Therefore, their top performance employee and the talent were not satisfied with the company and decided to leave the company consistently. The managers therefore implemented talent management as by creating readiness and comprehension regarding the recruitment, selection or identifying, development, management, persuasion, and keeping the talent with the company.

Wasita Ritbumroong (2007: Abstract) had studied Talent Management for competitive advantage and found that talent management consisted of identifying talented employees, seeking and selecting talented resources from both inside and outside of the organizations, developing the talented employees, rewarding, and compensating and retaining the talents. To have an effective talent management system that benefits the organizations the most, the system had to be developed accordingly to the goals and strategies of the organizations. Specially, the management board was a crucial part of motivating, promoting and supporting the successful of the management system. Furthermore, retaining talented employees was an important management which directly associated to talent management. Strategies used by each organization had both differences and similarities depending on what suited them the most and their choices of strategies. Apart from an effective management system, nice working environment and atmosphere could also help retaining talented employees. Additionally, creating unity among employees in the organizations was also one of the talent retention techniques.

Having briefly discussed the concept of talent management, this paper now examines the key literature as proposed by Deery's framework (2008). It will explore the main planks of the framework, namely, industry and organizational attributes, work-life conflict and WLB, employee attitudes and personal dimensions and organizational strategies for talent management and retention. The paper then reexamines Deery's (2008) framework in light of recent research and findings.

Prapaiwan Summathiti (2009) researched on Talent Management: Case Study of Standard Chartered Bank Public Company Limited, Thai Branch. The objectives were to study its implementation and the management of the talent;

condition of problems and barriers; and seek for improvement of the talent management by quality method of research. It was revealed that the bank normally vaguely specified qualifications and traits of the talent they required. These were used as criteria for evaluating and selecting employees to attend the International Graduate Project. Since the requirements were not stated in specific details, non-talent was able join the project. The following were the bank's implementation and management of the talent: 1) Recruitment Process: The Bank recruited by means of online application and target universities with the help of university officers. 2) Multiples Ways of Selection: Selection processes were online test, interview, operation training for various operative skills which learning from other departments and attending seminar and visiting domestic and international firm to observe their operation. 3) Performance Review: Evaluation process was completed together between the talent and supervisor based on performance goal. 4) Payment and Reward: The payment and rewards usually were considered as external factors, for example high salary, bonus, shareholding, and promotion. However, the bank could not satisfy all the talent as high positions were limited. 5) Talent Retention: Since the bank mainly focused on external factors and therefore could not keep their promises, they made regarding position promotion; the bank was facing problem of keeping the talent with them. Moreover, the resigning rate of the talent was higher which mainly caused by better offer from other banks or other competitors.

Punlapa Iamsa-ard (2009) studied the talent management system in Bangkok. The research's objective was to give advice regarding the management system of the talent in Bangkok by using the method of documentary research. The researcher compared case studies between Thai and International government sections, including U.S. Office of Personnel Management; Office of the Civil Service Commission (OCSC); Royal Irrigation Department, Ministry of Agriculture and Cooperatives; and BMA Training and Development Institute, which implemented the talent management system. The study found that:

- 1) U.S. Office of Personnel Management: focusing on selecting talent from outside because it was more flexible in terms of legal aspect and budget.
- 2) Office of the Civil Service Commission (OCSC): providing High Performance and Potential System (HiPPS) in the company which helps preparing the

talent in the company to be ready for high position and be expert in the company's main practice.

- 3) Royal Irrigation Department, Ministry of Agriculture and Cooperatives: highlighting on developing and bringing the best out of every level and position of the talent and make the most use of it based on their High Performance and Potential System (HiPPS) and High Potential Support System.
- 4) BMA Training and Development Institute: providing Bangkok HDR Pro System to make Training and Developing Officer to be Human Resource Developing Officer required by the company. The system requires the employees to study 10 stations in order to be expertise in the stated field.

With regard to the study by Shen and Hall (2009) on keeping talented people, it was suggested that a connection between employees and their work, colleagues, organizations and community should be established. Later, Joyce and Slocum (2012) studied the strategy and performance of the business with the focus on talent management. It was found that the management section, not to mention developing and keeping talented personnel, was a valuable resource for an organization. In addition, there were four factors that would improve the corporate capability including strategies, organizational structure, organizational culture and performance. It was recommended that new generation executives should manage talented people with an imperative strategy that helps create opportunities for business profitability. Furthermore, the study by Careaga and Avendano (2014) also mentioned that cooperation in the development of any process for working with many people.

Simultaneously, Khiji (2015) stated that talent management in the macro perspective should improve the labor market and job mobility. Also, Hoglund (2012) assessed the extent to which talents would be rewarded and the psychological impact under the agreement for the development of staff skills. Additionally, Wall and Knights (2013) studied the talent management of talented people to create competitive advantage of an organization. The study demonstrated factors involved including recruitment and selection of talented people from within and outside the organization, development, compensation and strategies for keeping talented personnel. It was mentioned that, the system for talent management must be developed in accordance with the organization's goals and strategies. Organization's executive team was

regarded as a key part in promoting and supporting the attainment of corporate goals. Plus, the Corrections Department of the Ministry of Justice, appeared to be an example of government organizations that valued human resources very seriously. It had been committed to the development of talented people to push the organization forwards in the era of ASEAN. Such process, which might be considered a new dimension of the government sector, employed scored-card as the key to recruiting and utilized talent management as the process of improving the performance of personnel, which might be considered as a new dimension of government. The focus was on career advancement. Being in bureaucracy, the Department of Corrections could not use monetary compensation as a tool. This positively reflected that money was not always incentives for talented people.

Supaporn Songsujaritkul et al. (2009: Abstract) had conducted a study on talent retention with True Vision Public Company Limited as their case study. The researchers found that in order to manage talented employees, directors and supervisors had to appropriately manage their own department as their second homes. They applied different techniques as nature of theirs work, as well as the conditions of environment, were different. In addition, human resources would support the talent management of the executives. The first factors that had impact on talent retention was non-financial compensation. Second factor was working environment such as compliment, acknowledgement, teamwork and company's reputation. Nature of work was also one of the key factors, it included the fun work, variety of works, type of responsibility and career advancement. Employee evaluation and training session were determined as well. Moreover, employee engagement to working environment including executives and colleges were labelled as one of the factors affecting talent retention. Lastly, freedom of thought and financial factors also affected talent retention.

Arporn Puvitayapun (2010: Abstract) studied Talent Management in six companies. It was found that there were four elements in talent management: addressing talented employees, developing talented employees, talented employees' drive and talented employees' compensation. The most important indicators that evaluated employees' performances were skills and knowledge, while age was the main factor when evaluating employees' future potential. Another significant factor

was training and developing talented employees. Apart from formal seminars, other development tools were also used to improve and develop skills of the talented employees such as coaching how to train the superiors and how to supervise and assign jobs. Importantly, good guidelines should not be handled only by human resources but also executives and supervisors in order to create good relationships with the talented employees. Lastly, organizations needed to realize that it is crucial to give attractive compensation to the talented employees. Even though compensation was not a drive of the talented employees, their compensation should be different from ordinary employees and they need to be well rewarded.

Jutatip Suksawat (2012: Abstract) had conducted a study on Talent Retention of companies in the Thai Eastern Seaboard, Rayong Province. She found that some companies had already started managing some parts of Talent Retention process such as selecting or addressing talented employees. After analyzing the factors that affected talent retention, it was found that culture and work environment, supervisor's roles, and growth and earning potential were all rated as significant factors. Furthermore, it was noticed that companies in different sizes had all started managing some parts of Talent Retention process. Hence, those companies also followed the same strategies of Talent Retention. Comparing talent management and talent retention in different sizes of companies, it was shown that size of company did not have any impact on company's talent management and talent retention. According to Hongladarom (2012), retaining talent is crucial since experienced workers with knowledge and skills will have a deeper awareness of the organization's circumstances than do new hires who need to undergo on-the-job training.

Kehinde (2012: 185) had investigated the impact of talent management on organizational performance. It was concluded that talent management was important to the profit of organization and highly enhanced the quality of the company's competitiveness. Therefore, the organizations should know and understand the practice of talent management. The fact that labor migration across international border rate was high had made talent management become more significant to both private sectors and government. Organizations should train their talented employees to increase their performance. Each organization should have their own talent management strategy that suit them the most. Essentially, talent management should

be separated from other resources management. Moreover, the government should prioritize talent management and take it in their economics policy as talent management was totally vital to the economy.

Singh et al (2012: 201) had conducted research on Talent Management: A Research Based Case Study in the GCC Region (Bahrain, Kuwait, the Sultanate of Oman, Qatar, Saudi Arabia, and the United Arab Emirates). They discovered that employee motivation and engagement would result in business growth and enhance the organization's ability to compete in business. It would also improve organizational performance and an increased quality of customer service. Talent management generated longer-term value for shareholders as well. Nonetheless, retaining employees should be done ethically and strategies used in supporting the success of organizations should be carefully reviewed. Retaining talented employees in the Middle East had made a significant impact economically and demographically on the organizations. As a friendly working environment in the future was ensured, I could be concluded that motivation and employee engagement strategies delivered high levels of performance to facilitate the pace of development.

The topic of talent management has been examined from a range of angles, especially in the mainstream management literature. Thunnissen et al. (2013), for example, provide an overview of the literature in the area of talent management between the years 2001 to 2012. These authors found 62 articles using the key word search of "talent" and "talent management", but only found one article dealing with talent management in hospitality or tourism. So, while the generic management literature perceived talent management as a priority research area, hospitality researchers were less focused on this. Baum (2008) suggests that this is because the term "talent management" in the hospitality and tourism industry is understood differently from other sectors of the economy. He argues that talent management in hospitality and tourism includes emotional, aesthetic and informational processes that other industries do not perceive as important. Baum's study emphasizes on the personal characteristics of managing talented staff is reinforced in the mainstream management research by authors such as Tucker (2009) and Dries (2013) who argue that "attracting and retaining talented people is becoming increasingly difficult as a result of specific demographic and psychological trends" (Dries, 2013: 273).

Noori and Bezanaj (2013: 226 – 227) had conducted research called Talent Management Strategy in Iranian Private Sector Banking Strategic. They discovered that there were five talent management parameters: 1) reward and recognition, 2) Performance management, 3) employee development, 4) open climate / culture and 5) communication. Four parameters out of the five parameters were in a high level in Iranian banking industry while "communication" was in a medium level. Nevertheless, senior managers must find a solution to this issue. It could be concluded that every bank in Iran had given "reward and recognition" the most priority. Thus, managers tried to compensate the talented employees well to keep them motivated. On the contrary, "communication" was ranked the lowest. It showed that the organizations' internal communication system was ill designed and that some employees did not accept organizational culture or biased against one another.

Research into the area of "talent management" in the hospitality industry, therefore, also needs to examine issues such as stress, emotional exhaustion and other personal employee dimensions. Although the study of Thunnissen et al. (2013) found only one article on talent management in the hospitality industry, this is more a result of the delimitations of the study rather than the reality. In 2008, the Journal of International Contemporary Hospitality Management published a special issue on talent management, and since that time, there has been some research done in the area. Work by Solnet et al. (2013), for example, argues that talent management is still a key function of hospitality human resource staff, even though many human resource departments have been downsized, decentralized or eliminated because of internal and external environmental pressures. Research by Davidson and Wang (2011) and Lub, Nije Bijvank, Matthijs Bal, Blomme, & Schalk (2012) argue that talent management in the hospitality industry requires an acknowledgement of the differences in needs and behaviors of the generations. The focus of talent management in the hospitality industry appears to be different from that of the mainstream management literature.

