Competency of Hotel Employees Supporting the Development of Excellent Service Quality in Pattaya, Chonburi Province

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Abstract: *The purpose of this research was 1) To study the competency of hotel employees that support the development in providing excellent service of a hotel and 2) To study the level of competency of hotel employees that support the development of excellent service of a hotel in Pattaya, Chonburi Province. The hypotheses of this research includes 1) Hotel employees in Pattaya, Chonburi Province of different genders, ages, education levels, monthly incomes, periods of employment, and job positions have different competencies and 2) Competency levels of hotel employees (influences / affects / can predict) the excellence of their service quality. The population includes 82 people. Results found that the competency levels of employees have an overall average that is of a high level.*

Keywords: competency, hotel employees, excellence service quality

Introduction

In today's business operations, organizational strategy is an important part of achieving the organization's goals for profitability and sustainable survival. Human resource, or employees in an organization, are considered important resources to achieve those goals. Tourism is one of the businesses that generates income and plays an important role in the Thai economic system. In 2018, tourism revenue reached 264,543.05 million baht. The total number of tourists visiting Chonburi Province was 15,521,103 people, divided into 6,087,873 Thai tourists and 9,433,230 foreign tourists (Tourism Department, 2019). Most of them were from China, India, and Russia. Pattaya is a famous tourist destination with various tourist attractions. The hotel business has expanded, causing hotel businesses to be highly competitive; most especially, an important force driving the organization's success is the quality of service provided by the hotel employees. The operation of human resources in the hotel business is therefore interesting as it is a service business in which employees directly cooperate with customers. In addition, the competency of the employees helps create good service and impressions for the hotel's customers.

Nowadays, the hotel business is highly competitive and tends to become more intense. It can be said that those who conduct business must compete in both marketing and services for customers' acceptance in order to maximize their satisfaction. Furthermore, the most important factor for a hotel business's success or failure is the ability of the personnel. For example, if organizations have similar resources but human resources are different, the results of the operations appear to be different. Thus, if we focus on developing higher quality human resources, the organization can overcome their competitors. Therefore, development of human resources and maintenance of good, efficient manpower is another way to lead and develop the organization with maximum efficiency. Competency is a human resource management tool that increases potential and capability in the business competition to suit the environment, economy, and society. If the personnel in the organization have good performance, it would provide the ability to work efficiently. This will lead to an effectiveness that the organization needs (Gibson et.al. 1973).

To enhance employees' competency is one of the significant parts in leading them to have good feelings, pleasure, and dedication towards the organization, and a readiness to work considerably. They will be pleased to develop themselves under the same organization. Therefore, the creation of opportunities for employees to increase their knowledge, skills, proficiency, and capacity levels enhance the competitive advantage of the organization.
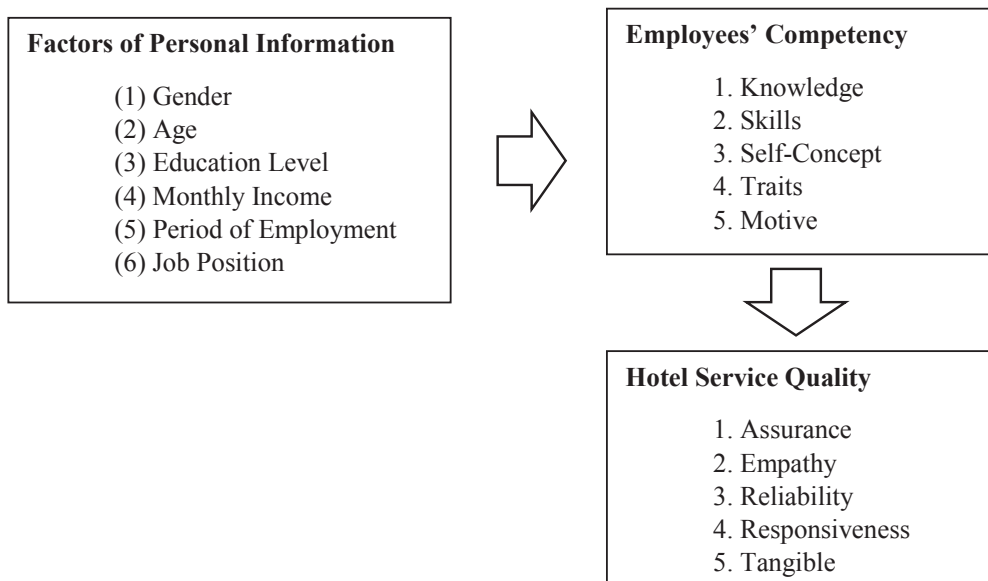
From the viewpoint of Born cited in Orawongsupatat (2011), service quality is a technical matter that has now received great importance by chief executives and is one of the fundamental factors in building managerial competency and competition for the organization. Therefore, the quality of service is a service quality control that is different from the production quality or product quality. The method of controlling service quality is difficult as the service has less control or management services. However, at the same time, it is very important. In other words, predictions of a service's quality level is often unable to be made because it depends on various factors: the service provider's behavior, image, and reputation of the organization. Service recipients will inspect the service from beginning to end. Service is even better if the clients evaluate the service at the time. From the point of view of the mentioned scholar, the study of service quality is an important issue with an important qualitative perspective that should be given attention. Orawongsupatat (2011) stated that a strategy of providing quality service could make customers satisfied; therefore, service quality is a significant strategy in creating a competitive advantage and increasing the business's capability. Furthermore, it helps respond to the customers' increasing needs as hotels with good service quality will definitely create greater satisfaction for customers.

