บทความวิจัย

Career Planning and Development of Four and Five-Star Hotels in Chonburi and Rayong Provinces

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Abstract

The hotel industry has been recognized as a global industry around the world. To gain competitive advantage and enhance employee performance, hotel businesses strive to maximize their human capital through improving the career planning and development program. The objectives of this qualitative research with a grounded theory approach are to explore the concept of career planning and development, describe the steps/process in developing career planning and development, examine the role of human resource development (HRD) in implementing career planning and development, study the outcomes of implementing career planning and development, and develop a career planning and development model for four and five-star hotels in Chonburi and Rayong Provinces. The data collection methods in this study combined semi-structured interview, audio visual and document review methods with 25 participants as the General Manager, Management Team, Head of Department, and Head of Human Resource Department who work at four and five-star hotels in Chonburi and Rayong Provinces with at least 3 years working experience. Data analysis in this study was followed by Constructing Grounded Theory procedure. The findings are described as 1) Career planning and development concept, 2) Career planning and development steps/process as Step 1: Preparing career assessment, Step 2: Developing a career planning and development roadmap and action plan, Step 3: Reviewing and adjusting, Step 4: Submit a plan to GM/Owners to get final approval, Step 5: Implementing and prioritizing, Step 6: Supporting and monitoring, and Step 7: Evaluating and feedback, 3) HRD role, and 4) Career planning and development outcomes. The findings also generated and presented a model, "Career planning and development model for four and five-star hotels in Chonburi and Rayong Provinces".

Keywords : Career Planning, Career Development, Four and Five-Star Hotels, Thailand

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การวางแผนและการพัฒนาอาชีพของโรงแรม 4 ดาว และ 5 ดาว ในจังหวัดชลบุรีและจังหวัดระยอง

ดร.ปรัชนันท์ เจริญอาภรณ์วัฒนา

ประธานหลักสูตรศิลปศาสตรมหาบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์
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บทคัดย่อ

อุตสาหกรรมโรงแรมได้รับการยอมรับว่าเป็นอุตสาหกรรมระดับโลก เพื่อความได้เปรียบทางการแข่งขันและเพิ่มผลการทำงานของพนักงาน ธุรกิจโรงแรมจึงต้องให้ความสำคัญกับการวางแผนและพัฒนาอาชีพของพนักงาน วัตถุประสงค์ของการวิจัยเชิงคุณภาพ โดยใช้ทฤษฎีฐานราก คือ เพื่อค้นหาแนวคิดในการวางแผนและพัฒนาอาชีพ อธิบายขั้นตอนในการวางแผนและพัฒนาอาชีพ ตรวจสอบบทบาทของนักพัฒนาทรัพยากรมนุษย์ ศึกษาผลลัพธ์ของการวางแผนและพัฒนาอาชีพ และพัฒนาตัวแบบการวางแผนและพัฒนาอาชีพในโรงแรม 4 และ 5 ดาว ในจังหวัดชลบุรีและระยอง วิธีการเก็บข้อมูลที่ใช้ คือ การสัมภาษณ์แบบกึ่งโครงสร้าง การบันทึกเสียง และการใช้เอกสารอ้างอิง โดยเก็บข้อมูลกับผู้จัดการทั่วไป ผู้บริหาร หัวหน้าแผนก หัวหน้าแผนกทรัพยากรมนุษย์ ในโรงแรม 4 และ 5 ดาว ในจังหวัดชลบุรีและระยอง จำนวน 25 คน โดยต้องมีประสบการณ์การทำงานในโรงแรมตั้งแต่ 3 ปีขึ้นไป การวิเคราะห์ข้อมูลโดยใช้กระบวนการทฤษฎีฐานราก ผลการวิจัยพบว่า การวางแผนและพัฒนาอาชีพในโรงแรม 4 และ 5 ดาว ในจังหวัดชลบุรีและระยอง ประกอบด้วย 1) แนวคิดด้านการวางแผนและพัฒนาอาชีพ, 2) ขั้นตอนในการวางแผนและพัฒนาอาชีพ ได้แก่ 1: เตรียมการประเมินอาชีพ; 2: พัฒนาแผน; 3: ทบทวนและปรับเปลี่ยน; 4: ขออนุมัติจากผู้จัดการทั่วไป/เจ้าของ; 5: ปฏิบัติและพิจารณาลำดับความสำคัญก่อนหลัง; 6: สนับสนุนและตรวจสอบ; 7: ประเมินผลและเสนอแนะ, 3) บทบาทของนักพัฒนาทรัพยากรมนุษย์, 4) ผลลัพธ์จากการวางแผนและพัฒนาอาชีพ นอกจากนี้ ยังได้นำเสนอตัวแบบการวางแผนและพัฒนาอาชีพ เพื่อเป็นแนวทางในการพัฒนาธุรกิจโรงแรม 4 และ 5 ดาว ในจังหวัดชลบุรีและระยอง

คำสำคัญ : การวางแผนอาชีพ, การพัฒนาอาชีพ, โรงแรม 4 และ 5 ดาว, ประเทศไทย

Introduction

Travel and tourism sectors create jobs, and generate profitability across the country. The direct contribution of Thailand travel and tourism to GDP in 2017 was 1,433 Billion Baht (9.4% of GDP). This primarily reflects the economic activity generated by industries especially the hotel business (World Travel and Tourism Council, 2018). The hotel industry is facing a highly competitive environment worldwide. Retaining and returning guests are the most challenging for hotel management and reduces the cost of service (Khaing & Phongtaveewut, 2016).

With the development of the Eastern Economic Corridor (EEC), Chonburi and Rayong Provinces are increasing their presence as a regional hub for travel, tourism, transportation and logistics especially for hotel businesses.

Bureau of Labor Statistics (2017) summarized that the overall turnover rate in the accommodation sector was 72.90% in 2016, up slightly from a rate of 72.20% in 2015. High turnover rate often results in the extra financial cost of recruiting and training, decreased service quality, and other negative organizational consequences (Allen, Bryant, & Vardaman, 2010). The hotel industry, as part of the world economy's service sector, emphasizes strongly on service quality and performance.

The quality of human resources (HR) has been considered as one of the key success factors in hotel business operations. In order to enhance employee performance, hotel businesses strive to maximize their human capital through improving the career planning and development program, to increase employee's knowledge, skills, and capabilities (Saleem & Amin, 2013). HRD is concerned with career planning and development, to balance the career needs of employees and employers (Gilley, Eggland, & Gilley, 2002). Understanding and finding ways to influence the careers of employees in an organization is an integral part of HRD (Hite & McDonald, 2008).

Hotel's employees at every level have gone through the career planning and development program. Hotels need to take a more active role in encouraging individual career planning and development. It had become clear that employees wanted more help in planning their careers, and more information about the opportunities that might be available to them in the future (Pallett, 1989).