Wanpen Petcharat (2013: Abstract) had studied the Talent Retention and Intention to Stay of Talented People in an Industrial Estate in Chonburi Province. It was found that the relation between the factors of the talent retention and the intention to stay of talented people was logistically positive. Therefore, if the organizations wanted to keep employees with them, they should promote leadership role and

rewards should be given. Consequently, human resources should give advice on how to manage labor relation in accordance to policies and management guidelines. Moreover, human resources should launch a training session on Human Resource Management as well as Management Principle for managers and supervisors. The session would generate understanding in Talent Retention among the heads of every department. Then, they would be able to conform to such understandings when managing their own departments and improve the Talent Retention. Additionally, organizations should pay a fair amount of compensation that could clearly distinguish the difference between those who put more effort into work and the ones that put less. As the employees were working for the organizations, they were expecting fair and satisfactory compensation in return. Accordingly, compensation management was crucial for the company in the long run. Compensation was the most attractive tool in bringing in and retaining talented employees to the organization.

A recent review of the previous literature suggests that the concept of good management is widely adopted and applied, especially to the analysis of macroeconomic and socio-economic aspects. A number of academics have been interested in the core functions of talent management, which include attraction, selection, development, and retention of skilled personnel (Collings, 2014; Collings & Mellahi, 2009; Stahl et al., 2007). Moreover, there are also other scholars whose attention is paid to the competitive advantage of organizations (Boudreau & Ramsted, 2007; Gunnigle, Lavelle, & Monaghan, 2013; Heinen & O'Neill, 2004; Huselid, Becker, & Beatty, 2005; Scullion, Collings, & Caligiuri, 2010; Zagelmeyer, 2013). In such studies, there were various factors involved for an analysis, for example environmental factor (Farndale, Scullion, & Sparrow, 2010; McDonnell et al., 2010), economic factor (Collings, 2014; Khilji & Keilson, 2014; Li & Scullion, 2010; Tung, 2008), and demand and supply to talented people (Aiman-Smith et al., 2006; McDonnell, 2011).

5.2 Employee Recruitment

Saks (2005) discussed 3R's principles, including Realistic Job Preview (RJP), Recruitment Method, and Recruiter Effect, as described in detail below.

Realistic job preview

When hiring new employees, straightforward information should be given to prevent discrepancy between expectations and received information. To clarify, the provision of both positive and negative information about job characteristics and organization should be made. This can be as a short presentation video. In case that any job applicants or potential employees did not understand the information, they would be excluded immediately from the consideration. On the contrary, those who were hired would need to perform as best as expected. In the meantime, information about the results, such as the satisfaction and feelings of the employees towards the recruitment process, should be collected (Breaugh & Starke, 2000). According to Wanous (1973), there was no difference in terms of voluntary turnover between RJP and control groups of 80 applicants who were recruited as telephone operators. In addition, by using the large sample group (N=160), Dugoni and Ilgen (1981) found only the statistically significant difference in the RJP impact (P < 0.10). Later, Suszko & Breaugh (1986) demonstrated interesting findings of his study focusing on applicants for a warehouse inspector position. The study's hypothesis was that the applicants had no expectation about their job and might decide to be excluded from the selection consideration.

5.3 Recruitment methods

Researchers have focused on the effectiveness of different recruitment methods. Gannon (1971) investigated the relationship between job application and voluntariness of job applicants of banks. The results suggested that those who walked in for the application were more likely to leave the job than those who were recommended or those who applied because of job postings. In addition, the study by Zottoli and Wanous (2000) showed that the tendency to leave a job of job applicants who used referrals and self-applicants decreased. This finding is consistent with Gannon's study. Furthermore, there is a study that indicates that most recruitment methods are sensitive to controls which makes it difficult to summarize the impact of the recruitment methods (Breaugh, Macan, & Grambow, 2008; Rynes & Cable, 2003).

From a review of the literature on the management of talented people to apply can summarize the definition of a good managerial process refers to the process or method of managing the talented. Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Reward and Recognition. Talent Performance Appraisal and Talent Retention are as table 7



talented people 11. Keeping the appraisal to the talented people 10.Performan ce people. the talented 9.Pay and reward berson 8. Use a talented talented person Talent Management 7. Developi ng the Process Grouping Management / 6. Working Group talented people > 5. Hiring the talented people selection of the 4. Recruiting and Table 7 Summary of Talent Management Process of the talented people 3. Finding a source talented man 2. Identifyi ng the understanding l. Preparation for Civil Service Commission Bergeron (2004) Berger and Berger (2004) Wasita (2005) Researcher (year) Office of the Chamaiporn and Suchart (2005) Samuthai Tumkham (2007) (1994)

talented people 11. Keeping the talented people appraisal to the 10.Performan ce people. the talented 9.Pay and reward berson 8. Use a talented talented person 7. Developi ng the Talent Management Process Grouping Management / 6. Working Group talented people 5. Hiring the people talented selection of the 4. Recruiting and of the talented people 3. Finding a source talented man 2. Identifyi ng the understanding 1. Preparation for Royal Irrigation Department, Ministry of Agriculture and Cooperatives (2007) Groves (2011) Researcher (year) Sharkey & Eccher (2011)

Table 7 Summary of Talent Management Process

5.4 Human Capital Management

Pennings, Lee, and Witteloostuijn (1998) examined the impact of human and social capital on firm dissolution and found evidence both were strong predictors of an organization being wound up. It was found that the degree of specificity and non-appropriability of such capital was seen to diminish the dissolution of professional service firms.

Makadok (2001) argues that the resource-based view of the firm is predominantly focused on deciding which strategic resources (physical, human or organizational) to deploy to generate rents, while the capability approach is focused on building, or extending, these resources to develop firm capabilities. For example, an organization may have a talented and highly educated workforce, but if the employees do not invest in on-the-job training, they cannot build the firm-specific competencies that enhance performance. Hence, the capability view is considerably more detailed in relation to how organizations develop firm-specific competencies.

Kor and Leblebici (2005) employ the resource-based view (RBV) to test a theory of how firms can successfully deploy and develop their strategic human assets/resources while managing the trade-offs in their service and geographical diversification strategies. In a sample of large law firms, it was found that, even though firms profit from expert human capital-leveraging strategy and service and geographical diversification strategies individually, pursuing these strategies simultaneously at high levels produces negative interaction effects on profitability. Additionally, internally developed, firm-specific human capital will allow for more effective human capital leveraging. Alternatively, external hiring may help to build new knowledge bases and allow the organization to take advantage of other opportunities. Crucially, however, the results show that pursuing high levels of both expert HC-leveraging and external hiring of associates results in lower profitability.

Salanova, Agut, and Peir (2005) examined the role of organizational resources and workforce engagement on employee performance and customer loyalty. The study also employed service climate as a mediator between the aforementioned variables. Surveys were distributed to both employees and customers with the goal of measuring service climate, employee performance and customer loyalty. Customers were asked to rate employee performance on two different constructs, namely

empathy and job performance. The results demonstrated that organizational resources (learning, autonomy and technology) and work engagement predict service climate, which in turn predicts employee performance and, subsequently, customer loyalty.

Wang, He, & Mahoney (2009) found that firm-employee relationships fully moderate the relationship between firm-specific knowledge assets and firm performance, whereas stock ownership programs only partially mediate it. However, the authors did not consider other investment mechanisms such as promotion or opportunities for board membership. They also felt that future research needed to analyze whether certain employee incentives are interrelated in that they can be either complementary or substitutive. Generally, research demonstrates that governance mechanisms and rewards can help ensure that the aforementioned stand-off scenario does not materialize and firms can develop firm specific HC capabilities.

Vidal-Salazar, Cordón-Pozo, and Ferrón-Vilchez (2012) found that investment in employee training build the type of employee capabilities that facilitate competitive advantage and that employee training (number of hours) as opposed to employee training diversity (different skill training) enhances collective employee knowledge. Their study also found that employee training boosts workforce commitment, which in this case is influenced not only by the training effort made (average number of training hours), but also the number of different courses attended. The authors reason that employees positively value being able to take the courses offered by their company, irrespective of their duration, which in turn directly influence their organizational commitment. Finally, the study found that employee training was not related to the 'collective mind' (similar ways of thinking) of the organization; this was because as the study related to formal professional training rather than informal training, the collective mind variable was not positively related to training. Informal training can often occur where the most experienced employees teach the youngest or least experienced, or where employees learn by trial and error or iterating with colleagues. This type of training is much more flexible and encourages fluid communication between members, which is essential for the creation of a collective mind.

Shaw, Park, and Kim (2013) found that human capital losses (for example, turnover rates) negatively impact organizational performance; however, the workforce

performance relationship takes the form of an attenuated negative relationship (the severity decreases) when human resource management (HRM) investments (for example, training, pay, benefits) are high. The logic behind this is that human resource management investments help build firm-specific human capital and, as these accumulations are diminished through employee turnover, the path dependencies, routines and social complexities associated with the long tenured workforce are also erased (as predicted by the resource-based view). Moreover, competitors can more easily imitate the remaining resources and eliminate competitive advantages. However, the authors also found that progressive losses are less severe over time – an observation based on learning curve theory.

Kwon and Rupp (2013) challenge the logic of Shaw et al (2005) and Shaw et al (2013), suggesting that firms who invest a greater amount in human resource management practices will have a larger talent pool and 'buffer' employees to cover roles in the event of turnover, while firms who invest less will not have any skilled workers to fill roles. The hypothesis that the negative impact of employee turnover on financial performance will be strongest for firms who invest less in human resource management practices. However, the empirical results from their study demonstrated only partial support for this theory, as while it was shown that return on equity was significantly impaired after employee mobility events in low human resource management investment firms, return on assets (ROA) was unaffected.

Brymer, Davids, and Mallabon (2014) note that while human capital (HC) pipelines can contribute to competitive advantage, an over-reliance on repeated interorganizational hiring can lead to inertia and resistance to change. The Brymer et al (2014) study highlighted the idea of emergence, that is, individual-level capacities leading to unit-level outcomes. Specifically, the development of talent pipelines was linked to competitive advantage. In terms of measurement, firms could record the number of recruits from a specific pipeline and measure which pipelines facilitate the best-quality workers. This could be achieved by looking at promotion records and productivity levels. By selecting the highest-quality pipelines that also fit with corporate strategy, organizations can ultimately improve performance and differentiate themselves.

Donate, Peña, and Sánchez de Pablo (2016) was shown that the use of interrelated, high-profile personal human resource management practices such as selective staffing, training and high compensation systems was positively related to a firm's level of human capital. In turn, human capital mediates the relationship between high-profile personal human resource management practices (as a collective, firm-level system) and a firm's innovative capabilities.

Eldor and Harpaz (2016) and Aryee, Walumbwa, Seidu, and Otaye (2016) have attempted to examine how unit-level resources impact individual performance, like many others they did not apply the resource-based view. When searching for literature that did apply resource-based view to examine how unit-level outcomes impact individual outcomes, it was found that there was a scarcity in research, which is a limitation of the RBV–HC literature. However, another stream of resource-based literature did appear to examine the reverse relationship; that is, rather than examine how human capital resources contribute to competitive advantage, studies examine how human capital losses impact firm performance and firm survival.

