

# The Innovation of Human Resource Development in the Hospitality Business

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## Abstract

The objective of this research are 1 to study the innovations which used in human resources development of the hospitality business 2) to know the result of innovation using in hospitality business 3) to present innovative approaches to human resource development in the hospitality business. It is a mixed method research which use an in-dept interview and questionnaire as a tool with 35 sample in Pattani hospitality business. The results showed that the hospitality business is an organization that focuses on applying innovation to human resource management from the recruitment and selection process, training and development, remuneration and employee relation. The implementation of innovation in human resource management in the picture is the most integrated ( $\bar{x} = 4.27$ ) by applying innovation to human resource management.. Recruitment and selection is at the highest level ( $\bar{x} = 4.52$ ). The approaches to enhanc human resource development innovation in the service business in the field of recruitment and selection should be increased by reporting to collect rate statistics which employee in and out of staff accrual rate to be recruited for replacement or additional staff. Training and development should be added to online courses such as E-learning and focus on learner-based training. Measurements are made by assessment after training, with competency measurements in compensation and employee relations should be increased in regards to the use of performance evaluation programs or the number of days that are absent, leave late for accuracy and clarity in salary adjustment assessment.

**Index Terms**—Innovation, Human Resource Development, Hospitality Business.

## I. INTRODUCTION

The current circumstances of the hospitality business are fiercely competitive and have been highly expanded, and from extreme competitive circumstances we will see many forms of service business, resulting in an increase in service offerings, where services are activities that occur to facilitate the comfort of that service user. The value of the service depends on the satisfaction of the service provider. The demand for services is growing, from personal, corporate, to national and international needs.

Hotel Business is a hospitality business whose continued expansion of its marketing base has resulted in higher market competition in both existing and new competitors, who previously

faced temporary closures due to the spread of the virus Covid-19, which has spread all over the world and Thailand as well. Entrepreneurs are urged to adapt to be able to continue their service business, such as discount promotion, modify of service model, focus on domestic tourist markets. This includes partnering with the application to make online food order from restaurants or hospitality businesses. In addition, many businesses, some of them cooperate with medical facilities/hospitals provide detention services (Buddhashad Lunkham.2021). Many executives will have to relegate some of their employees, or they may reduce their salaries in light of their reduced performance during this period until the travel

is opened to allow tourists to resume their service business. Therefore, preparing and planning for dealing with the new normal in the service business that is about to change will be an advantage of managing the service business to survive for certain types of service businesses. Room's service, seminar rooms, coffee shops and entertainment venues and the main revenue of the hospitality business is generated by holding seminars from 80% of government agencies and 20% of the private sector. The operation can be continued by providing disinfectant cleaning services and about human resource management to provide workers in the field of work and income to alleviate the suffering of affected employees.

As the problem, the researchers interested in studying of the innovation of human resource development in service business to apply the innovation to the development of human resources in various areas to build competitiveness in focusing on effective service, to enhance competition in the service business and bring success to sustainable business. Additionally, the researchers study this human resource development innovation to know the capabilities in various areas of the organization. At the end, to know the relationship between the adoption of innovation in the field of human resource development and presenting ways, this is to improve the use of innovation in various ways for human resource management in the organization. This will increase competitiveness and further enhance the competitiveness of the business.

## II. OBJECTIVE

1. To study the innovation which are used in human resource management of hospitality business.
2. To study the effect of applying innovation to the human resource development of the service business
3. To suggest the way to develop the innovation of human resource management in hospitality business.

## III. RESEARCH IDEAS

### *The concept of innovation*

Innovation is a new process that arises from bringing the original to develop a better transformation, which may be an idea, method or device which adoption of innovation in the development of human resources of the organization

(Ravipa Dhammachot.2017) Human Resource Management or Human Capital Management in the Organization by bringing innovation, it is the introduction of skills embedded in the organization's personnel. It can be used for development or application for future product/service innovation. The guidelines are as follows:

- 1) The organization focuses on developing the knowledge and skills of personnel in various advanced technologies to be able to apply in the development of product/service innovation in the future.
- 2) Creative and innovative knowledge and skills are defined as the performance of the majority of the organization's personnel, which must be evaluated and developed according to each position.
- 3) The organization has a way to adjust personnel rotation in various areas, as well as to learn in a variety of different knowledge and skills for its people to support the change.
- 4) Organizations provide opportunities for potential individuals or groups to play creative and innovative driving roles through interaction with people to stimulate and drive ideas towards innovation.
- 5) The organization provides support, creates acceptance to people who play a driving role and supports creativity and develops innovation, as well as efforts to increase the number of such personnel.