This study can be a guideline for the hotel business to develop their career planning and development model that can be utilized to practice in a competitive labor market. The findings utilized the HRD manager to reflect on their role in sharing and caring about their employees for career advancement, as well as provide some rich working experiences in career planning and development from HRD perspectives. The study will provide a fair idea about the career planning and development outcomes of hotels in Chonburi and Rayong Provinces, and show the areas where improvement was needed to close the gap for the success of the Thai hotel business. Providing effective career planning and development programs is a critical challenge for twenty-first century HRD practitioners and business leaders.

Objectives of the study

To explore the concept of career planning and development, describe the steps/process in developing career planning and development, examine the role of HRD, study the outcomes of implementing career planning and development, and develop a career planning and development model for four and five-star hotels in Chonburi and Rayong Provinces that can be utilized to be practiced in a competitive hotel market.

Research questions

1. What are the concepts of career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?

2. What are the steps/process to follow when developing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?

3. What is the role of HRD in implementing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?

4. What are the outcomes of implementing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?

5. How may career planning and development of four and five-star hotels in Chonburi and Rayong Provinces be presented?

Theories and Literature Review

The scope and concept of career planning: Career planning is "a management plans ongoing career program activities for their employees using appropriate assessment tools in order to identify career options and preferences, set up development objectives and establish action plans to help employees match their interests and capabilities with organizational opportunities" (Mondy, Noe, & Premeaux, 2002 p.237). Hall (1986) has defined career planning as "a deliberate process of (1) becoming aware of self, opportunities, constraints, choices, and consequences; (2) identifying career related goals; and (3) programming work, education, and related developmental experiences to provide the direction, timing, and sequence of steps to attain a specific career goal" (p.54). If career planning is done successfully, individuals will know what they want and have a set of action steps that, if followed, should lead to the achievement of career goals (May, 2005). Career planning is the first step for the career development process (Hall & Associates, 1986). Organizations need to take a more active role in encouraging individual career planning (Pallett, 1989). The appropriateness of career programs supported by the management team assists employees to develop career paths and career development that lead to the success of employees and career satisfaction (Ismail, Adnan, & Bakar, 2014).

The scope and concept of career development: Greenhaus, Callanan, and Godshalk (2010) defined career development as "an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks" (p.13). Individuals and organizations realize and appreciate that career development is a long term complex process. Career development is stated as "an organizational initiative by which organizations set up mechanisms, processes,

structures and systems to foster career development initiatives among individuals" (McDaniels & Gysbers, 1992, p.100). During the career development process employees progress through the sequence of career stages, every one of which is categorized by different sets of courses and activities, development responsibilities, and working relationships (Greenhaus & Callanan, 1994). Leibowitz, Farren and Kaye (1986) argue that career development involves an organized, formalized, planned effort to achieve a balance between the individual's career needs and the organization's work force requirements. Organizational support for career development is an essential part. It expands on the loyalty of employees, increases their productivity and performance. It will create feelings of appreciation in the minds of the employees that the companies have satisfied their output (Saleem & Amin, 2013).

Career planning and development outcomes: Greenhaus, Callanan and Godshalk (2000) express that effective career control can allow people to make advised career choices that are consistent with their competency and enhance company productivity. Research has revealed that employee perception of subjective career success (e.g. career satisfaction) serves as an important predictor for their turnover intention (Weng & McElroy, 2010). "Career success is of concern not only to individuals but also to organizations because employee's personal success can eventually contribute to organizational success" (Judge et al., 1999, p.647). Heslin (2003) states that "objective career success reflects work performance, pay, position, and promotions." (p.262). Providing the employees with

the expected capacity building and training needs, naturally augments their career satisfaction (Chiaburu, Diaz, & De Vos, 2013). The notion of career planning and development initiatives fostering organizational effectiveness depends on the organization's ability to transit employees from a traditional pattern of expectation to one of increased responsibility for their own career growth and development (Martin et al., 2001). A well designed career planning and development system enables organizations to tap their wealth of in-house talent for staffing and promotion by matching the skills, experience, and aspirations of individuals to the needs of the organization. In addition, it enables them to make informed decisions around compensation and succession planning to attract, retain and motivate the employees, resulting in a more engaged and productive workforce (Kaye, 2005). Saleem, et al., (2013) exposed that career planning and development benefits both the employee and the organization with respect to maintaining valuable workers and improving performance fulfillment.

Human resource role: Ulrich (1997, 1998) highlights that one of the key roles of HR professionals is to act as change agents, delivering organizational transformation, culture change, and understanding and overcome resistance. HR must take on a new role as a strategic partner, understand business' management and the business environment, being able to analyze business trends and the industry and the career planning and development policies, know techniques to reduce their employee's competency gap, be capable of deficiency investigations and

training the necessary knowledge and skills of the employee, and implementing new HR techniques to ensure the career development of their employees (Langhong, 2012). Antoniu (2010) proposed the key roles for the manager about the career planning and development process as a planner, career advice, determine the level of training and assess their ability to be promoted, providing information on job vacancies, and provide training and development courses and activities. Managers must demonstrate effectiveness in four parts as a coach, evaluator, counselor, and referral agent. As well as, a key role of a manager within an organization is to provide employees with career development, coaching and counselling, to help employees to consider various career choices and make career decisions for career success (Zeus & Skiffington, 2008).

Four and five-Star hotels in Chonburi and Rayong Provinces: Thai Hotels Association (2016) announced a set of weighted indices to classify the standard of four and five-star hotels in Thailand called "Checklist for Thailand Hotel Standard". There are 11 high standard areas with 45 criteria and 331 indicators for four-star hotels and 11 high standard areas with 42 criteria and 448 indicators for five-star hotels. At the time this study was conducted, about 21 hotels in Chonburi and Rayong Provinces were qualified as four and five-star hotels and had their names published on the Thai Hotels Association website. These include 1) Amari Garden, 2) A-One The Royal Cruise Hotel, 3) Asia Pattaya Hotel, 4) Cholchan Pattaya Resort, 5) Hard Rock Hotel, 6) Jomtien Palm Beach Hotel and Resort, 7) Long Beach Garden Hotel and Spa, 8) Siam Bayshore Resort,

9) Thai Garden Resort, 10) The Bayview Pattaya, 11) Woodlands Hotel and Resort, 12) Sunbeam Hotel Pattaya, 13) Novotel Rim Pae Rayong, 14) Amari Orchid Pattaya, 15) Dusit Thani Pattaya, 16) Garden Cliff Resort and Spa, 17) Avani Pattaya Resort and Spa, 18) Ravindra Beach Resort and Spa, 19) Royal Cliff Beach Resort, 20) The Zign Hotel, 21) Paradee Resort.

Research methodology

A constructivist paradigm was appropriate for several reasons. "Constructivism maintains that what is real is intangible and mentally constructed and is, therefore, socially and experientially based" (Guba & Lincoln, 1994, p. 110). "Social constructivists believe that individuals seek understanding of the world in which they live and work. Individuals develop subjective meanings of their experiences-meanings directed toward certain objects or things" (Creswell, 2014, p.28). To achieve the objectives of this study, a qualitative approach was chosen as the research design. The researcher employed grounded theory as the research strategy. Grounded theory is "a research method concerned with the generation of theory" (Glaser & Strauss, 1967, p.21) which is "grounded in data that has been systematically collected and analyzed" (Strauss & Corbin, 1994, p.273).