5.5 Personal employee dimensions

Issues relating to personal employee dimensions is an area of research which the hospitality literature leads the mainstream management literature. The increase in research into WLB issues has contributed to overlap between both the personal employee dimensions such as stress and employee attitudes such as job satisfaction and organizational commitment. Some of the studies on these antecedents to employee turnover, therefore, have already been discussed under the previous themes. Yavas, Karatepe, Babakus Edy (2013), however, fits well into the personal employee dimension theme in that it examines the role that hope plays in buffering stress and exhaustion as antecedents to employee turnover. These authors found that hope acts as a moderator to stress and exhaustion, which may then trigger turnover intentions. Stress and burnout were also found to influence employees' intention to leave in the study by Jung, Zembic, Pjetursson, Zwahlen, & Thoma (2012) with tenure providing moderating effects to turnover intentions. Other research by O'Neill and Davis (2011), Slatten and Mehmetoglu (2011) and Tiyce, Hing, Cairncross, & Breen (2013) mentioned that examining stress in the hospitality industry are important

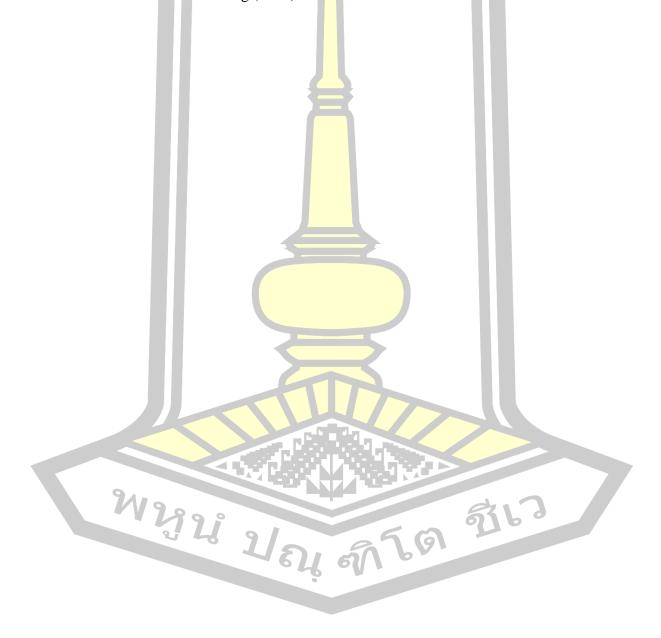
in that they bring greater focus on the hospitality specific issues of the demands of emotional labour.

Another stream of research that has emerged examining personal employee dimensions are that of alcohol and substance abuse in the hospitality industry. Again, this area of research is an important one for hospitality researchers because of the unique industry characteristics. In an editorial by Pizam (2012), concern is expressed at other words, much of the literature recommends better training and development programs (Bharwani & Butt, 2012; Moncraz, Zhao, & Kay, 2009). However, other variables, previously examined by researchers appear to be becoming more important in retaining staff. In particular, the issue of appropriate pay levels appears to have greater importance in retaining staff (Chan & Kuok, 2011; Hausknecht, Rodd, & Howard, 2009; Khan, Khan, & Khan, 2011) as does providing decent career opportunities (Khan et al., 2011). Yang et al.'s (2012) findings that a large majority of employees who left for another organization did so because they were offered career advancement or because they were approached by other hotels offering better employment conditions.

Although more extensive training and development opportunities are very important for retaining staff, other strategies need to be considered. For example, Karatepe (2013) argues that as a motivator, work engagement through training empowerment and rewards will assist in retaining talented employees. Similarly, Park and Gursoy (2012, p. 1201) in their study of the generation effects on the relationship between work engagement, satisfaction and turnover intentions state that: "This study suggests that engaging employees is critically important to Millennial employees in order to retain them relative to older employees. Managers should incorporate Millennials' work preferences such as meaningful and fulfilling jobs as well as their work values into human resources policies to retain younger employees".

Finally, a number of studies mention the image of the industry as an issue for staff retention (Hausknecht et al., 2009). This is an industry-wide problem but one that individual organization can address also. The industry's image as a poor paying, low working conditions environment can be addressed through a range of measures including the provision of WLB policies, better training and higher quality of work, tangible rewards and high-quality leadership (Bharwani & Butt, 2012). Numerous

studies (Khan et al., 2011; Kusluvan, Kusluva, Ilhan, & Buyruk, 2010) have noted the importance of career progression opportunities in keeping employees on board. Sturges, Guest, & Mac Davey (2000) have also highlighted the significance of career management and career commitment on the part of both the individual and the organization. Futthermore, work experience and average monthly pay of employees were determined to be factors that impact the views of talent management by Sankanak and Chamchong (2019).



CHAPTER III

RESERCH METHODS

In this chapter, you will learn how to study talent management. The concept of the study was developed based on the review of literature and related documents, leading to empirical analysis and can be further developed.

This study is mixed research between qualitative and quantitative research with emphasis on the study of Talent Management of hotel business in Thailand under the Covid-19 Pandemic.

1. Sample election and Data Collection Procedure

In this study, the data were divided into two parts.

1.1 Primary Data

- 1) Employee Opinion Survey on Employee Perceptions towards Talent Management of Hotel Business in Thailand.
- 2) Based on in-depth interviews with entrepreneurs using a structured questionnaire for management costs, every stage of the management process, employee selection, identifying, developing, rewarding the talented person, and healing problems and obstacles management when the economic crisis during Covid19 pandemic situation.

1.2 Secondary Data

Collected from documents such as research papers, statistical reports and information from electronic media. The information such as the number of star hotels that the hotel receives from the arrangement, the satisfaction of the users. The financial statements of the hotel business from the Department of Business Development (DBD), etc., to be used to analyze the data in the study.

2. Population Sample and Key Informants

- 1. Population are employees and entrepreneurs of 87 hotels in Chaing Mai, Thailand.
- 2. Sample are employees, that was determined by using the data from the questionnaire that is a Pilot Test of 30 sets and using the program G*Power version 3.1.9.4 (Cohen, 1988) because it is a program developed from the formula of (Cohen, 1988) and has been certified. Checked by many researchers (Faul, Erdfelder, Lang, & Buchner, 2007). In the calculation, the power $(1-\beta)$ was .99, the alpha (α) was .01, the number of predictors was 6. The effect size was .15 (calculated from the Partial R² value of .0383). The sample size was obtained at least 242 employees.
- 3. Sample are 87 entrepreneurs from 87 hotels in Chaing Mai, Thailand by purposive sampling.
- 4. Key informants from a population of 87 hotel entrepreneurs in Chaing Mai, Thailand used a simple random sampling method, numbering 10 people.

3. Approach to Participant

In this research, the researcher provided the consent sheet to the research participants to clarify the guidelines for providing information for this research that is detailed information about the research to provide clarification to volunteers so that those invited to become volunteers can read, review and understand and consider the details of the project for operation consider your decision to participate in a research project or not. A total of 329 (242 employees and 87 entrepreneurs) subjects gave informed consent to participate in the study by receiving documents explaining the guidelines for participating in the study and answering questionnaires.

4. Tools

- 4.1. The tool for quantitative study is a questionnaire about employee perception towards talent management of hotel business in Thailand. That the study researcher compiled and adapted Improved from a concept study. Theory and related research the details are divided into 3 parts as follows:
- Part 1: The personal attributes questionnaire consisted of 5 items in the form of a checklist and closed-ended question which the respondents could choose only one answer, consisting of 1) Gender 2) Age 3) Marital status 4) Average monthly income and 5) Work Experience.
- Part 2: Overall perception of Talent Identification, Talent Recruitment and Selection, Talent Development, Talent Compensation and Reward, Talent Performance Evaluation and Talent Retention under the Covid-19 Pandemic. That consisted of 64 questions in the form of Interval rating scale 5 levels with respondents able to choose only one answer.
- Part 3: Suggestions on Talent Management of hotel business in Thailand. That is in the form of a checklist and Open-ended question.
- 4.2 The tool for qualitative study is Interview for hotel entrepreneur s in Thailand. That Contains structured questions about Talent Management of Hotel Business in Thailand under the Covid-19 Pandemic.

5. Method

- 5.1 Create questionnaires for employees and interview forms for executives of hotel business in Thailand.
- 5.2 Analyze the Index of Item Objective Congruence (IOC) of the questionnaire to check the validity of the questions. to be used as a tool for research. The criterion is the IOC value ≥ 0.5 for the questions that did not pass the criteria. The researcher has made improvements according to the advice of 5 experts and proposed to the experts to consider again before using it for data collection.

The number of contributors is based on criteria consistent with the ideas of Thomas T. Macmillan.(1971) which suggested that if the expert group had 1-5 people,

it would be the level that would result in the rate of decline. The error value is 1.20 - 0.70 and remains constant at 0.5 as shown in Table 8.

Table 8 Shows a decrease in tolerance

Number of Expert	Level of error value	rate of error value decline
1-5	1.20-0.70	0.50
5-9	0.70-0.58	0.12
9-13	0 <mark>.5</mark> 8-0.54	0.04
13-17	0 <mark>.5</mark> 4-0.50	0.02
17-21	<mark>0.5</mark> 0-0.48	0.02
21-25	0.48-0.46	0.02
25-29	0.46-0.44	0.02

Access to key informants in this study, the researcher has coordinated with key informants in the research to explain the research objectives and asked for consent to be interviewed and to make an appointment and time for entering the interview.

- 5.3 Data were collected from a sample of 30 sets and analyzed for value. confidence Reliability of each variable in the questionnaire by Cronbach's Alpha Coefficient method.
- 5.4 Use the questionnaires to collect data with a sample of 329 people (242 employees and 87 entrepreneurs) of hotel business in Chaing Mai, Thailand and use the interview forms to collect data with key informants for qualitative part that are 10 hotel entrepreneurs in Thailand.

1163

6. Data Collection

Data Collection For this research, the researcher has collected primary data from a survey using questionnaires in a survey of 242 hotel employees and 87 hotel entrepreneurs in the quantitative research part section and interviews the structured indepth interview for interviewing 10 entrepreneurs in the quantitative research section.

In addition, secondary data were collected from documents related to the talent management of hotels in Chiang Mai, Thailand.

7. Data Analysis

For data analysis to answer each objective. The analysis of data is divided into three parts as follows:

Section 1: Personal Attributes Factor of hotel business employees in Thailand.

This section examines personal information of employees such as Gender, Age, Marital Status, status, Average monthly income and Work Experience.

Section 2: Employee perception of talent management.

This section is a survey of hotel business employees in Thailand about their perceptions of talent management by using 5-point rating scale questions.

Section 3: Talent Management of hotel business entrepreneurs in Thailand

This section is a survey of hotel business employees in Thailand about their Overall perception of talent identification Talent recruitment and selection talent development Paying and Rewarding Talent Evaluation of Talent Performance and Talent Retention under the Covid-19 Pandemic by using 5-point rating scale questions.

8. Statistics for data analysis

8.1 Quantitative Analysis

- 1) Analysis of general data of respondents using descriptive statistics, including percentages (Percentage) in describing demographic data.
- 2) Correlation Coefficient analysis by Pearson's Correlation Coefficient, which analyzes the relationship between independent variables (Independent Variables) and dependent variables (Dependent Variables) whether there is a relationship or not.

8.2 Qualitative Analysis

Qualitative data analysis was performed to present descriptive information on the development guidelines for the hotel business in Chiang Mai Province, Thailand under the COVID-19 situation. According to the opinion of the operator.



CHAPTER IV

RESULT

This chapter reports on the results of a study on a challenge facing Thai hotel talent management under Covid-19 pandemic circumstance which the researcher the data and presented the results of the data analysis according to the following points.

- 1. Symbols and abbreviations used to convey meaning in research data analysis
 - 2. Data analysis results

4.1 Symbols and abbreviations used to convey meaning in research data analysis

n represents Number of samples

X represents Mean

SD represents Standard Deviation

- r represents Correlation
- * represents Statistically significant at the .05 level.
- ** represents Statistically significant at the .01 level.
- X represents Employees' perceptions of talent management.
- X₁ represents Talent Identification based on employees' perceptions.
- X₂ represents Recruitment & Select Talent based on employees' perceptions.
- X₃ represents Talent Development based on employees' perceptions.
- X₄ represents Talent Reward & Recognition based on employees' perceptions.
- X₅ represents Talent Performance Appraisal based on employees' perceptions.
- X₆ represents Talent Retention based on employees' perceptions.
- Y represents Hotel talent management.
- Y₁ represents Talent Identification based on entrepreneur's opinion.
- Y₂ represents Recruitment & Select Talent based on entrepreneur's opinion.
- Y₃ represents Talent Development based on entrepreneur's opinion.
- Y₄ represents Talent Reward & Recognition based on entrepreneur's opinion.
- Y₅ represents Talent Performance Appraisal based on entrepreneur's opinion.
- Y₆ represents Talent Retention based on entrepreneur's opinion.