The researcher will study the competency of hotel employees supporting the development of excellent service quality in Pattaya, Chonburi Province, as a guideline to improve the competency of personnel that results in further benefits for the development of hotel service quality.

Research Objectives

1. Hotel employees in Pattaya, Chonburi Province with different genders, ages, education levels, monthly incomes, periods of employment, and job positions have different competencies.

2. Competency levels of hotel employees in Pattaya, Chonburi Province (influences / affects / can predict) the excellence of their service quality.

Conceptual Framework in Study

Factors of Personal Information

(1) Gender
(2) Age
(3) Education Level
(4) Monthly Income
(5) Period of Employment
(6) Job Position

Employees' Competency

1. Knowledge
2. Skills
3. Self-Concept
4. Traits
5. Motive

Hotel Service Quality

1. Assurance
2. Empathy
3. Reliability
4. Responsiveness
5. Tangible

Expected Benefits

1) Hotel executives and human resource managers will be able to develop employees' competencies to be the strengths of the organization in developing excellent service quality in the future.

2) Hotel executives and human resource managers can use the study's results to develop employees with good competency and suitability for the organization to provide excellent service quality.

3) Hotel executives and human resource managers can use the study's results as a guideline in planning to improve the personnel's competency to create excellent service quality.

4) Human resource managers and employees can further develop their competency for excellent service quality.

Concepts, Theories of Conceptual Framework

Concepts, Theories of Competency

McClelland (1973) described the concept of competency by illustrating the relationship between the good characteristics of personnel in an organization regarding their level of knowledge and the ability to achieve those characteristics. Fundamental factors determine how having a good job position affects the competency in effectiveness and the objectives of the organization; that is, competency is a hidden personality trait of a person that can push them to perform well based on their responsibility's specified criterion. This is similar to Phuwitthayaphan (2017), who mentioned that competency is a person's behavior and expression in various situations. It is the capacity, potential, competency, or desirable behavior an organization expects and wants the person in the position to have. The characteristics of a person could indicate their way of behavior, thinking or opinion in a situation, and the persistence of that reason for a period of time. The characteristics of competency consist of 5 features as follows:

1. Motive: What individuals need or think in an action is the driving force or behavioral choice that expresses the motivation for success of a challenging goal, making it the individual's responsibility for success.

2. Traits: General traits that respond to information or situations by enthusiasm, cooperation, and considering the ability to learn.

3. Self-Concept: The attitudes and thoughts of individuals that will cause reactions to motivation and predict behavior in different situations.

4. Knowledge: An individual's information about the scope of specific data, such as the knowledge of a salesperson about the product's utility or service and sales.

5. Skills: An individual's ability to work physically, mentally, and psychologically at an analytical level.

Concepts, Theories of Service Quality

Service Quality is a service that is superior to the expectations of clients. This is a matter of evaluating or expressing opinions about superiority of the service in an overview of perceptual dimensions (Parasuraman, Ziethaml and Berry, 1985).