Creswell (2007) maintained that there are two popular approaches to grounded theory. The first approach is the systematic procedure of Strauss and Corbin (1998) and the second approach is the constructivist approach of Charmaz (2000, 2006). The constructing grounded theory that is described in the constructivist writing of Charmaz (2006) was best

suited for this research, "because of this more flexible approach, which recognizes that interaction between the researcher and the participants is necessary in order to understand the meaning of the experiences shared during the research process" (Charmaz, 2000, P.522). The researcher needs to begin by determining if grounded theory is best suited to study her research problem. The basic elements of grounded theory include conceptual categories and their conceptual properties, and generate relationships between these categories and their properties (Symon & Casell, 2004). This approach does not study a single process or core category as in the systematic procedure of Strauss and Corbin's approach. The constructing grounded theory is also best suited to the research question which explores the complexities of the career planning and development concept and the meanings the participants assign to these issues which are framed within the context of their own lives.

Setting and participants selection: Participants in this study are 25 participants serving as the General Manager (GM), Management Team, Head of Department, and Head of Human Resource Department who work at four and five-star hotels in Chonburi and Rayong Provinces with at least 3 years working experience. At the time this study was conducted, about 21 hotels in Chonburi and Rayong Provinces were qualified as four and five-star hotels and had their names published on the Thai Hotels Association website (2016). The number of participants depended on data collection until saturation was reached. Creswell (2006) recommended number of participants for a grounded theory study ranging from as few as 6 to as many as 30 participants, however, no rationales exist for those recommendations. The researcher would like to present the model of a career planning and development for every member of hotel staff, the results show the concept, steps/process, HRD role, and career planning and development outcomes. Every hotel staff member needs to use the same model when implementing a career planning and development program. This study focusses on semi-structured interview with the management level only because they will understand the model well when conducting the program.

The participants were selected by using purposive and theoretical sampling to identify participants who have had the experience of career planning and development in four and five-star hotels in Chonburi and Rayong Provinces. "Theoretical sampling is the process of data collection for generating theory whereby the analyst jointly collects, codes, and analyzes the data and decides what data to collect next and where to find it, in order to develop her theory as it emerges" (Glaser & Strauss, 1967, p. 45). Theoretical sampling occurs as the data collection progresses. After the researcher identifies the research topic and question, they identify a small handful of people to interview based on a set of criteria (purposive sampling). Then, they interview those people. This is where theoretical and purposive sampling diverge. Following these initial interviews in a grounded theory study, the researcher will analyze the data. Based on the results from this round of data analysis, the researcher will identify more people to interview. These might be people who will confirm what the researcher has already found, but the researcher will also purposefully look for participants

who can disconfirm the previous findings. The researcher will conduct interviews with those newly selected participants and then analyze them. Theoretical sampling continues like this, moving back and forth between sampling, data collection, and analysis, until the researcher reaches data saturation, or the point at which the researcher fails to collect new information with subsequent interviews (Rachel, 2018).

Table 1 Demographics of participants in this study

No.	Job position	Hotel	No.	Job position	Hotel
P1	Hotel manager	A	P14	Human resources manager	K
P2	Human resources manager	B	P15	Personnel manager	L
P3	General manager	C	P16	General manager	L
P4	Human resources manager	C	P17	Human resources manager	M
P5	General manager	D	P18	Assistant manager	M
P6	Assistant Director	E	P19	Assistant HR manager	N
P7	General manager	F	P20	Restaurant manager	N
P8	Human resources manager	G	P21	Manager	O
P9	Executive secretary	G	P22	Manager operations	O
P10	Executive housekeeper	G	P23	General manager	P
P11	Personnel manager	H	P24	Administrative and HR manager	P
P12	Human resources director	I	P25	Human resources manager	Q
P13	Human resources manager	J			

Data collection instruments and methods: The methods used in this study are semi-structured interviews, audio visual and document reviews. The role of the researcher as a qualitative interviewer is considered an instrument of data collection (Denzin & Lincoln, 2003). This means that data is mediated through this human instrument. The interview guide was prepared by using a semi-structured interview guide. The researcher developed an interview guide from the literature review, related research studies and the researcher's experience. 6 types of interview questions were developed based on suggestions proposed by Patton (1990). The interview guide was also reviewed by three experts teaching HRD at one University. After receiving feedback, the questions were edited and tried out with three HR executives sharing similar characteristics to the participants in this study. Some improvements were made after the instrument was tried out. A voice recorder and short memos were used with the permission of each interviewee to record the responses of the interviews.

Data collection process: Listing 4 and 5-star hotels in Chonburi and Rayong Provinces which meet the selection criteria, an e-mail which briefly described the objectives of the study was attached to a letter to

asking permission for data collection. Consultation was made with the HR manager to come up with the list of participants. After obtaining permission from the hotels, the researcher made 25 appointments through the HR managers. The participants were assigned the dates and times of the appointments by the hotels. Semi-structured interviews were conducted with 25 participants. The interviews took place in the participant's hotels. The responses of the interviews were recorded by short memos together with voice recordings. The duration of the interviews ranged from 45 to 60 minutes. Before ending the interview, the researcher thanked the participants, then requested to come back if more data was required. After the interview, the responses were transcribed into the interview transcript from the voice recording and interview notes for further data analysis. Reflective notes were recorded after each interview to reflect on the problems, issues and ideas the researcher encountered in order for her to improve the next interviews.

Data analysis: To answer the research questions, this study followed the constructing grounded theory procedures illustrated by Charmaz (2006, PP.47-66). These include Step 1: Initial coding, "open to exploring whatever theoretical possibilities can be discerned from the data", Step 2: Focused coding, "to synthesize and explain larger segments of data", Step 3: Axial coding, "to relate categories to subcategories. Axial coding specifies the properties and dimensions of a category", Step 4: Theoretical coding, "theoretical codes specify possible relationships between categories developed in focused coding. Theoretical codes are

integrative; lend form to the focused codes. These codes may help to tell an analytic story that has coherence. Hence, these codes not only conceptualize how substantive codes are related, but also move an analytic story in a theoretical direction". Theory development occurs continually in qualitative data analysis (Coffey & Atkinson, 1996). Participants in this study are 25 participants. Firstly, the tentative plan for semi-structured interview with 30 participants, but finally, when conducting data collection together with data analysis, the researcher found that data was saturated when reaching 25 participants.

Trustworthiness in qualitative research: Trustworthiness strategies employed in this study by 1) Triangulation by gathering data at multiple points in time and using varied data collection strategies, 2) Peer-debriefing by sending the research findings to her friends helped focus on the correctness and accuracy of research interpretations and conclusions, guards against researcher-bias, provides evidence of collaboration of stakeholders, and enables distribution of the findings, 3) Member checking - the data record, interpretations, and reports of the inquirer are reviewed by the participants who provided the data. If they agree that their perspectives have been adequately represented and that the conclusions reached in the report are credible to them, the reader of such a study is likely to be convinced that the qualitative inquiry itself is credible, 4) Thick description - used field notes including extensive detail and explicit descriptions when recording conversations, observations, and interpretations during data collection, 5) Reflective journal - all activities were recorded in reflective notes in the researcher's language to summarize each

activity for all research processes, and 6) Audit trails - which is a recording of activities over time including the reflective notes, the data interpretation and findings.