4.2 Data analysis results

The questionnaire has been tested to determine confidence from employees and entrepreneur of hotel business 30 people. The researcher analyzed the confidence of each variable from all questionnaires as shown in Table 9 (Cronbach, Hastorf, Hilgard, & Maccoby, 1990)

The question value that is a measure for every observed variable of the variable has a value. Cronbach's Alpha between 0.987-0.990, with every observed variable having internal consistency values very good level (Excellence) as Table 9.

Table 9 Reliability Analysis of Each Variable and the Total Number of Questionnaire Items.

Variable	Number of	Reliability (α)
	questions	
Talent Identification	10	0.988
Recruitment & Select Talent	9	0.986
Talent Development	12	0.988
Talent Reward & Recognition	11	0.989
Talent Performance Evaluation	9	0.987
Talent Retention	14	0.990
Total	65	0.989

Part 1: Personal attributes Factor of hotel business employees in Thailand.

The results shown that the most respondents are female, age is 31 - 40 years old, marital status is single, working age is 6 - 10 years and average monthly income is 30,001 - 40,000 Baht, the results are as shown in Table 10.

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Table 10 Personal Attributes Factor of Hotel Business Employees

Personal attributes Factor	Frequency	Percentage
Gender		
Male	102	42.15
Female	140	57.85
Total	242	100.00
Age		
20 – 30 years old	90	37.19
31 – 40 years old	115	47.52
41 – 50 years old	32	13.22
51 – 60 years old	5	2.07
Total	242	100.00
Marital status		
Single	117	48.35
Married	95	39.26
Widowed/Divorced /Separated	30	12.40
Total	242	100.00
Work Experience		
< 1 year	8	3.31
1 – 5 years	65	26.86
6 – 10 years	88	36.36
11 – 15 years	45	18.60
16 – 20 years	24	9.92
> 21 years	12	4.96
Total	242	100.00
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Table 10 Personal Attributes Factor of Hotel Business Employees (Continue)

Personal attributes Factor	Frequency	Percentage
Average Monthly Income		
10,000 – 20,000 Baht	15	6.20
20,001 – 30,000 Baht	39	16.12
30,001 – 40,000 Baht	87	35.95
40,001 – 50,000 Baht	73	30.17
≥ 50,001 Baht	28	11.57
Total	242	100.00

Part 2: Employee's perception of talent management and Talent Management of Hotel Business

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic is at a high level ($\overline{X} = 3.99$, S.D. = 0.86) and the dimension with the highest average is talent retention followed by talent performance evaluation, talent development, recruitment & select talent, talent reward & recognition and talent identification respectively.

In addition, found that talent management of hotels in Chiang Mai, Thailand was also at a high level. ($\overline{X} = 4.13$, S.D. = 0.87) and the dimension with the highest average was Talent Identification, Talent Retention, Talent Reward & Recognition, Talent Performance Evaluation, Talent Development and Recruitment & Select Talent respectively. Considered on each aspect, the results are as shown in Table 11.



Table 11 Employee's Perception of Talent Management Verall.

Employee Perceptions (n=242)		loyee otions	Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	X	S.D.
1.Talent Identification (X ₁ /Y ₁)	3.84	0.90	4.26	0.89
2.Recruitment & Select Talent (X ₂ /Y ₂)	4.00	0.85	4.03	0.91
3.Talent Development (X ₃ /Y ₃)	4.01	0.96	4.06	0.96
4. Talent Reward & Recognition (X ₄ /Y ₄)	3.97	0.97	4.14	0.93
5. Talent Performance Evaluation (X ₅ /Y ₅)	4.02	0.77	4.10	0.78
6. Talent Retention (X ₆ /Y ₆)	4.11	0.73	4.16	0.75
Total	3.99	0.86	4.13	0.87

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Talent Identification) was at a high level $(\overline{X}=3.84,\,S.D.=0.90)$ and found that the highest average item was identifying criteria for consideration of talented personnel based on special abilities such as English, specific abilities, etc. And the lowest average item was Reminding team members to be aware of Importance of retaining highly talented employees.

In addition, found that talent management (Talent Identification) of hotels in Chiang Mai, Thailand is also at a high level. (\overline{X} = 4.26, S.D. = 0.89) and the highest average item was Identifying criteria for consideration of talented personnel based on special abilities such as English, specific abilities, etc. And the lowest average item was Creating new prototypes of the characteristics of the organization's talented personnel to be in line with the needs of the organization, the results are as shown in Table 12.

Table 12 Employee's Perception of Talent Management (Talent Identification)

Table 12 Employee's Perception of Talen	t Manageme	ent (Talent	Identificati	on)
	Employee		Tal Manage	ent
Talent Identification	Percep		Hotel B	usiness
Talent Identification	(n=2)	242)	(n=87)	
	v v	C.D.	· ·	
	\overline{X}	S.D.	X	S.D.
1. Identifying the required qualifications	3.97	0.90	3.97	0.89
of talented personnel before using them				
as a criterion				
2. Identifying the qualities of talented	3.92	0.86	3.95	0.94
personnel in line with the organization's				
goals				
3. Identifying criteria for consideration	3.96	0.93	3.98	0.88
of talent based on core competencies in				
operations				
4. Identifying the criteria for	3.90	0.85	3.97	0.92
considering talented personnel based on				
their performance.				
5. Identifying criteria for consideration	4.09	0.89	4.14	0.89
of talented personnel based on special				
abilities such as English, specific				
abilities, etc.				
6. Applying the characteristics of the	3.93	0.82	3.95	0.99
original talent personnel for the role				
model of the organization				
7. Creating new prototypes of the	3.78	0.94	3.79	0.93
characteristics of the organization's				
talented personnel to be in line with the				
needs of the organization.				
				•

Table 12 Employee's Perception of Talent Management (Talent Identification) (Continue)

Talent Identification	Empl Percep (n=2	Manage Hotel B	Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	X	S.D.
8. Reminding team members to be	3.77	0.85	3.80	0.93
aware of Importance of retaining highly				
talented employees				
9. Priority focus Important issues	4.05	0.97	4.06	0.96
related to employee development				
10. Reminding team members to be	3.99	0.91	4.03	0.99
aware of the importance of excellent				
performance				
Total	3.84	0.90	4.26	0.89

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Recruitment & Select Talent) was at a high level (\overline{X} = 4.00, S.D. = 0.85) and found that the highest average item was Your organization has a working group specifically responsible for recruiting and selecting talented personnel. And the lowest average item was Your organization has a method for recruiting talent that is correct, reliable and relevant to the job it requires able to recruit talented people and benefit of the organization.

In addition, found that talent management (Recruitment & Select Talent) of hotels in Chiang Mai, Thailand is also at a high level. ($\overline{X} = 4.03$, S.D. = 0.91) and the highest average item was Your organization has a working group specifically responsible for recruiting and selecting talented personnel. And the lowest average item was Your organization has a method for recruiting talent that is correct, reliable and relevant to the job it requires able to recruit talented people and benefit of the organization, the results are as shown in Table 13.

Table 13 Employee's Perception of Talent Management (Recruitment & Select Talent)

Recruitment & Select Talent	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	\overline{X}	S.D.
1. Your organization will not leave	4.10	0.89	4.13	0.87
positions vacant for long.				
2. Your organization invests time and	4.00	0.86	4.05	0.95
energy in filling vacant positions.				
3. When a vacancy occurs Your	4.08	0.81	4.1	0.91
organization places importance on				
interviewing potential applicants.				
4. Your organization has a good	3.96	0.83	4.01	0.91
understanding of human resource				
recruitment processes and policies.				
5. Your organization has a working	4.18	0.89	4.25	0.92
group specifically responsible for				
recruiting and selecting talented				
personnel.				
6. Your organization has specific criteria	4.13	0.82	4.03	0.89
and guidelines for recruiting and				
selecting talent for each position.				
7. Your organization recruits talented	3.79	0.92	3.85	0.97
people from within the organization and				
outside the organization to enter vacant				
positions, such as accepting applicants				
who are about to graduate to come and				
do actual work, etc.				

Table 13 Employee's Perception of Talent Management (Recruitment & Select Talent) (Continue)

Recruitment & Select Talent	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	\overline{X}	S.D.
8. Your organization selects talent using	3.83	0.85	3.89	0.93
a variety of tests, such as the position				
competency test and the attitude test.				
Method of probation for a certain				
period, etc.				
9. Your organization has a method for	3.78	0.84	3.82	0.93
recruiting talent that is correct, reliable				
and relevant to the job it requires able to				
recruit talented people and benefit of				
the organization				
10. Your organization selects talented	4.15	0.80	4.16	0.82
people for each position based on their				
performance.				
Total	4.00	0.85	4.03	0.91

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Talent Development) was at a high level $(\overline{X}=4.01, S.D.=0.96)$ and found that the highest average item was Your organization has an obvious plan for developing talented personnel. And the lowest average item was Your organization supplies opportunities for talented personnel to go on study tours both domestically and abroad.

In addition, found that talent management (Talent Development) of hotels in Chiang Mai, Thailand is also at a high level. ($\overline{X} = 4.06$, S.D. = 0.96) and the highest average item was Your organization has an obvious plan for developing talented

personnel. And, the lowest average item was Your organization has a closely coaching system and supplies mentors to take care of the work of talented personnel, the results are as shown in Table 14.

Table 14 Employee's Perception of Talent Management (Talent Development)

Talent Development	Employee Perceptions (n=242)		Tal Manage Hotel B (n=	ment of usiness
1. Your organization cares deeply about	3.95	0.86	4.01	0.94
promoting learning and developing others.				
2. Your organization has an obvious plan for developing talented personnel.	4.02	0.99	4.07	0.99
3. Your organization has determined the aims of the assessment to be consistent with the development needs of everyone.	3.96	0.98	3.99	0.96
4. Your organization offers talent opportunities to realize self-development. Have a self-development plan and develop yourself, such as self-learning (E-Leaning) according to your interests, etc.	3.99	0.91	4.05	0.99
5. Your organization organizes annual training that is proper to work description and needs.	3.97	0.90	4.00	0.98
6. Your organization has assigned important projects that challenge the abilities of talented people.	4.00	0.92	4.06	0.98

Table 14 Employee's Perception of Talent Management (Talent Development) (Continue)

Talent Development	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	\overline{X}	S.D.
7. Your organization has a closely	3.97	0.93	3.98	0.93
coaching system and supplies mentors to				
take care of the work of talented				
personnel.				
8. Your organization has arranged On the	3.96	0.99	4.02	0.95
Job Training to increase the ability and				
abilities of employees.				
9. Your organization supplies	3.95	0.83	4.00	0.81
opportunities for talented personnel to go				
on study tours both domestically and				
abroad.				
10. Your organization supports and	3.99	0.92	4.01	0.91
supplies scholarships for talented				
personnel to study at a higher level.				
Total	4.01	0.96	4.06	0.96

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Talent Reward & Recognition) was at a high level (\overline{X} = 3.84, S.D. = 0.97) and found that the highest average item was Your organization is verbal and expressive or in writing for employees who are fully dedicated to their work. And the lowest average item was Your organization supplies welfare benefits that cover families, such as the right to receive medical compensation and the right to receive tuition reimbursement for children supplying scholarships to children of personnel, etc.