Service Quality has an important educational approach, and the analysis is called SERVQUAL. In regard to this, both scholars suggested that the service quality is a decision of diagnosis for superiority of the service (Wisher and Corney, 2001).

Service Quality refers to the ability to meet the needs of the business with service quality as the most important factor in differentiating the business to be superior to its competitors.

Proposition of service quality to meet a client's expectations is desirable. Service recipients would be satisfied if they get what they need (Orawongsuphat, 2011).

Parasuraman, Zeithaml and Berry (1990) developed and created tools for evaluating service quality, called Servqual (Service Quality), which can be used to analyze this relationship. The 5 dimensions of quality evaluation is summarized as follows:

1. Tangibles: Services offered in a physical way appearing to be convenient and tangible: tools, equipment, personnel, and the use of symbols or documents for communication.

2. Assurance: The ability to provide services that match the provided contract of the clients. Services are provided with accuracy, appropriateness and consistency at all times to make clients feel that the service is reliable and trustworthy.

3. Responsiveness: Service providers are ready and willing to provide services with timely responsiveness based on clients' needs. Service recipients can easily access the service with convenience.

4. Reliability: Service providers have the skills, knowledge, and ability to provide services, and respond to clients' needs with politeness, including paying attention to being well-mannered, to ensure customers' trust and confidence.

5. Empathy: The ability to look after and care for clients according to their different needs.

Service Quality Management of a business can create service quality if the organization can communicate to target customers with Perceived Service and Expected Service. Expectations are based on customers' experiences, the peers of the people, and the advertising of customer service providers. High levels of perception of a service would make customers repeatedly purchase the service and be loyal to service providers (Laophakdee, 2006). Service quality can be measured using 5 components: Assurance, Responsiveness, Reliability, Empathy and Tangibles (Phongsathaporn, 2003). In any service, customers will measure all 5 components to assess whether the service is of quality or not (Chaoprasert, 2003). These 5 components can be applied to the service business, with Reliability and Assurance services taking priority, before paying particular attention to quick services. When these two components are successfully accomplished, the three remaining components will then be highlighted Laophakdi (2006). Details of each component (Kotler and Keller, 2012) include (1) Reliability: The ability to provide services that the provided contract of the clients, (2) Responsiveness: Timely responsiveness in providing services based on clients' needs. (3) Assurance: Employees are knowledgeable and well-mannered in providing services to ensure customers' trust. (4) Empathy: Care and willingness to serve each customer, and (5) Tangible: Physical facilities, such as hotel equipment, employees' costumes, and tools for communication with customers.

Concepts of Hotel Business

A hotel is a place of residence established to provide temporary accommodation for travelers or individuals. It has the characteristics of being a business with compensation for the Hotel Act (2004). Chairung (2014) gave the definition of a hotel as being a commercial establishment established by businessmen to service travelers in regard to accommodation, food, and other services related to their accommodation and travel. The hotel is divided into 4: 1) Rooms Only, 2) Rooms and Restaurants, 3) Rooms, Restaurants, and Conference Rooms, and 4) Rooms, Restaurants, and Conference Rooms (Office of the Council of State, 2008). Steadman and Kasavana (1998) classified hotels into 1) Hotel Sizes: <150 rooms, 150-299 rooms, 300-599 rooms, > 600 rooms, and 2) Marketing Goals: Commercial Hotels, Airport Hotels, Suite Hotels,

Residential Hotels, Resort Hotels, Bed and Breakfast Hotels, Condominium Hotels, Casino Hotels, and Conference Centers.

Operational Structures of Hotel

The operational structures of a hotel depends on its size and type of hotel in order to provide the appropriate customer services. A small-sized hotel consists of the owner or manager, receptionist, housekeeper, and food & drinks. A medium-sized hotel consists of the owner, general manager, reception department, housekeeping and maintenance department, food and beverage department, personnel department, marketing department, and accounting & purchasing department. A large-sized hotel consists of the reception department, housekeeping department, food and beverage department, human resource department, sales and marketing department, accounting department, and technician department.