Ethical considerations: The researcher applied for ethical approval from the University Research Ethics Committee. To ensure that the researcher would consider all relevant ethical issues, the researcher provided an informed consent letter to the participants, and identified those whose identities were not credible through inconsistencies in their postings. The informed consent forms were signed and collected by the researcher. All participants were informed that participation in the project was on a voluntary basis, if they did not want to join the project, they could refuse. Even if they had decided to join the project, they could withdraw at any time. Participants need to know the objectives of the study, how the results will be used. When they participate and provide information, their anonymity is protected and guaranteed by the researcher.

Research findings

Research Question 1: "What are the concepts of career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?"

Table 2 Theme 1 Career Planning and Development Concept

Theme	Category
Theme 1: Career planning and development concept	Employee development
	Career path
	Career advancement

Theme 1: Career planning and development concept: It was found that the career planning and development concept was focused on employee development and career path. All employees can have career advancement by improving themselves. Hotels think that employees are very important for them, so they do some activities to retain their talented employees. They support all career paths of their employees including 1) **Employee development:** *The first important thing is employee's improvement. We focus on developing their skills including language, and technical skills (P1),* 2) **Career path:** *We focus on their career path. They can have higher position step by step (P3),* and 3) **Career advancement:** *We support all their activities for their career advancement (P8)*

Research Question 2: "What are the steps/process to follow when developing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?"

Table 3 Theme 2 Career Planning and Development Step/Process

Theme	Category	Code
Theme 2: Career planning and development step/process		
Step 1: Preparing career assessment based on	Individual awareness	Interest and motivation
		Talent, Capabilities and Skills
		Personalities and preferences
	Organization awareness	Parent companies/owners
		Hotel strategies
		Comments from department meetings
		Employee comments from social media
		Observations and comments from heads of department
		Observations and comments from GM/owner and management team
		Observations and comments from HR department and team
		Feedback and complaints from customers
		Feedback from Trip Advisor and social media
		Working environment
	Environmental awareness	Customer trends
		Hotel Industry and business trends

Theme	Category	Code
Step 2: Developing a career planning and development roadmap and action plan by involving parties through	Looking at career assessment information	
	Call for several meetings	
	Developing a plan to balance an organization's needs with individual career needs	
Step 3: Reviewing and adjusting the career planning and development roadmap and action plan by considering	Career planning and development courses and activities	
	Career planning and development budgets	
	Laws and regulations	
	Customer needs	
	Service quality	
	Occupancy period	
Step 4: Submit the career planning and development roadmap and action plan to GM/Owners to get final approval		
Step 5: Implementing and prioritizing the career planning and development roadmap and action plan through Courses and activities	Training before starting their job	
	On-the-job training	
	Training in new skills	
	Language training	

Theme	Category	Code
	Postings regarding internal job openings	
	Higher job responsibilities	
	Career change within the same organization	
	Moving to a different organization/starting one's own business	
	Multi skilling	
	Job rotation	
	Cross training	
	Career workshops	
	Retirement preparation program	
	Educational opportunity	
Step 6: Supporting and monitoring by	Career counselling	
	Mentoring	
	Coaching	
	Communication	
	Succession planning	
Step 7: Evaluating and feedback by considering	Performance appraisal	
	Feedback from employees	
	Feedback from GM/owners and management team	
	Feedback from customers	

Theme 2: Career planning and development step/process: It was found that there are 7 steps/processes to developing career planning and development presented with direct quotations below:

Step 1: Preparing career assessment based on:

Individual awareness includes 1) Interest and motivation: *Career planning and development begins by individuals recognizing that they need to improve. Which area do they need to improve? They need to show their expectations about their career advancement (P5),* 2) Talent, Capabilities and Skills: *When we want to promote anyone, we need to look at their performance (P1),* 3) Personalities and preferences: *GM walks about and observes in hotel. He recommends that employees with a good personality can move to another department (P15)*

Organization awareness includes 1) **Parent companies/owners:** *Parent company will set the career goals and action plan (P3) //... Organization policy comes from the owner (P4)*, 2) **Hotel strategies:** *Our policy is all employees need to have a bright and clear future career path (P17)*, 3) **Comments from department meetings:** *Comments from the department meetings provide crucial information for the HR manager. If staff want something, they will tell their manager or supervisor in their meetings (P4)*, 4) **Employee comments from social media:** *Social media is useful for our hotel. We can communicate and talk to our employees. We create groups and they will share information together (P4)*, 5) **Observations and comments from heads of department:** *No one will know about hotel staff more than their supervisor and head of department (P1)*, 6) **Observations and comments from GM/owner and management team:** *GM walks around and sometimes talks to hotel staff and customers to ask for more information about hotel services (P2)*, 7) **Observations and comments from HR department and team:** *I love to listen to the ideas and comments from employees. HR can use this information to improve our training courses to best serve their needs (P8)*, 8) **Feedback and complaints from customers:** *Some feedback from our guests can keep as a record for developing our service, and provide training activities (P16)*, 9) **Feedback from Trip Advisor and social media:** *Hotel guest can easily complain on Facebook, Twitter, or Trip Advisor. Hotel must be able to respond quickly (P18)*, 10) **Working environment:** *Our company culture focuses on working as a family (P11)*

Environmental awareness includes 1) **Customer trends:** *Forecasts about customer trends is good for our business. Because the HR department can provide career development activities to serve our customer needs (P20)*, 2) **Hotel Industry and business trends:** *Hotel trends are transforming the guest experience. We need to update it all the time to be competitive in our hotel business (P23)*

Step 2: Developing a career planning and development roadmap and action plan by involving parties (GM/Owner, Management team, Heads of department and team, Human resource department and team) through 1) **Looking at career assessment information:** *Hotel does career planning by considering career assessment information (P5)*, 2) **Call for several meetings:** *We always call for several meetings including HR department, Head of department, Management team, and Owner to plan for our training courses (P11)*, and 3) **Developing a plan to balance an organization's needs with individual career needs:** *Each department will know their staff well, when they do a career planning and development plan they need to look for competency and the needs of their staff (P3)*

Step 3: Reviewing and adjusting the career planning and development roadmap and action plan by considering: 1) **Career planning and development courses and activities:** *I always talk to heads of department before adding the career planning and development courses. Department heads will know best about their subordinates (P17)*, 2) **Career planning and development budgets:** *The HR department will set the budget for each training course (P4)*, 3) **Laws and regulations:** *They have a period for hotel audit,*

we need to make sure that every employee joins the minimum training courses (P8), 4) Customer needs: *Guests are from different countries, to know and learn about their culture is the best thing that we can do (P9)*, 5) Service quality: *Hotel staff need to keep and follow all the service standards set by the hotel (P16)*, 6) Occupancy period: *In high occupancy period, staff cannot attend training courses. HR department needs to provide more training courses during low season (P11)*