In addition, found that talent management (Talent Reward & Recognition) of hotels in Chiang Mai, Thailand is also at a high level. (\overline{X} = 4.14, S.D. = 0.93) and the highest average item Your organization is verbal and expressive or in writing for employees who are fully dedicated to their work. And the lowest average item was Identifying the required qualifications of talented personnel before using them as a criterion, the results are as shown in Table 15.

Table 15 Employee's Perception of Talent Management (Talent Reward & Recognition)

Talent Reward & Recognition	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	X	S.D.
1. Identifying the required qualifications	3.46	0.83	3.48	0.94
of talented personnel before using them				
as a criterion.				
2. Your organization pays and rewards	3.49	0.89	3.53	0.94
talented personnel on a par with the labor				
market.				
3. Your organization pays and rewards	3.74	0.91	3.78	0.91
talented personnel in a way that is proper				
for their workload and different from				
general personnel.				
4. Your organization pays compensation	3.65	0.92	3.69	0.91
that is linked to the performance and				
capabilities of talented people. and results				
to motivate talented personnel to always				
produce excellent work.				

Table 15 Employee's Perception of Talent Management (Talent Reward & Recognition) (Continue)

Talent Reward & Recognition	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	\overline{X}	S.D.
5. Your organization offers special	3.76	0.90	3.83	0.91
bonuses to talented people as proper				
according to the performance				
6. Your organization has proper welfare	3.86	0.98	3.91	0.96
arrangements for talented personnel,				
such as various leave rights and				
provident funds. Flexible working				
hours, etc.				
7. Your organization supplies welfare	3.70	0.85	3.75	0.90
benefits that cover families, such as the				
right to receive medical compensation				
and the right to receive tuition				
reimbursement for children supplying				
scholarships to children of personnel,				
etc.				
8. Your organization offers employees	4.03	0.98	4.10	0.95
the opportunity to nominate company				
awards.				
9. Your organization rewards employees	3.83	0.92	3.87	0.91
who exemplify creativity and use a				
variety of methods to get the job done.				

Table 15 Employee's Perception of Talent Management (Talent Reward &

Recognition) (Continue)

Talent Reward & Recognition	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	X	S.D.	\overline{X}	S.D.
10. Your organization is verbal and	4.36	0.66	4.37	0.96
expressive or in writing for employees				
who are fully dedicated to their work				
11. Your organization has a culture of	4.24	0.77	4.28	0.97
constant recognition from superiors and				
top management.				
Total	3.84	0.97	4.14	0.93

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Talent Reward & Recognition) was at a high level (\overline{X} = 4.01, S.D. = 0.77) and found that the highest average item was Your organization evaluates the performance of talented personnel in a transparent and fair manner. And the lowest average item was Your organization has criteria for evaluating the performance of talented personnel, appropriately according to the line of work and nature of work.

In addition, found that talent management (Talent Reward & Recognition) of hotels in Chiang Mai, Thailand is also at a high level. ($\overline{X} = 4.10$, S.D. = 0.78) and the highest average item was Your organization evaluates the performance of talented personnel in a transparent and fair manner. And the lowest average item was Your organization has criteria for evaluating the performance of talented personnel. appropriately according to the line of work and nature of work, the results are as shown in Table 16.

Table 16 Employee's Perception of Talent Management (Talent Performance Evaluation)

Talent Performance Evaluation	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	X	S.D.	X	S.D.
1. Your organization evaluates the	4.35	0.75	4.37	0.73
performance of talented personnel in a				
transparent and fair manner.				
2. Your organization has clearly	4.08	0.65	4.10	0.67
explained the criteria for evaluating the				
performance of talented personnel.				
3. Your organization has clearly defined	3.99	0.75	4.05	0.76
and acceptable indicators for evaluating				
the performance of talented personnel.				
4. Your organization has a way to assess	3.71	0.93	3.75	0.92
the performance of its talent that can be				
measurable and practical.				
5. Your organization has criteria for	3.63	0.91	3.70	0.94
evaluating the performance of talented				
personnel. appropriately according to the				
line of work and nature of work.				
6. Your organization regularly monitors	4.15	0.76	4.16	0.75
the performance of its talents.				
7. Your organization has implemented a	3.96	0.90	4.00	0.89
360-degree talent assessment model				
within the organization.				

Table 16 Employee's Perception of Talent Management (Talent Performance

Evaluation) (Continue)

Talent Performance Evaluation	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
A Company of the Comp	\overline{X}	S.D.	\overline{X}	S.D.
8. Your organization provides feedback	4.04	0.86	4.07	0.85
from evaluations to talented personnel.				
and provide advice to talented personnel				
in correcting shortcomings from				
evaluations.				
9. Your organization provides positive	4.05	0.95	4.10	0.93
reinforcement to talented personnel, such				
as giving rewards. individual				
compliments Announcing thank-you				
letters, etc.				
Total	4.01	0.77	4.10	0.78

The employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic (Talent Retention) was at a high level (\overline{X} = 4.14, S.D. = 0.73) and found that the highest average item was Your organization supports talented personnel to advance both within their line of work and beyond their line of work. Your organization creates opportunities for members of team to participate in challenging work.

In addition, found that talent management (Talent Retention) of hotels in Chiang Mai, Thailand is also at a high level. ($\overline{X} = 4.16$, S.D. = 0.75) and the highest average item was Your organization supports talented personnel to advance both within their line of work and beyond their line of work. And the lowest average item was Your organization creates opportunities for members of team to participate in challenging work, the results are as shown in Table 17.

Table 17 Employee's Perception of Talent Management (Talent Retention)

Talent Retention	Perce (n=	loyee ptions 242)	Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	$\overline{\mathbf{X}}$	S.D.
1. Your organization has a vision of	3.78	0.90	3.82	0.91
setting a clear direction and clearly				
communicating about the operations				
and policies of the organization.				
2. Your organization provides	4.08	0.61	4.11	0.62
opportunities for talented people.				
Communicated openly and opinions				
were listened to. and allow talented				
personnel to participate in setting goals				
and making decisions in the				
department's work as appropriate				
3. Your organization emphasizes	3.95	0.77	3.98	0.78
importance on and cares about the well-				
being of talented people in the				
organization.				
4. Your organization provides suitable	4.02	0.72	4.05	0.73
supervisors according to the field and				
work description and fair, appropriate				
and acceptable management system.				
5. Your organization is assigned a task	3.95	0.93	3.99	0.92
that challenges knowledge. competence				
for skilled personnel.				

Table 17 Employee's Perception of Talent Management (Talent Retention) (Continue)

Talent Retention	Empl Percep (n=2	otions 242)	Talent Management of Hotel Business (n=87)	
	\overline{X}	S.D.	\overline{X}	S.D.
6. Your organization supports talented	4.36	0.66	4.39	0.67
personnel to advance both within their				
line of work and beyond their line of				
work.				
7. Your organization has preferment	4.24	0.77	4.30	0.79
criteria, transfer and assignment of				
talented personnel for clearly rotate the				
work of talented personnel.				
8. Your organization motivates talented	4.35	0.75	4.37	0.73
personnel that also can be valued in				
monetary terms and cannot be valued in				
monetary terms, but it affects the mind,				
such as the opportunity to grow in the				
job and freedom to work, etc.				
9. Your organization values and shows	4.08	0.65	4.10	0.67
sincere interest in this attitude always				
the views and needs of the other person.				
10. Your organization takes the time and	3.99	0.75	4.05	0.76
effort to maintain constant contact with				
team members.				
11. Your organization allows members	3.71	0.93	3.75	0.92
of team to fully use their talents to				
achieve strategic goals in each				
department.				

Table 17 Employee's Perception of Talent Management (Talent Retention) (Continue)

Talent Retention	Employee Perceptions (n=242)		Talent Management of Hotel Business (n=87)	
	$\overline{\mathbf{X}}$	S.D.	\overline{X}	S.D.
12. Your organization creates	3.63	0.92	3.69	0.94
opportunities for members of team to				
participate in challenging work.				
13. Your organization allows employees	4.15	0.76	4.18	0.75
to allocate flexible working hours, so				
that they can have personal time and				
family time.				
14. Your organization provides	3.96	0.80	3.98	0.79
employees with adequate tools and				
resources to get the job done.				
Total	4.14	0.73	4.16	0.75

The employees of different genders had no statistical difference in their perceptions of talent management in the hotel business in Thailand at the .05 level, the results are as shown in Table 18.



Table 18 Compare Employee Perceptions Classified by Gender of Employees.

	M	ale	Fen	nale			
Employee Perceptions	(n=242)		(n=242)		t	p	
	$\overline{\mathbf{X}}$	S.D.	$\overline{\mathbf{X}}$	S.D.	-		
1. Talent Identification	3.88	0.67	3.97	0.68	0.664	.507	
2. Recruitment &	4.01	0.63	3.92	0.67	0.664	507	
Select Talent						.507	
3. Talent Development	4.03	0.98	4.05	0.97	0.168	.867	
4. Talent Reward &	4.03	0.98	3.79	0.96	1.842	0.67	
Recognition						.067	
5. Talent Performance	3.81	0.71	3.51	0.72	1.934	0.62	
Evaluation						.062	
6. Talent Retention	3.92	0.78	3.97	0.79	0.363	.724	

The employees of different age had no statistical difference in their perceptions of talent management in the hotel business in Thailand at the .05 level, the results are as shown in Table 19.



Table 19 Compare Employee Perceptions Classified by Age of Employees.

Employee Perceptions	Sum of Squares	df	SS	MS	F	p
	Between Groups	3	28.525	14.262	10.318	.326
1. Talent Identification	Within Groups	239	367.676	1.382		
	Total	242	396.201			
	Between Groups	3	36.911	18.455	19.070	.129
2. Recruitment & Select Talent	Within Groups	239	257.427	.968		
	Total	242	294.337			
2 m 1	Between Groups	3	14.531	7.266	7.353	.467
3. Talent	Within Groups	239	262.851	.988		
Development	Total	242	277.382			
4 T 1 + D 1	Between Groups	3	29.622	14.811	14.392	.338
4. Talent Reward	Within Groups	239	273.738	1.029		
& Recognition	Total	242	303.361			
5. Talent	Between Groups	3	38.097	19.048	13.034	.249
Performance	Within Groups	239	388.733	1.461		
Evaluation	Total	242	426.829			
6. Talent	Between Groups	3	15.336	7.668	5.591	.144
	Within Groups	239	364.828	1.372		
Retention	Total	242	380.164			

The employees of different marital status had no statistical difference in their perceptions of talent management in the hotel business in Thailand at the .05 level, the results are as shown in Table 20.



Table 20 Compare Employee Perceptions Classified by Marital Status of Employees.

Employee Perceptions	Sum of Squares	df	SS	MS	F	p
	Between Groups	2	26.197	5.267	9.357	.184
1. Talent Identification	Within Groups	240	288.103	1.560		
	Total	242	299.164			
	Between Groups	2	31.232	8.565	10.129	.344
2. Recruitment & Select Talent	Within Groups	240	268.342	.978		
	Total	242	281.578			
3. Talent	Between Groups	2	12.684	9.376	6.864	.562
	Within Groups	240	256.112	1.755		
Development	Total	242	279.467			
4. Talent Reward	Between Groups	2	17.474	10.632	11.477	.266
& Recognition	Within Groups	240	244.753	1.256		
& Recognition	Total	242	267.278			
5. Talent	Between Groups	2	20.036	19.048	9.261	.474
Performance	Within Groups	240	262.726	1.275		
Evaluation	Total	242	276.832			
6. Talent	Between Groups	2	14.726	7.668	8.278	.583
Retention	Within Groups	240	264.474	1.943		
Retention	Total	242	275.768			

The employees of the hotel business in Thailand with different work experiences were not statistically different perceptions of talent management in talent identification, recruitment & select talent and talent performance evaluation. Nevertheless, work experiences were statistically different perceptions of talent management in Talent Development, Talent Reward & Recognition and Talent Retention at the .05 level, the results are as shown in Table 21.