Research Methodology

Population

The population in this study includes 82 personnel working at a large-sized hotel in Pattaya, Chonburi Province. The operational structures of the hotel include the reception department, housekeeping department, food and beverage department, human resource department, sales and marketing department, accounting department, and technician department.

Research Tools

The instrument used in this research is a questionnaire developed by the researcher through studying documents, concepts, theories, and research related to the competency of hotel employees supporting the development of excellent service quality in Pattaya, Chonburi Province.

Steps for Creating Tools

Concepts and theories were studied from documents, textbooks, articles, and research related to the competency of hotel employees supporting the development of excellent service quality. In addition, the principles, patterns, and methodology of the study were created to make questionnaires from documents to suit the content and issues to be studied. The information from the study will be used to create a conceptual framework as a guideline in creating questionnaires. After that, the revised tools will be presented to 3 experts to inspect the content accuracy using a consistency index. The evaluation points are determined as follows: +1 when definitely sure the question in the questionnaire is in line with the objectives, 0 when unsure whether the question in the questionnaire is in line with the objectives, -1 when definitely sure the question in the questionnaire is not in line with the objectives. After that, the accuracy analysis results will be considered according to the content from the experts' evaluation. As a result, each question will have a consistency index equal to 1.00. Afterwards, the 30 sets of revised questionnaires will be tested in non-sample groups with a similar context, i.e. other hotel staffs in Pattaya. When the questionnaire has been tested, it will be examined for grading and reliability using the Cronbach's alpha coefficient. When checking the reliability of the questionnaire used in the trial, results showed that the reliability of the whole questionnaire was 0.918, which was an acceptable value.

Data Collection

Researcher conducted letters of cooperation to the executive directors of a hotel in Pattaya, Chonburi Province to request permission for data collection from the hotel employees in Mueang Pattaya, Chonburi Province. The questionnaires were completed via a Google form, and

there was a total of 82 people. After the questionnaires were completed, I carried out an inspection and selection of the completed questionnaires to code based on the weight of each score, recording the data to a computer for data analysis using a package software on the computer.

Data Analysis

After collecting the questionnaires, researcher examined the completeness of the questionnaires and took them for data analysis using the following details: data analysis of basic statistics with descriptive statistics by frequency distribution; percentages to describe the basic characteristics of the respondents; and data analysis to answer research problems according to the objectives, including the mean, S.D., T-tests in the case of two independent groups, F-tests and regression analysis. For data analysis, the competency levels of personnel and service quality are divided by the average range using the Likert 5-point scale: an average between 1.00 - 1.80 means 'Very Low', an average between 1.81 - 2.60 means 'Low', an average between 2.61 - 3.40 means 'Moderate', an average between 3.41 - 4.20 means 'High', and an average between 4.21 - 5.00 means 'Very High'.

Results of Data Analysis

Table 1: Frequency Number and Percentage of Respondents Classified by General Information

General Information	N (persons)	%(Percentage)
1. Gender		
Male	38	46.3
Female	44	53.7
2. Age		
20-29	34	41.5
30-39	30	36.6
40-49	15	18.3
≥ 50	3	3.7
3. Education Level		
< Diploma	45	54.9
Diploma or Equivalent	17	20.7
Bachelor's Degree or Equivalent	15	18.3
> Bachelor's Degree	2	2.4
4. Monthly Income		
< 10,000 Baht	9	11
10,000-20,000 Baht	67	81.7
20,001-30,000 Baht	3	3.7
30,001-40,000 Baht	2	2.4
> 40,000 Baht	1	1.2
5. Period of Employment		
< 1 Year	27	32.9
1 - 3 Years	48	58.5
4 - 5 Years	6	7.3
> 5 Years	1	1.2

General Information	N (persons)	%(Percentage)
6. Job Position		
Manager	3	3.7
Accounting and Finance Officer	7	8.5
Marketing Staff		
HR Staff	2	2.4
Receptionist	20	24.4
Food and beverage Staff	14	17.1
Housekeeper	26	31.7
Security guard	4	4.9
Technician	3	3.7
Total	**82**	**100.0**

From Table 1, it was found that most respondents were female (46.3%), aged 20-29 years (41.5%), have an education level below a diploma (54.9%), have a monthly income of 10,000-20,000 baht (81.7%), have an employment period of 1-3 years (58.5%), and have a job position as a housekeeper (31.7%).