Step 4: Submit the career planning and development roadmap and action plan to GM/Owners to get final approval: *This is my family business. I cannot let anything happen to effect the hotels reputation. Every training course needs to get approval from me and my executive team (P16) //... All activities need to get final approval from GM (P21)*

Step 5: Implementing and prioritizing the career planning and development roadmap and action plan through career planning and development courses and activities include 1) Training before starting their job: *Before starting their job, they need to train for 2 months. In the 3rd month, we will know whether they can work with us or not (P2)*, 2) On-the-job training: *Hotel focus is on on-the-job training (P4)*, 3) Training in new skills: *Training in new skills is our HR responsibility (P25)*, 4) Language training: *Employees need to improve their English communication skills, we provide them with a free training course (P8)*, 5) Postings regarding internal job openings: *Our hotel policy is to give support to our employees. We think that they know our hotel very well, so they will have a chance to apply for higher positions (P8)*, 6) Higher job responsibilities: *We try to encourage our employees to learn new things all the time by assigning them a variety of jobs (P10)*, 7) Career change within the same organization: *We can transfer you into another hotel in our group, if you are qualified for that position (P17)*, 8) Moving to a different organization/starting one's own business: *For some employees and some positions, it cannot grow anymore. We understand and support them to apply for a job in another hotel (P16)*, 9) Multi skilling: *Employees need to be multi-skilled. We let them do this by training in other departments (P11)*, 10) Job rotation: *You can move to other positions, if you show that you have potential for that position (P11)*, 11) Cross training: *Cross training will help employees to learn new knowledge and skills (P25)*, 12) Career workshops: *During the workshop, all employees can practice, learn new things, and adapt and apply in their jobs (P24)*, 13) Retirement preparation program: *We are in an aging society, we need to consider and make plans for our older aged employees for their retirement (P14)*, and 14) Educational opportunity: *We support education, they can take leave for studying (P8)*

Step 6: Supporting and monitoring by 1) Career counselling: *When employees feel not happy, I try to motivate and give some guidance about how to succeed in their position (P22)*, 2) Mentoring: *We have a mentor or mentee to support and train you. Senior employees have to train the new staff (P2)*, 3) Coaching: *Supervisor will give comments to their subordinates to improve what skills they lack (P21)*, 4) Communication: *We have a morning brief before starting our job. To clarify for training courses, training plans, seminars, and orientation. We focus on 2-way communication (P8)*, and 5) Succession planning: *We use succession*

planning to support job careers. Starting from on-the-job training, mentoring, to support from their supervisor. They can grow up to a higher level (P12)

Step 7: Evaluating and feedback by considering 1) Performance appraisal: *To do performance appraisal, hotel will know which area they need to improve, and provide some training courses by giving them a score (P14),* 2) Feedback from employees: *Feedback from employees is the main source of information for the HR department to evaluate our training courses. If employees are not satisfied, they will leave. We need to recruit new staff. It costs more than money (P2),* 3) Feedback from GM/owners and management team: *After implementing a career planning and development plan, GM will look for ROI for each training course and respond back to the HR department and Head of department to enquire about the situation (P16),* and 4) Feedback from customers: *We consider which programs need to be reconsidered by looking at customer complaints. To fulfill customer needs, our hotel staff should perform well. After the training program, they should perform their job better and provide excellent service for our customers (P20)*

Research Question 3: "What is the role of HRD in implementing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?"

Table 4 Theme 3 HRD Role

Theme	Category
Theme 3: HRD role	Recruiting
	Retention
	Career counselor
	Communicator
	Supporter
	Strategic planner

Theme 3: HRD role as 1) Recruiting: *It is my responsibility to recruit new staff, especially in high season (P2),* 2) Retention: *I do not want to recruit more employees, retaining them is better for our hotel (P8),* 3) Career counselor: *HR as a career counselor. Their responsibility is about developing employee career paths. They have to guide their employees about how to be successful in their career path (P7),* 4) Communicator: *Now communication is the best way to know their staff well. Communication skills for HR is to communicate with all involved parties, especially for talking with hotel staff (P5),* 5) Supporter: *HR is a supporter to coordinate between employees and management level. Because sometimes, they have no chance to talk and listen to employee's problems (P21),* and 6) Strategic planner: *HR role is changing now. We are not just responsible for recruitment and selection but we are a planner. We do an annual plan for next year (P1)*

Research Question 4: "What are the outcomes of implementing career planning and development of four and five-star hotels in Chonburi and Rayong Provinces?"

Table 5 Theme 4 Career Planning and Development Outcomes

Theme	Category	Code
Theme 4: Career planning and development outcomes	For 4 and 5-Star hotel staffs	Promoting to a higher position
		Pay increases
		Career progress
		Career satisfaction
		Job security
	For 4 and 5-Star Hotels	Increase organizational performance
		Employee loyalty
		Lower turnover rate
		Cost savings

Theme 4: Career planning and development outcomes:

For four and five-star hotel staff: 1) **Promoting to a higher position:** *Every year, we will promote those who match with higher positions (P19),* 2) **Pay increases:** *If you join in training activities, it effects your salary increases (P12),* 3) **Career progress:** *We give them a chance to prove that they can develop into a higher position. They can join in training programs to improve themselves (P13)* 4) **Career satisfaction:** *After training activities, employees will get promoted. It can increase their career satisfaction (P7),* **and** 5) **Job security:** *Job security is a major task for our hotel. We will do our best to let our employees feel secure about their job (P1).*

For four and five-star hotels: 1) **Increase organizational performance:** *When employees join in training activities, their performance will improve (P4),* 2) **Employee loyalty:** *They see their career advancement. They will not quit. They will have high moral and loyalty (P14),* 3) **Lower turnover rate:** *Hotel pays attention to improvement of employees. So turnover rate is very low (P25),* **and** 4) **Cost savings:** *If we have a smart career plan, there is no need to recruit new employees. And save on training costs (P1)*

Research Question 5: "How may career planning and development of four and five-star hotels in Chonburi and Rayong Provinces be presented?"

After reviewing 4 research questions, the researcher proposes a career planning and development model that has been developed from the findings of the present study.