Table 21 Compare Employee Perceptions Classified by Work Experience of

Employees

Employee Perceptions	Sum of Squares	df	SS	MS	F	P
	Between Groups	5	24.544	7.373	3.685	.642
1. Talent Identification	Within Groups	237	242.664	1.854		
racinimoation	Total	242	257.895			
	Between Groups	5	27.467	9.145	7.267	.157
2. Recruitment & Select Talent	Within Groups	237	236.573	.284		
	Total	242	245.788			
3. Talent	Between Groups	5	26.743	10.264	9.267	.022*
Development Development	Within Groups	237	247.283	1.896		
Bevelopment	Total	242	258.863			
4. Talent Reward	Between Groups	5	25.155	13.296	12.242	.015*
& Recognition	Within Groups	237	265.218	1.690		
& Recognition	Total	242	271.743			
5. Talent	Between Groups	5	23.690	10.262	4.754	.372
Performance	Within Grou <mark>ps</mark>	237	265.673	1.266		
Evaluation	Total	242	278.795			
6. Talent	Between Groups	5	26.241	9.622	7.221	.013*
	Within Groups	237	245.663	1.261		
Retention	Total	242	256.641			

^{*}p≤.05

The employees of the hotel business in Thailand with different average monthly income were not statistically different perceptions of talent management in talent identification, recruitment & select talent and talent performance evaluation. But average monthly income were statistically different perceptions of talent management in Talent Development, Talent Reward & Recognition and Talent Retention at the .05 level, the results are as shown in Table 22.

Table 22 Compare Employee Perceptions Classified by Average Monthly Income of

Employees.

Employees. Employee	G 8G	10	aa	3.50		
Perceptions	Sum of Squares	df	SS	MS	F	p
	Between Groups	4	20.360	8.126	5.254	.239
1. Talent Identification	Within Groups	238	212.174	1.973		
Identification	Total	242	238.469			
	Between Groups	4	23.134	10.356	7.495	.406
2. Recruitment & Select Talent	Within Groups	238	231.584	1.082		
	Total	242	240.196			
	Between Groups	4	22.483	11.549	9.304	.031*
3. Talent	Within Groups	238	245.851	1.485		
Development	Total	242	252.495			
	Between Groups	4	26.104	19.391	11.183	.048*
4. Talent Reward	Within Groups	238	251.790	1.495		
& Recognition	Total	242	262.342			
5 T 1	Between Groups	4	24.117	10.449	9.404	.632
5. Talent Performance	Within Groups	238	256.253	1.463		
Evaluation	Total	242	263.189			
	Between Groups	4	20.332	9.643	8.395	.012*
6. Talent	Within Groups	238	246.043	1.995		
Retention	Total	242	258.124			

^{*}p≤ .05

Part 3: Correlation coefficient between hotel employee perception of talent management with hotel talent management in Chiang Mai, Thailand.

The employee perceptions of talent management in all dimensions correlated with talent management of hotel business at statistical significance at the .01 level, the results are as shown in Table 23.

Variables	Y_1	Y_2	Y_3	Y_4	Y_5	Y_6	Y _{total}
X_1	.643**	.311**	.507**	.517**	.481**	.460**	.518**
X_2	.481**	.694**	.426**	.439**	.619**	.639**	.645**
X_3	.605**	.482**	.629**	.495**	.569**	.547**	.674**
X_4	.583**	.467**	.418**	.641**	.594**	.647**	.694**
X ₅	.479**	.515**	.27 <mark>2*</mark> *	.473**	.666**	.660**	.761**
X_6	.561**	.585**	.315**	.445**	.544**	.629**	.763**
X _{total}	.518**	.884**	.863**	.876**	.774**	.578**	.614**

Table 23 Pearson's Correlation Coefficient Test

Part 4: In-depth interview results

This section is an interview with 10 hotel business entrepreneurs in Chiang Mai, Thailand about talent management during the COVID-19 situation, about the situation of hotel business in Thailand to study the talent management pattern and the use of the talent management in management and the results were as follows.

"Our hotels have always selected employees with specific abilities according to specified criteria. Even during the COVID-19 situation Our hotels have decreased profits, but we try to retain talented employees by giving service charge as an incentive for talented employees to continue working in our hotels." (Entrepreneur 1st : 18 July 2023)

"The process of managing internal talent during the COVID-19 situation there was a problem with recruiting talented people because during that time our operating results decreased. This causes the budget to hire talented people to decrease. But our hotel has adapted by providing Hospital service specifically for those infected with COVID-19 and has profited from this service. This allows us to have a budget to reward employees who perform excellently." (Entrepreneur 2nd : 19 July 2023)

"During COVID-19, Our hotels are greatly affected. Due to the announcement of the lockdown causing a decrease in customers but we still maintain the standard of the hotel by helping and taking care of the employees who do their job well. We are not hiring any new personnel at that time, but we will try to retain the talent by rewarding both monetary and other contributions." (Entrepreneur 3rd : 20 July 2023)

"Our hotel focuses on good service standards. Therefore, we try to keep talented people with our organization for as long as possible by promoting the self-

^{**}Statistically significant at the .01 level.

development of employees and giving them opportunities for advancement." (Entrepreneur 4th : 21 July 2023)

"We have selected talented personnel and there is a fair evaluation of employee performance for salary increases." (Entrepreneur 5th: 25 July 2023)

"Our hotels evaluate employee performance every 6 months and provide fair advancement opportunities." (Entrepreneur 6th : 26 July 2023)

"To retain talented people in our organization is to allocate good welfare to employees such as the vacation, provident funds, gifts on important days etc." (Entrepreneur 7th: 27 July 2023)

"Our organization provides training for employees to improve their ability to perform tasks, especially during the situation of COVID-19 There has been training in working according to measures to prevent the spread of the COVID-19 virus." (Entrepreneur 8th: 28 July 2023)

"Retaining of talented people in our hotel that provide scholarships to the children of employees who have excellent performance in order to build morale and encouragement at work." (Entrepreneur 9th : 28 July 2023)

In selecting and evaluating employee performance, we have standardized selection and evaluation criteria, and we try to provide fair feedback and guidance to good performance to retain talented employees. (Entrepreneur 10th: 28 July 2023)



CHAPTER V

SUMMARY DISCUSSION AND SUGGESTION

A study on a challenge facing Thai hotel talent management under Covid-19 pandemic which this chapter is a summary, discussion and recommendations as follows:

- 1. SUMMARY
- 2. DISCUSSION
- 3. SUGGESTION

1. SUMMARY

- 1. Employee's perception to talent management in Thai hotel business in Chiang Mai under the Covid-19 Pandemic is at a high level and the dimension with the highest average is talent retention followed by talent performance evaluation, talent development, recruitment & select talent, talent reward & recognition and talent identification respectively.
- 2. Talent Management of hotels in Chiang Mai, Thailand was also at a high level and the dimension with the highest average was Talent Identification, Talent Retention, Talent Reward & Recognition, Talent Performance Evaluation, Talent Development and Recruitment & Select Talent respectively.
- 3. Employees of different genders, age and marital status were not statistically different in their perceptions of talent management in the hotel business in Thailand at the .05 level.
- 4. Employees of the hotel business in Thailand with different work experiences and average monthly income were statistically different perceptions of talent management in Talent Development, Talent Reward & Recognition and Talent Retention at the .05 level but employees of different work experience have no statistical difference in their perceptions of talent management in talent identification, recruitment & select talent and talent performance evaluation at the .05 level.

- 5. Employee perceptions of talent management in all dimensions correlated with talent management of hotel business at statistical significance at the .01 level.
- 6. Employee perceptions of hotel talent management and talent management of hotel in Chiang Mai, Thailand during the COVID-19 situation at a high level. In addition, found that both variables correlate.
- 7. In-depth interviews with hotel operators, it was found that the talent management are as follows:
- 7.1 Talent Identification: Hotel business in Chiang Mai, Thailand have standardized selection and evaluation criteria.
- 7.2 Recruitment & Select Talent: Hotel business entrepreneurs in Chiang Mai, Thailand have selected qualified employees according to specified criteria.
- 7.3 Talent Development: Hotel business in Chiang Mai, Thailand have trained and developed personnel to have better work performance.
- 7.4 Talent Reward & Recognition: Hotel business in Chiang Mai, Thailand have provided both monetary and non-monetary rewards to employees to give morale and encouragement to work, such as gifts on important days.
- 7.5 Talent Performance Evaluation: Hotel business entrepreneurs in Chiang Mai, Thailand have evaluated employee performance every 6 months by using quality assessments and fair assessments. In addition, the evaluation results were also used to give feedback and give recommendations to employees to develop better performance.
- 7.6 Talent Retention: Hotel business in Chiang Mai, Thailand have retained talented employee by providing service charges and providing good benefits to employees such as social security contributions, accommodation, and scholarship for child's employee.

2. DISCUSSION

The results found employees of different genders, age and marital status had no statistical difference in their perceptions of talent management in the hotel business in Thailand. Employees of different genders have different perceptions. This may be because employees of all genders, all ages, and all marital status receive the same treatment in talent management in hotel business companies in Thailand in terms of Talent Identification, Recruitment & Select Talent, Talent Development, Talent Performance Evaluation, Talent Reward & Recognition and rewards and Talent Retention that were treat equally. The results were accordance with the research of Sama-ae (2019) that found different genders, age and marital status had no statistical difference in their perceptions of talent management. But while employees with different work experience and average monthly income had different perceptions of talent management, it may be because employees with more experience had a higher chance of improving their performance. than employees with less work experience and thus earn more income. Especially in the dimension of Talent Development, Talent Performance Evaluation, Talent Reward & Recognition and rewards and Talent Retention. That results were accordance with the research of Sama-ae (2019) that found different employees with different work experience and average monthly income had different perceptions of talent management and accordance with the research of Sankanak and Chamchong (2019) that found work experience and average monthly income of employees work experience and average monthly income of employees were factors that affect the perceptions of talent management. Therefore, the hotel business in Chiang Mai, Thailand should have talent management taking into account the differences in work experience and income of employees as important. As these factors affect the perception of talent management in terms of Talent Development, Talent Reward & Recognition and Talent Retention.

The results found employee perception of hotel talent management correlate with talent management of hotel in Chiang Mai, Thailand during the COVID-19 situation, which accordance with the research of Kehinde (2012) that found the organization's talent management affects employee satisfaction and affects employee performance as well. Therefore, talent management should give importance to

determining the criteria for selecting talented people, the process of selecting talented people. Employee competency development gives morale and encouragement as well as maintaining the performance of employees so that they can work in the organization for a long time. From this research, it was found that the aspect of talent management with the highest average is talent retention, because most entrepreneurs recognize the importance of talented people and want to retain them for a long time, which accordance with Hongladarom (2012) explained talent retention is importance because employees who have knowledge and ability and who have already had experience working in the organization will have a better understanding of the organization's situation than new employees who must receive training in their work. In addition, this research found that the lowest average for talented management is talent identification, maybe because employees still do not clearly understand the selection criteria or the specified criteria are not clear, this causes employees to be less aware of this aspect than other areas. Therefore, identifying the characteristics of talented people or setting criteria for selecting talented people is important and is the first step in talent management, which accordance with the research of Patanasamphan (2020) found talent identification is the first steps of talent management that must be planned and clearly defined for selection criteria and consistent with the organization's policies. In addition, recruitment and select talent is a very important step in selecting employees with the required qualifications and must be selected according to strictly specified criteria in order to obtain quality employees. Also, talent reward and recognition is indispensable because it is an encouragement to employees. Talent Development is an important process in talent management people in the organization because it makes employees more knowledgeable and capable, making it easier for achieve the goals of organization, which accordance with the research of Vidal-Salazar et al (2012) found that training build the type of employee capabilities that facilitate competitive advantage and that employee training and training supports employees' career advancement.