Table 2: Mean and S.D of Hotel Employees' Competency Levels

Competency	$\bar{x}$	S.D.	Level
Knowledge	3.44	0.69	Moderate
Skills	3.48	0.65	Moderate
Self-Concept	4.03	0.64	High
Traits	4.09	0.63	High
Motive	3.85	0.60	High
Total	**3.78**	**0.47**	**High**

In Table 2, regarding the competency levels of personnel in hotels in Pattaya, Chonburi Province, it was found that the overall average is at a high level ($\bar{x}$ = 3.78). The competency with the highest mean was the Traits characteristic at a high level ($\bar{x}$ = 4.09), followed by Self-Concept at a high level ($\bar{x}$ = 4.03), Motive at a high level ($\bar{x}$ = 3.85), Skills at a moderate level ($\bar{x}$ = 3.49), and knowledge at a moderate level ($\bar{x}$ = 3.44).

Table 3: Mean, S.D. of Excellent Service Quality in Pattaya, Chonburi Province

Service Quality	$\bar{x}$	S.D.	Level
Assurance	4.02	0.60	High
Empathy	3.86	0.61	High
Responsiveness	3.92	0.76	High

Reliability	3.94	0.67	High
Tangibles	3.99	0.74	High
Total	**3.95**	**0.61**	**High**

In Table 3, regarding the excellent service quality in Pattaya, Chonburi Province, it was found that the overall average is at a high level ($\bar{x}$ = 3.95). The service quality with the highest average value was Assurance ($\bar{x}$ = 4.02), followed by Tangibles at a high level ($\bar{x}$ = 3.99), Reliability at a high level ($\bar{x}$ = 3.94), Responsiveness at a high level ($\bar{x}$ = 3.92) and Empathy at a high level ($\bar{x}$ = 3.86).

Table 4: Comparison of Competency Levels of Hotel Personnel Supporting the Development of Excellent Service Quality

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.78[a]	0.61	0.60	0.39
2	0.81[b]	0.65	0.64	0.37
3	0.82[c]	0.67	0.66	0.36

a. Predictors: (Constant), Total_Triats

b. Predictors: (Constant), Total_Triats, Total_Knowledge

c. Predictors: (Constant), Total_Triats, Total_Knowledge, Total_Motive

ANOVA[d]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.43	1	18.43	123.44	0.00[a]
	Residual	11.94	80	0.15		
	Total	30.37	81			
2	Regression	19.81	2	9.91	74.08	0.00[b]
	Residual	10.56	79	0.13		
	Total	30.37	81			
3	Regression	20.44	3	6.81	53.51	0.00[c]
	Residual	9.93	78	0.15		
	Total	30.37	81			

a. Predictors: (Constant), Total_Triats

b. Predictors: (Constant), Total_Triats, Total_Knowledge

c. Predictors: (Constant), Total_Triats, Total_Knowledge, Total_Motive

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.86	0.28		3.05	0.003
	Total_Traits	8.75	0.07	0.78	11.11	0.00
2	(Constant)	0.20	0.34		0.59	0.56
	Total_Traits	0.68	0.07	0.70	9.91	0.00
	Total_Knowledge	0.28	0.09	0.23	3.21	0.00
2	(Constant)	0.05	0.34		0.15	0.88
	Total_Traits	0.58	0.08	0.60	7.30	0.00
	Total_Knowledge	0.23	0.09	0.18	2.51	0.00
	Total_Motive		0.09	0.19	2.23	0.03

a. Dependent Variable: Quality

From Table 4, the results show that the competency of hotel employees that is able to predict the quality of hotel services includes the Traits, Knowledge, and Motive. The aforementioned factors can predict the quality of hotel services by 67%. The model to predict hotel quality can be summarized as follows:

Hotel Service Quality = 0.05 + 0.58 (Traits) + 0.23 (Knowledge) + 0.19 (Motive)

Conclusion

Looking at the competency of hotel employees supporting the development of excellent service quality in Pattaya, Chonburi Province, it was found that most respondents were female (46.3%), aged 20-29 years (41.5%), have an education level below a diploma (54.9%), have a monthly income of 10,000-20,000 baht (81.7%), have an employment period of 1-3 years (58.5%), and have a job position as a housekeeper (31.7%).