Theme 5: Career planning and development of four and five-star hotels in Chonburi and Rayong Provinces model
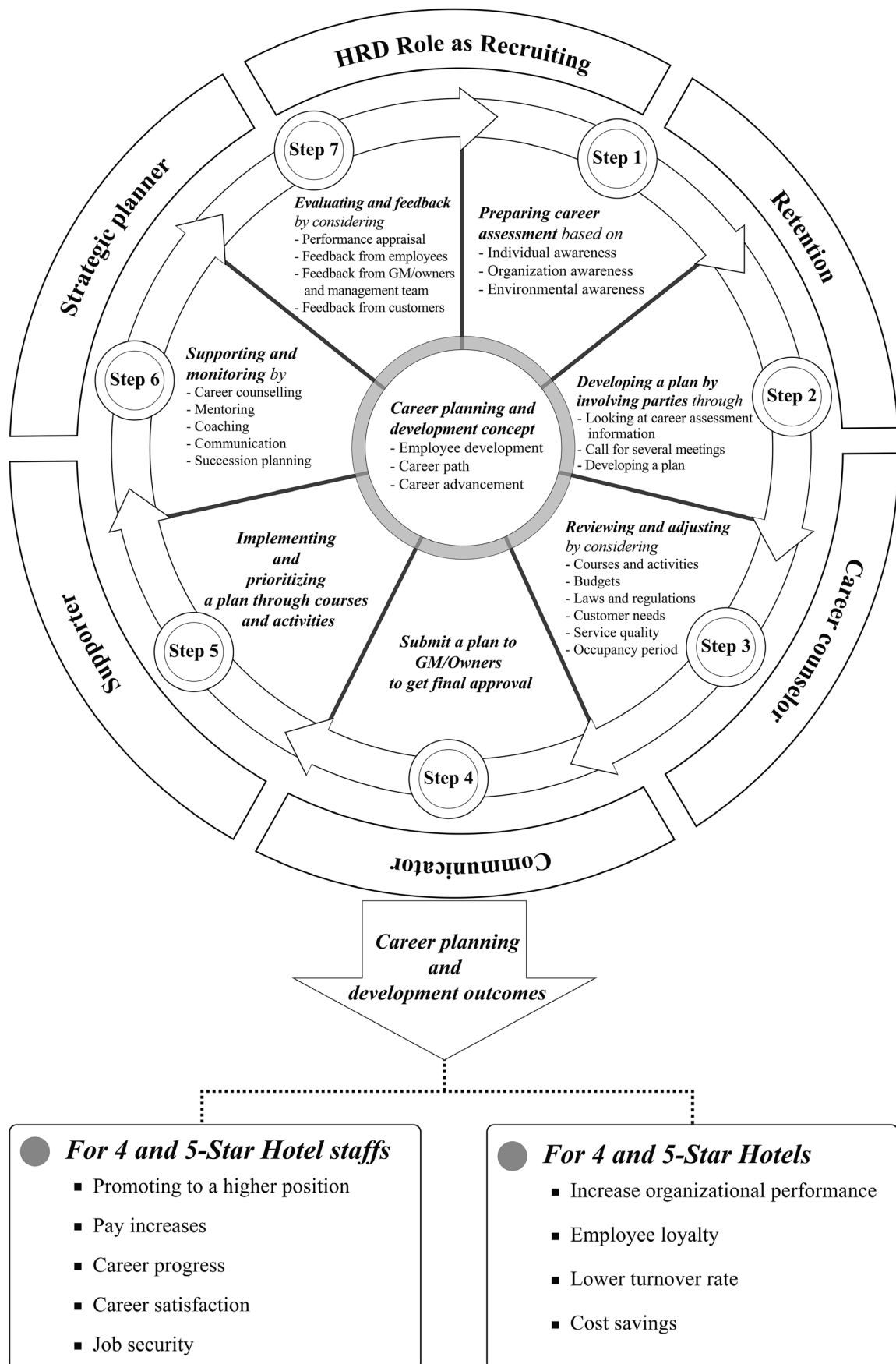
HRD Role as Recruiting

Strategic planner

Retention

Career counselor

Communicator

Supporter

Step 7

Step 1

Step 2

Step 3

Step 4

Step 5

Step 6

Career planning and development concept
- Employee development
- Career path
- Career advancement

Preparing career assessment based on
- Individual awareness
- Organization awareness
- Environmental awareness

Developing a plan by involving parties through
- Looking at career assessment information
- Call for several meetings
- Developing a plan

Reviewing and adjusting by considering
- Courses and activities
- Budgets
- Laws and regulations
- Customer needs
- Service quality
- Occupancy period

Submit a plan to GM/Owners to get final approval

Implementing and prioritizing a plan through courses and activities

Supporting and monitoring by
- Career counselling
- Mentoring
- Coaching
- Communication
- Succession planning

Evaluating and feedback by considering
- Performance appraisal
- Feedback from employees
- Feedback from GM/owners and management team
- Feedback from customers

Career planning and development outcomes

● *For 4 and 5-Star Hotel staffs*
- Promoting to a higher position
- Pay increases
- Career progress
- Career satisfaction
- Job security

● *For 4 and 5-Star Hotels*
- Increase organizational performance
- Employee loyalty
- Lower turnover rate
- Cost savings

Figure 1 Career planning and development of four and five-star hotels in Chonburi and Rayong Provinces model

Discussions

In responding to research question one, It was found that career planning and development concept of four and five-star hotels in Chonburi and Rayong provinces was focused on 1) Employee development, 2) Career path, and 3) Career advancement. We can see that different hotels approach career planning and development in a variety of ways. The result is consistent with Akrivos, Greece and Ladkin (2007) who had outlined that career advancement and employee development had been used by hotel managers in order to achieve success in their career path. Career planning and development is one of the greatest motivators among hotel employees (Wong, Siu, & Tsang, 1999). The tourism industry is able to create new employment opportunities for career planning and development (Fakir & Ahmed, 2017). However, Morrison and Hock (1998) stated that the primary focus of career planning and development is not only to serve individual needs, they also need to ensure that the organization has sufficient numbers of appropriately skilled and motivated staff to meet its current and anticipated future needs. Creed and Hood (2009) supported that organizations developed career planning and development policies and processes as an organization responsibility for the success of the organization and individual.

In responding to research question two, It was found that there are 7 steps/processes to developing career planning and development in four and five-star hotels in Chonburi and Rayong provinces. The researcher observed that not much research data about the steps/processes for developing career planning and development was available for the hotel industry. It can be seen that most of the studies focus on career planning and development outcomes. The researcher summarized the steps/processes and provided the sources of information needing to be considered as follows:

Step 1: Preparing career assessment based on: Individual awareness includes 1) Interest and motivation, 2) Talent, Capabilities and Skills, 3) Personalities and preferences. The employee's interest and motivation, skills, and their personality when interacting with customers are crucial in order to satisfy four and five-star hotel guests. Personal career goals can be considered beneficial for hotels. It is consistent with Kulsuvan and Kulsuvan (2000) stating that the intention to leave the tourism industry is a lack of motivation. Every trainee learns best when they have interest and motivation to learn (Hayes & Ninemeier, 2009). Koyuncu et al., (2008) argued that employees in hospitality should be more skilled in interpersonal communication and well educated. It can therefore be summarized that the hotel front-line staff's personality effects the guests' perception of service quality (Lu et al., 2015). The support and cooperation among hotel employees are key factors fundamental to a hotel's success (Chen, 2013), hotel managers should train their staff to increase their skill and abilities to deliver service quality (Vijayadurai, 2008).