Guidelines for Talent management for the survival of the hotel business in Chiang Mai, Thailand under the Covid-19 Pandemic include the following:

- 1) Talent Identification: Organizations should clearly specify the characteristics of the talented people that the organization needs by consider the abilities of the person appropriate to the specific nature of work.
- 2) Recruitment and Select Talent: Organizations should have clear selection criteria and the criteria that can effectively select talented employees.
- 3) Talent Development: Organizations should train and develop employees to have better work efficiency. Especially in the COVID-19 situation or other situations that affect the hotel business, there should be training for employees to have specific abilities to better in that situation.
- 4) Talent Performance Evaluation: Organizations should evaluate employee performance every 6 months to allow employees to develop their own abilities and should use quality assessments for evaluation to ensure fairness and equity in evaluating all employees and suggest on good performance to employees.
- 5) Talent Reward & Recognition: Organizations should provide both monetary and non-monetary rewards, such as providing welfare for employees and allocating funds for the education of employees or their children, etc.
- 6) Talent Retention: Organizations should create employee loyalty so that talented employees can continue working in the organization. By providing assistance in various areas that are important to the well-being of employees, such as providing annual bonuses Providing opportunities for career growth, etc.

3. SUGGESTION

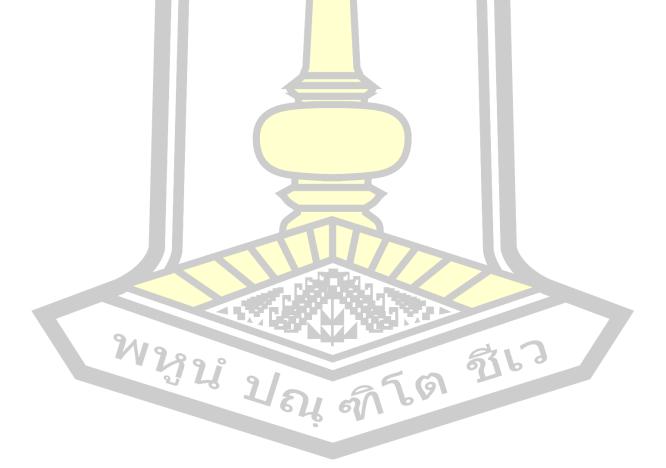
1. Suggestions from this study

- 1.1 Entrepreneurs should recognize the importance of Talent Development, Talent Reward & Recognition and Talent Retention for employees with different work experience and average monthly income because there are affect to retaining talented people in hotel business in Chiang Mai, Thailand.
- 1.2 Entrepreneurs should recognize the importance of retaining highly talented employees because it is an important principle of talent management in the organization.

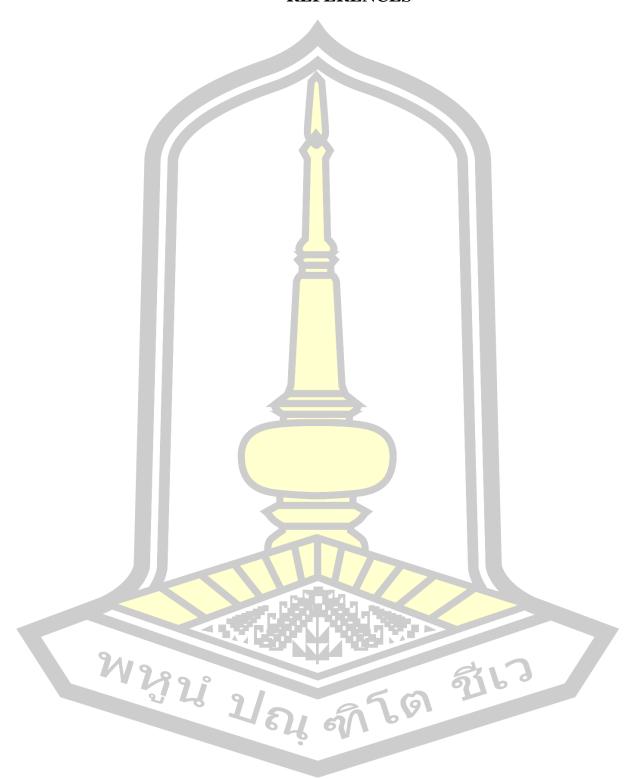
- 1.3 Entrepreneurs should create prototypes of new prototypes of the characteristics of the organization's talented personnel to be in line with the needs of the organization.
- 1.4 The organization should set criteria for selecting talented people that meet the needs of the organization.
 - 1.5 The organization should use measurement tools to select quality talent.

2. Suggestions for Future study

- 2.1 A study in the future should examine other factors that may affect talent management.
- 2.2 A study in the future should compare talent management in other businesses.



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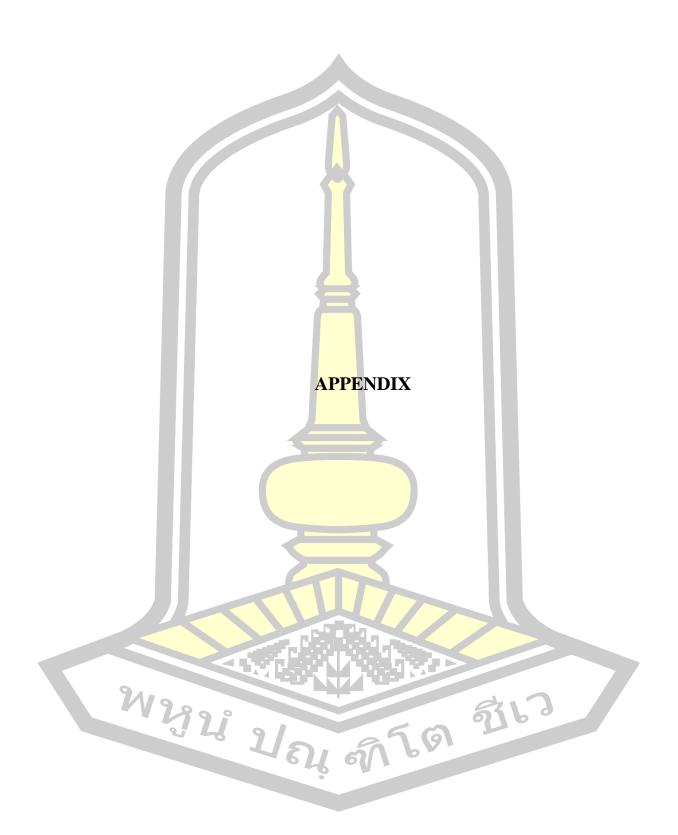
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Research Questionnaire

This research is the thesis of a doctoral student. Doctor of Philosophy Program Business Administration and Digital Innovation major Faculty of Accounting and Management Mahasarakham University

The information obtained from this questionnaire will be useful in planning the talent management of the hotel business in Chaing Mai, Thailand. The researcher therefore asks for your cooperation. Please answer the questionnaire as truthfully as possible. The researcher certifies that the research results to be presented will be overall research results. This will not affect you and will not be specific to any organization. This questionnaire is divided into 3 parts as follows.

- Part 1: Questionnaire regarding personal characteristics factors.
- Part 2: Questionnaire regarding overall employees' perceptions of identifying talented people. Recruiting and selecting talented people Developing talented people Paying compensation and rewarding talented people Evaluating the performance of talented people and maintaining the organization's talented people under the recent Covid-19 outbreak.
- Part 3: Suggestions regarding talent management in the hotel business of Thailand, Chiang Mai Province

The completeness of the responses received is extremely valuable to the research results. This will be beneficial to both the researcher and your organization. The researcher therefore hopes to receive good cooperation. And thank you for taking the time to answer questions on this occasion.

Instructions: Your answers to this questionnaire are strictly confidential.

- 1. Please indicate your answer to each question by marking $\sqrt{\ }$ which can choose one Please answer all questions.
- 2. When you have finished answering the questionnaire. Please ensure that your questionnaire is returned by......month......B.E. 2023

Miss Punika Anansopa

PhD student Doctor of Philosophy Program Business Administration and Digital Innovation major Faculty of Accounting and Management Mahasarakham University Phone number 088-995-5615 E-mail: 63010990003@msu.ac.th sign......(Main thesis advisor, Dr. Duangrat Tandamrong)

Part 1: Personal attributes Factor of hotel business employees.

Suggestions: Please fill in a message or mark $\sqrt{\ }$ Into the box that is information about yourself.

1. Gender	□ Male	☐ Female	
2. Age	□ 20– 30 years old	\square 31 – 40 years old	\square 41 – 50 years old
	□ 51 – 60 years old	□ 51 – 60 years old	$\square \ge 61$ years old
3. Marital status	□ Single	☐ Married	☐ Widowed/Divorced
			/Separated
4. Average	□ < 10,000 Baht		□ 10,000 – 20,000 Baht
Monthly	□ 20,001 – 30,0 <mark>00 Ba</mark>	ht	□ 30,001 – 40,000 Baht
Income	□ 40,001 – 50,0 <mark>00 Ba</mark>	ht	$\square \geq 50,001 \text{ Baht}$
5. Work	□ < 1 year		\square 1 – 5 years
Experience			
- 11	□ 6 – 10 years		□ 11 – 15 years
- 11	□ 16 – 20 years		□ > 21 years



Part 2: Questionnaire about employees' perceptions of talent management in the hotel business in Chiang Mai Province.

Suggestions: Please mark $\sqrt{}$ in the box that most closely matches your feelings or reality.

A score of 5 means that respondents have the highest level of awareness of the issue.

A score of 4 means that respondents have a high level of awareness of the matter.

A score of 3 means that respondents have a moderate level of awareness of the matter.

A score of 2 means that respondents have a low level of awareness of the matter.

A score of 1 means that respondents have the lowest level of awareness of the matter.