It is found that the overall average of the competency levels of employees in hotels in Pattaya, Chonburi Province is at a high level ($\bar{x}$ = 3.78). The competency with the highest mean was the characteristic of Traits at a high level ($\bar{x}$ = 4.09), followed by Self-Concept at a high level ($\bar{x}$ = 4.03), Motive at a high level ($\bar{x}$ = 3.85), Skills at a moderate level ($\bar{x}$ = 3.49), and knowledge at a moderate level ($\bar{x}$ = 3.44).

The hypothesis was that hotel employees in Pattaya, Chonburi Province would have different competencies due to differences in Gender, Age, Education Levels, Monthly Incomes, Periods of Employment, and Job Positions. The comparison of opinions of the competency of hotel employees in Pattaya, Chonburi Province has an overall opinion on the competency and in each of its aspects, including Traits, Self-Concept, Motive, Skills, and Knowledge, classified by gender, age, education levels, monthly incomes, periods of employment, and job positions. It was found that the sig. value was greater than the significance level of 0.05. This illustrates that despite differences in gender, age, education levels, monthly incomes, periods of employment, and job positions, their competencies do not differ. Therefore, this hypothesis is erroneous.

For the hypothesis that the competency of hotel employees in Pattaya, Chonburi (influences / affects / can predict) the excellence of service quality of the employees, it was found that the competency of employees that is able to predict the quality of hotel services includes the Traits, Knowledge, and Motive. The aforementioned factors can predict the quality of hotel services by 67%. The model to predict hotel quality can be summarized as follows:

Hotel Service Quality = 0.05 + 0.58 (Traits) + 0.23 (Knowledge) + 0.19 (Motive)

Discussion

According to the study on the competency of hotel personnel supporting the development of excellent service quality in Pattaya, Chonburi Province, the results are discussed as follows:

1. The results of the competency of hotel employees in Pattaya, Chonburi Province presented a performance that is at a high level. Zhuoheng, Nontasak, and Markwardt (2018) supported that the competency of an employee who works in an international company that needs to contact foreigners should be investigated; this will reveal the general competencies that the younger generations who want to work for transnational companies investing in Chonburi Province are expected to have. These include: 1) the skills in communication, information technology, leadership and teamwork, 2) the knowledge in studying cultures of other countries, 3) developing positive, high responsibilities and 4) maintaining self-motivation when working under pressure. The results also indicated that the rank of importance for needed competencies of young Chinese from more to less were: 1) a positive attitude, 2) good communication and interpersonal skills, 3) self-motivation, 4) studying cultures of other countries, 5) high responsibilities and 6) working under pressure. This is in accordance with the study of Chairung (2014) looking at the job competency of hotel employees in Muang District, Songkhla Province, which found that the competency was at a high level. Furthermore, the study results of Panklang (2013) on the competency of hotel employees in Vientiane compared with the competency of hotel personnel in Pattaya, Chonburi Province, found that the competency of hotel employees working in Vientiane and Pattaya Chonburi was at a high level.

The aspect with the highest average was Traits. The highest average score of each aspect of opinions of hotel employees in Pattaya, Chonburi Province include honesty, interest in self-development, and understanding and listening to others' opinions. The average of good human relations was the lowest.

Self-Concept: The highest average of the opinions of hotel employees in Pattaya, Chonburi Province was the ability to receive and comply with orders, a responsibility to oneself and the public, and an ability to maintain discipline. The average of ability to work with the intention of achievement was the lowest.

Motive: The highest average of the opinions of the employees in the hotels in Pattaya, Chonburi Province includes traveling to work easily, friendly and helpful coworkers, and the success in work that encourages work improvement. The average of the compensation received at present which is suitable for knowledge and ability was the lowest.

Skills: The highest average of each aspect of opinions of hotel employees in Pattaya, Chonburi Province includes basic skills in their job tasks, basic skills in services, and changes in forms and guidelines at work to make it acceptable. The average of language skills, such as English and Chinese, was the lowest.