Organization awareness includes 1) Parent companies/owners, 2) Hotel strategies, 3) Comments from department meetings 4) Employee comments from social media; 5) Observations and comments from heads of department; 6) Observations and comments from GM/owner and management team;

7) Observations and comments from HR department and team, 8) Feedback and complaints from customers, 9) Feedback from Trip Advisor and social media, and 10) Working environment. Four and five-star hotels in Chonburi and Rayong provinces are highly competitive. Hotels need to ensure that every detail can be a source of information when conducting career planning and development. There are two types of hotel ownership namely owner and chain hotels. It is supported by Yin, et al., (2012) who pointed out that hotels could be classified as independent and chain operations in terms of ownership and management. The independent operation hotel means that an investor owns (or leases) and runs the hotel, chain operations included the types of franchise chain, management contract, and membership. Independent hotels normally lack sufficient resources on the basis of a small ownership structure and no brand affiliation (O'Neill & Carlback, 2011). In other words, branded hotels, capitalize on valuable resources from franchisors (Hayes, Ninemeier, & Nikker, 2017). Winterton and Winterton (1999) suggested that the management team should ensure that career planning and development is aligned with the business plan and strategies. Additionally, the study showed that observations and comments from different departments are the source of information for a hotel management team to examine. To enhance career competency, it requires greater cooperation between hotel managers and employees (Kong, Cheung & Song, 2012). On the other hand, to differentiate themselves from competitors and achieve competitive advantages, hotels need to focus on the customers' emotional judgments about their hotel stays (Chang & Horng, 2010). HR and training departments should use the guest' experiences posted on Trip Advisor and social networking sites to improve service quality, and to learn lessons from cases occurring in other hotels (Suwannaset, 2017). Not surprisingly, opportunities for career planning and development in hotels were also perceived to be associated with a healthy working environment (Yang, Wan, & Fu, 2012).

Environmental awareness includes 1) Customer trends, and 2) Hotel Industry and business trends. In such a highly competitive business environment the business trends and customer needs have become an essential source of sustainable competitive advantage and a strategic weapon for four and five-star hotels in Chonburi and Rayong provinces. While the hotel industry increased in popularity and the increasing need for travel accommodation, four and five-star hotels in Chonburi and Rayong provinces have progressed as an outlet for travelers to dream of, fantasize about other lifestyles and also attracts thousands of tourists every year. It is therefore essential that the four and five-star hotels place a large focus on the guest experience along with their satisfaction. To improve the efficiency of hotel management and operations with service quality will be the key to future success in the hotel industry (Siguaw & Enz, 1999). The hotel industry is focused on service quality and customer trends (Lu et al., 2015). Furthermore, Janes and Wisnom (2003) contended that not only focusing on customer satisfaction, but it is also essential for hotels to offer something different, because hotel guests are becoming more and more selective in their choices. Good service quality leads to returning guests (Chen, 2013).

Step 2: Developing a career planning and development roadmap and action plan by involving parties through 1) Looking at career assessment information, 2) Call for several meetings, and 3) Developing a plan to balance an organization's needs with individual career needs.

Step 3: Reviewing and adjusting the career planning and development roadmap and action plan by considering: 1) Career planning and development courses and activities, 2) Career planning and development budgets, 3) Laws and regulations, 4) Customer needs, 5) Service quality, 6) Occupancy period. To review and adjust the plan effectively, four and five-star hotels in Chonburi and Rayong provinces need to think about a combination of several sources, which courses and activities should be provided for hotel staff based on the law and regulations, and considering whether the budgets are justified by the value derived from hotel investments. Aside from the risk of a lawsuit, it may also lead to the loss of the business's reputation, if training is not taken seriously. In addition unfortunately, all too often this budget will be among the first in line to be cut. Hotel managers need to ensure training produces value and results. Recognizing and understanding customer needs is a key to success in the hotel industry. Hotels need to provide excellent service to achieve competitive advantage. Remember, career planning and development courses and activities should avoid high occupancy periods. This study is in line with Uyen (2013) who highlighted that when an organization wants to develop a training and career plan, it is important to look at selecting the appropriate attendance, estimating

budget, establishing schedule, defining methods, designing course and activities and arranging the location and required equipment. Furthermore, hotel managers and HR management may find it very stressful during high occupancy period handling staff to attend career planning and development programs. However, Hayes & Ninemeier (2009) presented some different ideas that in the hotel industry, some training is required by law such as food safety, alcoholic beverage knowledge, first aid or avoidance of sexual harassment, etc. The training courses in four and five-star hotels cannot ignore law and regulation issues. It is important to realize hotel guest' expectations in order to gain competitive advantage in the marketplace (Markovic et al., 2013). To encourage guests to stay, the hotels must meet the guests' expectations of service quality because of its effect on customer satisfaction (Sudin, 2011).

Step 4: Submit the career planning and development roadmap and action plan to GM/Owners to get final approval.

Step 5: Implementing and prioritizing the career planning and development roadmap and action plan through career planning and development courses and activities. After getting final approval from GM/owner, the career planning and development roadmap and action plan of four and five-star hotels in Chonburi and Rayong provinces are prioritized by the HR department and implemented through a variety of courses and activities. This result is in accordance with the relationship suggested by Kong, Cheung, and Zhang (2010) who stated that the hotel industry, which is actually a service business requires a lot of training for staff such

as development programs, promotion opportunities, on-the-job training, person-organization-fit (Wang & Horng, 2007), education opportunities (Ladkin, 2005), career appraisal programs, job enrichment, job enlargement, and offering cross training opportunities (Yang, Wan, & Fu, 2012). Kozak (1999) disagreed and pointed out in the five-star hotels he studied that career planning and development courses and activities should not only be in-house training, but also can be applied outside the hotel, as conference workshops, etc. It can be summarized that training courses and activities can help to avoiding the staff suffering from the difficulty of not knowing how to do a job properly (Decenzo & Robbins, 2007).

Step 6: Supporting and monitoring by 1) Career counselling, 2) Mentoring, 3) Coaching, 4) Communication, and 5) Succession planning. Career planning and development in four and five-star hotels in Chonburi and Rayong provinces was supported by the management team and monitored to ensure that all plans align with the hotel policies and strategies. Yang, Wan, and Fu (2012) emphasized that hotel management need to understand the needs of staff when providing career advice, and play mentor and coaching roles (Cameron, 2002), support and monitor through career counselling, formal mentoring, succession planning, and relevant training programs should be introduced and communicated to enhance career opportunities (Baruch & Peoperl, 2000). Additionally, Williams, Scandura, and Gavin (2009) suggested that career counselling and mentoring by the manager will increase skill development among employees.

Step 7: Evaluating and feedback by considering 1) Performance appraisal, 2) Feedback from employees, 3) Feedback from GM/owners and management team, and 4) Feedback from customers. Four and five-star hotels in Chonburi and Rayong provinces always give valuable comments to evaluate the work performance and provide feedback by examining performance and feedback from different communication channels. Moreover, the guest's comments would be great sources of information to improve service quality. It was congruent with Kong, Cheung, and Zhang (2010) who found that hotels use performance appraisal as a basis for employees' career planning and further promotion. Moreover, hotel managers or the management team need to motivate employees continuously, listen to the voices of employees, and provide on-going feedback for better improvement of their performance (Chiang & Jang, 2008). On the other hand, the study of Suwannaset (2017) pointed out that five-star hotels not only examine staff performance appraisal, but they also need to evaluate staff work performance based on criteria set in the evaluation form, and compare work performance with the required job standards. A good evaluation process requires a mix of different methods such as observation, records, data analysis or even using an outside evaluator. However, an evaluation which lacks careful consideration under different perspectives may not reflect an actual result (Uyen, 2013).