### *The concept of human resource management*

The importance of Human Resource Management (Chumpol Rodjam.2017)

- 1) Helping employees in the organization discover their potential and improve themselves.
- 2) Helping to develop the organization, the quality team employees for implement the action plan.
- 3) Helping strengthen the stability of society and the nation when the organization is a unit of society.
- 4) Helping to develop the organization to thrive, since human resource management will be a task that requires coordination with various agencies
- 5) Enable systematic human resource management activities.

#### IV. METHODOLOGY

This research is qualitative and quantitative research. The population and samples used in this study are 15 of personnel who work in human resource management at the supervisor level of the hospitality business in Pattani Province and 20 of personnel in various departments of the hospitality business. The researcher used open-ended structured interview form as a tool in the field of applying innovation to human resource management and questionnaires in field of the relationship of innovation in human resource management.

#### V. RESULT

##### 1. *The applying innovation to the human resource management of the service business*

###### *a. Recruitment and Selection Innovation*

Service Business Innovation has been used since recruitment using public relations. Recruitment through social networks such as Facebook and the hotel's own website demonstrates the importance of using social media up to the process of selecting senior personnel using innovative management by leading. Key Performance Indicator (KPI), a metric that details the success or failure of a job that each employee is responsible for, becomes a performance evaluation for promotion consideration

###### *b. Innovation of training and development*

The service business has focused on training and developing human resources throughout their career as an employee of the hospitality business, with training and development aimed at learning new innovations and knowledge.

###### *c. Innovation of remuneration and employee relations*

The service business has focused on employee welfare management, which has adopted innovative human resource management to adjust the salary base by using KPIs as performance evaluations, which makes the process of remuneration management clear and inaccurate. This gives employees a sense of transparency in their assessments. Moreover, this reduces conflicts within the organization and is considered to maintain knowledgeable personnel to stay with the organization for the long term.

##### 2. *The effect of applying innovation to the human resource development of the service business*

The researcher used a qualitative method and used questionnaires as a tool. The result found that the majority of respondents were female, 66.67 percent between the ages of 31 and 40 are 36.67 percent. Their marriage status and together are 76.67 percent. Considering on work data, respondents were employees from 15 departments, including marketing department, kitchen bakery department, production kitchen, catering department, handyman, laundry, reception, management, accounting and finance, human resources, security department general housekeeping department, room service department, coffee shop, food and beverage department, are 6.67 percent of all departments, their income are between 10,001 – 15,000 baht are 83.33 percent and working experience which mostly between 7-9 years are 40 percent.

The reviews of innovation in human resource management are included in the highest level ( $\bar{x} = 4.27$  S.D= 0.050) in the field of recruitment and selection as a whole, average is at

maximum level ( $\bar{x}=4.52$ , S.D. = 0.072). It found that the organization has a wide range of selection methods, such as written exams, interviews and practical exams, average is at maximum level ( $\bar{x}=4.70$ , S.D. = 0.466). In terms of training and development, the average is very high level ( $\bar{x}=4.15$ , S.D. = 0.099). It found that the organization has provided orientation training to new employees to know the organization and its rules clearly. The average is at the highest level ( $\bar{x}=4.47$ , S.D. = 0.571). Remuneration and employee relations, the average is very high ( $\bar{x}=4.11$ , S.D. = 0.169). It found that the remuneration organization was suitable for the knowledge, competence and experience of the employee, the average is very high level ( $\bar{x}=4.17$ , S.D. = 0.531).