Plea	ase indicate your level of opinion	Level of Opinion				
regarding your perception of your		1	2	3	4	5
org	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by 🔷					
plac	cing a check mark √ in the					
	ropriate column.					
Tale	ent Identification					
1	Identifying the required					
	qualifications of talented personnel					
	before using them as a criterion.					
2	Identifying the qualities of talented					
	personnel in line with the					
	organization's goals.					
3	Identifying criteria for consideration					
	of talent based on core competencies					
	in operations.					
4	Identifying the criteria for					
	considering talented personnel based					
	on their performance.					
5	Identifying criteria for consideration					
	of talented personnel based on					
	special abilities such as English,					
	specific abilities, etc.					
6	Applying the characteristics of the		Δ			
	original talent personnel for the role					
_	model of the organization.			4.5		
7	Creating new prototypes of the			216	0	
	characteristics of the organization's	25	(9)			
	talented personnel to be in line with	V P				
	the needs of the organization.	N -				
8	Reminding team members to be					
	aware of Importance of retaining					
	highly talented employees.					
9	Priority focus Important issues					
1.0	related to employee development.					
10	Reminding team members to be					

Ple	ase indicate your level of opinion	Level of Opinion				
reg	arding your perception of your	1 2 3 4			5	
_	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by					
	cing a check mark ✓ in the					
app	propriate column.					
	aware of the importance of excellent					
Dag	performance.					
			l		Ι	
1	Your organization will not leave positions vacant for long.					
2	Your organization invests time and					
	energy in filling vacant positions.					
3	When a vacancy occurs Your					
	organization places importance on					
	interviewing potential applicants.					
4	Your organization has a good					
	understanding of human resource					
	recruitment processes and policies.					
5	Your organization has a working					
	group specifically responsible for					
	recruiting and selecting talented					
	personnel.					
6	Your organization has specific					
	criteria and guidelines for recruiting					
	and selecting talent for each position.					
7	Your organization recruits talented					
'	people from within the organization					
	and outside the organization to enter					
	vacant positions, such as accepting					
	applicants who are about to graduate					
	to come and do actual work, etc.					
8	Your organization selects talent					
	using					
	a variety of tests, such as the	168				
	position competency test and the			dis	3	
	attitude test. Method of probation		~~	276		
	for a certain period, etc.	35	6)			
9	Your organization has a method for	NI P				
	recruiting talent that is correct, reliable and relevant to the job it					
	requires able to recruit talented					
	people and benefit of the					
	organization.					
10	Your organization selects talented					
	people for each position based on					

Ple	ase indicate your level of opinion	Level of Opinion				
reg	arding your perception of your	1 2 3 4			5	
_	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by					
_	cing a check mark ✓ in the					
app	propriate column.					
Tal	their performance.					
1	1Your organization cares deeply					
1	about promoting learning and					
	developing others.					
2	Your organization has an obvious					
	plan for developing talented					
	personnel.					
3	Your organization has determined					
	the aims of the assessment to be					
	consistent with the development					
	needs of everyone.					
4	Your organization offers talent					
	opportunities to realize self-					
	development. Have a self-					
	development plan and develop					
	yourself, such as self-learning (E- Leaning) according to your interests,					
	etc.					
5	Your organization organizes annual					
	training that is proper to work					
	description and needs.					
6	Your organization has assigned					
	important projects that challenge the					
	abilities of talented people.					
7	Your organization has a closely					
	coaching system and supplies					
	mentors to take care of the work of					
0	talented personnel.					
8	Your organization has arranged On the Job Training to increase the	44				
	ability and abilities of employees.			831	3	
9	Your organization supplies	6		716		
	opportunities for talented personnel	3	191			
	to go on study tours both	V , _				
	domestically and abroad.					
10	Your organization supports and					
	supplies scholarships for talented					
	personnel to study at a higher level.					

Ple	ase indicate your level of opinion	Level of Opinion				
	arding your perception of your	1	2	3	4	5
	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by					O
pla	cing a check mark ✓ in the					
app	ropriate column.					
Tal	ent Reward & Recognition					
1	Identifying the required					
	qualifications of talented personnel					
	before using them as a criterion.					
2	Your organization pays and rewards					
	talented personnel on a par with the					
	labor market.					
3	Your organization pays and rewards					
	talented personnel in a way that is					
	proper for their workload and					
	different from general personnel.					
4	Your organization pays					
	compensation that is linked to the					
	performance and capabilities of					
	talented people. and results to					
	motivate talented personnel to					
	always produce excellent work.					
5	Your organization offers special					
	bonuses to talented people as proper					
	according to the performance					
6	Your organization has proper					
	welfare arrangements for talented					
	personnel, such as various leave					
	rights and provident funds. Flexible					
	working hours, etc.					
7	Your organization supplies welfare					
	benefits that cover families, such as					
	the right to receive medical					
	compensation and the right to					
	receive tuition reimbursement for					
	children supplying scholarships to			dist		
	children of personnel, etc.			916	0	
8	Your organization offers employees	25	(9)			
	the opportunity to nominate	M P				
	company awards.	N -				
9	Your organization rewards					
	employees who exemplify creativity					
	and use a variety of methods to get					
	the job done.					

Ple	ase indicate your level of opinion	Level of Opinion				
	arding your perception of your	1	2	3	4	5
	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by					
	cing a check mark ✓ in the					
app	propriate column.					
10	Your organization is verbal and					
	expressive or in writing for					
	employees who are fully dedicated					
	to their work					
11	Your organization has a culture of					
	constant recognition from superiors					
	and top management.					
Tal	ent Performance Appraisal					
1	Your organization evaluates the					
	performance of talented personnel in					
	a transparent and fair manner.					
2	Your organization has clearly					
	explained the criteria for evaluating					
	the performance of talented					
	personnel.					
3	Your organization has clearly					
	defined and acceptable indicators for					
	evaluating the performance of					
	talented personnel.					
4	Your organization has a way to					
	assess the performance of its talent					
	that can be measurable and practical.					
5	Your organization has criteria for					
	evaluating the performance of					
	talented personnel. appropriately					
	according to the line of work and					
-	nature of work.					
6	Your organization regularly					
	monitors the performance of its talents.					
7	Your organization has implemented	111				
\	a 360-degree talent assessment			di	3	
	model within the organization.		~	379		
8	Your organization provides feedback	37	61			
0	from evaluations to talented	NI .				
	personnel. and provide advice to					
	talented personnel in correcting					
	shortcomings from evaluations.					
	shorwonnings from evaluations.					

Ple	ase indicate your level of opinion	Level of Opinion				
	arding your perception of your	1	2	3	4	5
org	anization's talent management.	lowest	low	moderate	high	highest
Ple	ase write down your answer by					_
	cing a check mark ✓ in the					
	propriate column.					
9	Your organization provides positive					
	reinforcement to talented personnel,					
	such as giving rewards. individual					
	compliments Announcing thank-you					
Tr. I	letters, etc.					
	ent Retention				I	
1	Your organization has a vision of					
	setting a clear direction and clearly					
	communicating about the operations and policies of the organization.					
2	Your organization provides					
	opportunities for talented people.					
	Communicated openly and opinions					
	were listened to. and allow talented					
	personnel to participate in setting					
	goals and making decisions in the					
	department's work as appropriate					
3	Your organization emphasizes					
	importance on and cares about the					
	well-being of talented people in the					
	organization.					
4	Your organization provides suitable					
	supervisors according to the field					
	and work description and fair,					
	appropriate and acceptable					
5	management system.					
3	Your organization is assigned a task that challenges knowledge.					
	competence for skilled personnel.					
6	Your organization supports talented		1			
	personnel to advance both within					
	their line of work and beyond their			831	3	
	line of work.	5	6	0710		
7	Your organization has preferment	JA 6	A			
	criteria, ttransfer and assignment of	V ,				
	talented personnel for clearly rotate					
	the work of talented personnel.					

Ple	ase indicate your level of opinion	Level of Opinion				
reg	arding your perception of your	1	2	3	4	5
	anization's talent management.	lowest	low	moderate	high	highest
	ase write down your answer by					
pla	cing a check mark ✓ in the					
app	ropriate column.					
8	Your organization motivates talented					
	personnel that also can be valued in					
	monetary terms and cannot be					
	valued in monetary terms, but it					
	affects the mind, such as the					
	opportunity to grow in the job and					
	freedom to work, etc.					
9	Your organization values and shows					
	sincere interest in this attitude					
	always the views and needs of the					
	other person.					
10	Your organization takes the time and					
	effort to maintain constant contact					
	with team members.					
11	Your organization allows members					
	of team to fully use their talents to					
	achieve strategic goals in each					
L	department.					
12	Your organization creates					
	opportunities for members of team					
	to participate in challenging work.					
13	Your organization allows employees					
	to allocate flexible working hours,					
	so that they can have personal time					
1.4	and family time.					
14	Your organization provides					
	employees with adequate tools and					
	resources to get the job done.					

Part 3: Suggestions Mai Province.	regarding talent	management in the	hotel business	in Chiang
	" Us.	50 7.191		
	, li	601		

Thank you for answering the questionnaire and participating in this study.



Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excludeda	0	.0
	Total	242	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.989	65

Item-Total Statistics

		Scale	Corrected	Cronbach's		
	Scale Mean if	Variance if	Item-Total	Alpha if Item		
	Item Deleted	Item Deleted	Correlation	Deleted		
TI1	252.3512	2170.469	.675	.989		
TI2	252.4008	2152.656	.842	.989		
TI3	252.3595	2148.513	.821	.989		
TI4	252.4298	2136.188	.852	.989		
TI5	252.2355	2158.023	.843	.989		
TI6	252.3802	2154.203	.772	.989		
TI7	252.5289	2156.698	.803	.989		
TI8	252.5537	2144.107	.851	.989		
TI9	252.2810	2153.224	.824	.989		
TI10	252.3306	2156.322	.748	.989		
RS1	252.2273	2161.454	.801	.989		
RS2	252.3471	2161.248	.746	.989		
RS3	252.2810	2158.800	.806	.989		
RS4	252.3554	2156.081	.826	.989		
RS5	252.1818	2165.801	.731	.989		
RS6	252.3306	2150.405	.907	.989		
RS3 RS4 RS5	252.2810 252.3554 252.1818	2158.800 2156.081 2165.801	.806 .826 .731	.9 .9 .9		

Item-Total Statistics

		Scale	Corrected	Cronbach's
	Scale Mean if	Variance if	Item-Total	Alpha if Item
	Item Deleted	Item Deleted	Correlation	Deleted
RS7	252.5289	2147.495	.885	.989
RS8	252.5000	2150.732	.877	.989
RS9	252.5289	2145.852	.838	.989
TD1	252.3843	2146.387	.816	.989
TD2	252.3306	2149.401	.844	.989
TD3	252.3760	2150.999	.826	.989
TD4	252.3347	2145.477	.886	.989
TD5	252.3554	2144.388	.889	.989
TD6	252.3264	2149.059	.825	.989
TD7	252.3595	2156.132	.824	.989
TD8	252.3843	2148.976	.849	.989
TD9	252.3802	2163.905	.821	.989
TD10	252.3347	2153.883	.862	.989
TD11	252.4504	2156.307	.829	.989
TD12	252.6240	2122.717	.851	.989
TRR1	252.8678	2116.314	.838	.989
TRR2	252.8430	2116.382	.859	.989
TRR3	252.5992	2141.337	.831	.989
TRR4	252.6736	2135.300	.880	.989
TRR5	252.5744	2138.959	.858	.989
TRR6	252.4752	2150.159	.844	.989
TRR7	252.6240	2138.352	.915	.989
TRR8	252.3058	2156.205	.776	.989
TRR9	252.4959	2157.977	.814	.989
TRR10	251.9628	2191.853	.579	.989
TRR11	252.0868	2197.499	.417	.990
TP1	251.9835	2194.265	.465	.990
TP2	252.2479	2200.461	.444	.990
TP3	252.3471	2187.306	.565	.989
TP4	252.6198	2169.689	.667	.989
TP5	252.6901	2174.099	.625	.989
TP6	252.1818	2183.369	.622	.989
TP7	252.3554	2151.848	.904	.989

Item-Total Statistics

item-1 otal Statistics							
		Scale	Corrected	Cronbach's			
	Scale Mean if	Variance if	Item-Total	Alpha if Item			
	Item Deleted	Item Deleted	Correlation	Deleted			
TP8	252.2810	2154.460	.917	.989			
TP9	252.2851	2146.404	.925	.989			
TR1	252.5496	2132.240	.931	.989			
TR2	252.2521	2191.019	.645	.989			
TR3	252.3760	2171.588	.777	.989			
TR4	252.3058	2172.031	.827	.989			
TR5	252.3760	2146.626	.937	.989			
TR6	251.9628	2191.853	.579	.989			
TR7	252.0868	2197.499	.417	.990			
TR8	251.9835	2194.265	.465	.990			
TR9	252.2479	2200.461	.444	.990			
TR10	252.3471	2187.306	.565	.989			
TR11	252.6198	2169.689	.667	.989			
TR12	252.6901	2174.099	.625	.989			
TR13	252.1818	2183.369	.622	.989			
TR14	252.3760	2179.995	.636	.989			



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