In responding to research question three, There are a variety of HRD roles in implementing career planning and development in four and five-star hotels

in Chonburi and Rayong provinces, as 1) Recruiting, 2) Retention, 3) Career counselor, 4) Communicator, 5) Supporter, and 6) Strategic planner. The hotel industry is service intensive and therefore relies heavily on its HR. It is undeniably essential for hotels to improve efficient HR practices capable of providing excellent quality of service which will enable them to recruit, select and retain competent employees who can contribute to the achievement of their objectives. Given the importance of HRD to the hotel industry, HRD plays a significant role in the career system to be a supporter, communicator, and strategic planner of hotel staff. Practically, the findings of this study provide sufficient information for the hotel management on hotel career planning and development. Helping employees to develop their own careers and improving their career satisfaction is an effective means of attracting and retaining qualified staff members (Kong, Cheung, & Song, 2012). Career Planning and development has been accepted as the descriptor to be used for career counselor, advice and guidance (Hr. Leeds, 2016). Testa and Sipe (2012) found that leadership behaviors of hotel managers will facilitate employee performance and employees' satisfaction. On the contrary, hotel industries cannot operate smoothly without the involvement of all staff (Hayes & Ninemeier, 2009). Furthermore, French (2003) proposed the alternative view that HRD staff members typically have a leadership role in assessing career needs, developing programs, scheduling classes, obtaining feedback on program effectiveness, and perhaps serving occasionally as strategic planner. It can be summarized that hotels should focus on HRD,

because how their work is managed directly impacts on the quality of service and guests' satisfaction.

In responding to research question four, It was found that career planning and development outcomes of four and five-star hotels in Chonburi and Rayong provinces are divided into two parts including the outcomes for four and five-star hotel staffs as 1) Promoting to a higher position, 2) Pay increases, 3) Career progress, 4) Career satisfaction, and 5) Job security. Hotel staff who are the most likely to get promotion would choose to remain in the hotel. Promoted hotel staff for their career progress may gain career satisfaction and a sense of accomplishment knowing that their superiors valued their contribution. They are satisfied and feel secure in their job, and also they can get a higher salary. Promotability is an outcome of a career path (Tolentino et al., 2013). Pay increases in compensation is used in attracting and keeping employees who are responsible and have unique skills in the hotel business (Mashauri, 2015). Career progress is important to employees as it affects their career success (Judge, et al., 1999). Effective hotel career planning and development programs can contribute to the development of employees and improving their career satisfaction (Kong, Cheung & Song, 2012). Employees with high scores in career planning and development tend to achieve their career goals and are more satisfied with their career (Tolentino et al., 2013). On the other hand, a recent survey reveals that hotel employees are dissatisfied and feel insecure with their current job and see little career progress in the industry (Kong & Baum, 2006). Hotel staff believe that hotels generally provide career

plans for the benefit of the company and not for the employee (Yang, Wan & Fu, 2012). It is consistent with Powell (2009) and Thrane (2008) stating in a different research that the tourism sector is often considered as requiring long work hours but lower than average pay. It can be concluded that a hotel manager uses salary adjustment to retain hotel staff but sometimes it does not work.

Also the study found the outcomes of career planning and development for four and five-star hotels includes 1) Increase organizational performance, 2) Employee loyalty, 3) Lower turnover rate, and 4) Cost savings. It was found that hotels can gain more benefits by providing effective career planning and development program. It is supported by Creed and Hood (2009) who found that career planning and development policies and processes was established to the advantage of the organization performance and employee loyalty in five-star hotels (Kilic & Ozturk, 2009), less intention to leave (Chan & Mai, 2015), lower turnover rate (Yin et al., 2012), and cost efficiency (Bharwani & Butt, 2012). There is a wide acceptance in literature arguing that jobs in the hotel industry are labor intensive, repetitive, seasonal and with uncertainty working-hours, low social-status, low-paying and low-quality jobs (Gunlu, Aksarayli & Percin, 2010). These job descriptions result in lack of interest and motivation, lack of professional development, decline in employee performance, and decrease in employee loyalty, increasing their intention to quit and resign (Karatepe, 2013).

In responding to research question five, Career planning and development of four and five-star hotels in Chonburi and Rayong Provinces model. There are some similar career planning and development models presented in this study compared to other related literature. These are 1) Self-assessment, 2) Reality check, 3) Goal setting, 4) Action planning (Noe et al., 2015). Moreover, Ghayur and Churchill (2013) proposed the career planning process as 1) Set realistic goals, 2) Develop implementation strategies, 3) Monitor progress over time. This study presents different steps for development and implementation including 1) Preparing career assessment, 2) Developing a plan, 3: Reviewing and adjusting a plan, 4: Submit a plan to GM/Owners to get final approval, 5) Implementing and prioritizing, 6) Supporting and monitoring, 7) Evaluating and feedback. The differences between career planning and development models presented in other research and this study might be because it is a different type of business. This study is presented only in a four and five-star hotels context. The researcher listened to the voice of participants and followed their steps/process carefully to make sure that the findings of this research will present a guideline for conducting career planning and development for the hotel industry. This study also put some effort into studying more related issues by suggesting that when developing a career planning and development model of four and five-star hotels, it should additionally focus more on 1) Career planning and development concept, 2) HRD role, 3) Career planning and development outcomes. To use this model effectively, HRD managers have to adapt and adjust this model to be a guideline to fit their hotel strategies.

Implications for practices and theoretical implications

Hotel staff should value gaining new knowledge and skills by participating in a career planning and development program to increase their performance and provide better service quality, together with establishing a philosophy of self-responsibility in meeting personal career goals. Fair performance appraisals and feedback on required competencies and qualifications that employees lack but that are necessary for promotion are vital, so that employees know exactly what they need to work on, and to avoid perceptions of inequity in the hotels.

The study raises some fundamental implications for HRD and hotel managers that hotels could apply the career planning and development of four and five-star hotels in Chonburi and Rayong Provinces model as a guideline for planning their hotel strategies. Knowing the career planning and development concept, step/ process, HRD role and outcomes could help HRD and hotel managers to understand and provide suitable career planning and development programs for their hotel staff leading to better service quality.

This research suggests that career planning and development programs are vital in improving customer service quality. This means it is important for four and five-star hotels to provide courses and activities to employees and to help employees transfer new knowledge and skills. When career planning and development courses and activities are provided, hotels should ensure that the courses and activities are effective.

It can be stated that four and five-star hotel operations should apply a career planning and development model which will increase organizational performance, improve career satisfaction and employee loyalty in order to decrease the problem of turnover intention, and can also enhance their personal interests, skills, and abilities and improve their career promotion opportunities.

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