Knowledge: The highest average of each aspect of opinions of hotel employees in Pattaya, Chonburi Province includes knowledge about regulations related to operations, dissemination of knowledge that is beneficial towards coworkers, organization, and society, and knowledge of current news and events related to hotel business. The average of knowledge and understanding of hotel business, knowledge of service characteristics, and ability to pass on this knowledge were the lowest.

2. The results of the study illustrate that service quality is at a high level when looking at the competency of hotel employees supporting the development of excellent service quality in

Pattaya, Chonburi Province. This is consistent with Chuset et al. (2018), in which service quality was at a high level and the highest average was Tangibles. In addition, Chatrattanapong and Ekasingha (2016) found that the level of customer satisfaction towards service quality was at a high level, and the highest average was Reliability.

The highest average was Assurance. The highest average of each aspect of opinions of the hotel employees in Pattaya, Chonburi Province includes the behavior of employees that should make hotel customers feel trustful; the hotel having a good security system i.e. safe deposit boxes, rooms, secure parking places, and 24-hour security; and efficient booking or check-in i.e. reservation and check-in via internet with accuracy. The average of the ability to provide useful advice to clients was the lowest.

Tangibles: The highest average of each aspect of opinions of the hotel employees in Pattaya, Chonburi Province includes the hotel having many contacts for more convenience i.e. a telephone number and website of the hotel; various services i.e. spa, internet access, sauna, gym, club; and facilities with modernity and convenience. The average of traveling for customers to stay at hotels which are convenient and easy to find was the lowest.

Reliability: The highest average of opinions of each aspect of hotel employees in Pattaya, Chonburi Province includes service with a smile, good friendliness, the ability to make customers feel trustful, reliability, and the ability to provide services to customers at a scheduled time i.e. check-in and luggage delivery. The average of knowledge that is sufficient to answer customers' questions was the lowest.

Responsiveness: The highest average of each aspect of the opinions of the hotel employees in Pattaya, Chonburi Province includes the readiness and willingness to service the customers consistently, the enthusiasm and attention to solve problems based on the clients' needs, and the ability to solve problems for customers immediately. The average of the ability to respond to customers' needs quickly was the lowest.

Empathy: The highest average of opinions of each aspect of hotel employees in Pattaya, Chonburi Province includes providing good services to customers without discrimination, readiness to respond to customers' requests immediately, and providing good and consistent services to customers. The average of the ability to communicate well in English and other important languages was the lowest.

3. The results found that hotel employees classified by Gender, Age, Monthly Incomes, Periods of Employment, and Job Positions have different competencies. This is in accordance with the study by Chairung (2014) looking at job competency of hotel employees in Muang District, Songkhla, which found that the hotel employees classified by Gender have no different competencies, while hotel employees classified by Age, Education Levels, Monthly Incomes, and Periods of Employment have different competencies.

4. Competency of hotel employees in Pattaya, Chonburi Province (influences / affects / can predict) the excellence of service quality of the employees. The study's results present that the competency of employees that can predict the hotel service quality is the competency of Trait, Knowledge and Motive. Therefore, the hotel should develop the competency of employees in terms of traits, knowledge and motive that would result in the organization having an excellent service quality.

Recommendations
      Recommendations for this Research

1. Hotel executives and human resource managers should encourage employees to develop their knowledge, especially in languages, by inviting native speakers to become expert speakers to increase the foundation of English skills for all employees for better communication with foreign customers.

2. Hotel executives and human resource managers should provide appropriate welfare for employees, whether in monetary or non-monetary forms, in order to increase their morale for self-development.

3. The service quality of the employees' empathy was at the lowest level compared to other aspects. Therefore, executives and human resource managers should focus on enhancing the competency of English and other language communication skills for greater services.

4. The chief executives of the hotel should realize the importance of coordination with government agencies or other organizations for employee workshops on the development of operational competency. Workshops should be organized regularly so that they can apply the knowledge from the training to increase work efficiency.

      Recommendations for Further Research

1. Executives and human resource managers should study the competency of the personnel that will result in the organization having continuous and consistent service quality.

2. Executives and human resource managers should study the quality of the organization's services towards customers for quality improvement in the organization.

3. Executives and human resource managers should study their competency in knowledge and skills by focusing on knowledge, including understanding the hotel business, service characteristics, the ability to pass on this knowledge, as well as communicating in English and other languages.

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