### ***3. The way to develop the innovation of human resource management in hospitality business.***

#### ***a. Recruitment and Selection***

In terms of innovation in recruitment and selection of service businesses, the result shown that reports should be added to collect rate statistics. Employees who are in and out of staff, the outstanding rate that requires recruitment of replacement or additional staff, and a clear proportion of recruitment should be defined, such as open for one position, requires at least 10 applicants or 1:10.

#### ***b. Training and Development***

In terms of innovation in training and development of the hospitality business, training should be added to various courses in online formats such as E-learning systems and focus on learner-based training. Measurements are made by assessment after training, by competency measurements, to know if employees have the skills they have trained and how much they are deployed to work.

#### ***c. Remuneration and Employee Relations***

In terms of innovation in training and development of service business, it should be

increased in the use of performance evaluation programs or the number of days that lack of leave late for accuracy and clarity in salary adjustment assessment. Moreover, it should satisfy the employees in return and a committee on personnel preservation should be established with a function of survey the needs of employees through multiple channels, such as emails, questionnaires, or meetings are, whichever the situation is.

## **VI. DISCUSSION**

The study of the use of innovation in human resource management and the effects of innovation is used in human resource management, it found that the overall picture was correlated, and when considered in each area, innovation was applied in all aspects of human resource management, which made the opinion of the adoption of innovation in human resource management are the most integrated.

Recruitment innovation is an innovation that correlates with the effects of the most innovative use of human resource management. There is usually a pattern of adoption: recruiting candidates through social networks. The result is a quick and convenient, more applicant volume. It also helps the organization save costs in the recruitment process, and getting the department's managers to decide on employees outside of it measures their skills, basic resourcefully in their work. It can also measure attitude that how personally it is suitable for working with the department. Which is consistent with Ravipa. Thammachote (2017) studied Thailand's human resource management innovation to gain an advantage in competition in the ASEAN Community, case studies of Thai Cement Public Company Limited and Advanced Info Service Public Company Limited. It outlined part of the nomination point that in the selection, the original focus was solely on measuring aptitude and specific knowledge in the job, which is even important to work, but not enough. It also needs to focus on the part of the personal, namely values, attitudes, personality, because these results in the behavior of the person's work in the way that the organization needs.

Innovation of training and development are innovations that correlate with the effect of applying innovation to human resource management as the second. The organization focuses on developing personnel at all levels by using it to increase knowledge, improve the skills of employees who work, and to orientation to new employees to know the organization and regulations clearly. It will choose a good training course for outstanding employee development. This is consisting with Wanchai Panchan (2018), which concluded in the research that the process of human resource development consists of two main components: 1.) Learning about operations 2.) Teaching people in higher potential and capacity, it often establishes policies in place to develop people to be ready to work in order to support the timely delivery of customers or service recipients. Therefore, it is necessary to continuously develop personnel.

Innovations of remuneration and employee relations are innovations that correlate with the effect of applying innovation to human resource management as a final priority, nevertheless, it has been used the most and outstandingly to receive awards of "Outstanding Establishment in Labor Relations and Labor Welfare" continued to date for 14 years. It result in a positive image and creating value within the organization, because the remuneration assessment system was acceptable, the assessment made employees satisfied with the returns. This is in line with Somsak Meenakorn (2016), which has collected labor relations data outlining the importance of labor relations as relevant and affecting employers, employees, general public and the nation. It is a certain will that when employers make changes to improve wages and benefits in return for welfare, they will be able to do so. Employment conditions and work conditions that benefit employees, that will help them better in their working life.

## VII. CONCLUSION

The study has shown that the use of innovation in human resource management has resulted in human resource management being able to achieve its objectives. In other words,

recruitment innovations will affect the response in administrative expectations as recruiting and recruiting qualified people according to the needs of the organization will ensure that they will acquire knowledgeable personnel. The right capabilities for innovative, training and development positions will affect the development of human resources in order to work efficiently. The innovation of remuneration and employee relations will affect the needs of employees. Therefore, the organization's focus on human resources is a valuable asset and must meet the needs of its people to strengthen their happy and loyal by adequate data and critical details.

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