

## GUIDELINES ON THE DEVELOPMENT OF COMPETENCIES FOR TOUR OPERATORS

**Natthaya Wongsuwan, Ekkasit Sanamthong, Ittipaat Suwathanpornkul, Wanchai Panjan Klanhan Na Nan and Phithagorn Thanitbenjasith**

\* PhD candidate, The Degree of Doctor of Philosophy (Human Resources Development), Human Resources Development Faculty, Ramkhabhaeng University

\*\* Dissertation advisor Human Resources Development, Human Resources Development, Ramkhabhaeng University 2086 Ramkhabhaeng University, Ramkhabhaeng Road, Huamak, Bangkok, E-Mail : [aj.natthaya@gmail.com](mailto:aj.natthaya@gmail.com)

**Abstract:** This objectives of the research are (1) to study required competencies of Tour operators (2) to determine guidelines for development of essential capacity of tour operators and (3) to evaluate how to develop guidelines for essential capacity. The study will be accomplished in three steps; Step 1: to study required competencies of Tour operators. The study will gather information from five academicians and five Tour operators using in-depth interview method. Step 2: to determine guidelines for development of essential capacity of tour operator and Step 3 to evaluate how to develop guidelines for the development of competencies by using two methods of evaluation; (1) quantitative evaluation to evaluate accuracy, appropriateness and feasibility including usefulness according to evaluation form and (2) qualitative evaluation by focus group discussion.

The findings are that the guidelines for the development of competencies of Tour operators are (1) Knowledge on tourism that need for development by 1.1 training by state and business sectors 1.2. E-learning and 1.3 higher study (2) foreign language learning by 2.1 foreign language training by state and business sectors 2.2 E-language learning and 2.3 language practicing (3) administration and management skill by 3.1 on the job training 3.2 learning from other resource persons and 3.3 higher study (4) self-improvement on technical skill and information technology by 4.1 training by state and business sectors 4.2 E-learning and 4.3 practicing and (5) leadership skill by 5.1 on the job training 5.2 from other resource persons 5.3 capacity building. The evaluation, both quantitative and qualitative, has shown that these guidelines are most appropriate.

**Key words:** development, competencies, entrepreneur and tour operators

### INTRODUCTION:

Privatization of tourism sector in Asean economic community has important role in our domestic economy and impacts on the tourism industry of Thailand both positively and negatively. The biggest positive impacts are Asean economic community, tourism market promotion policy and governmental information technology policy including the growth of social media. The negative impacts are political conflict in Thailand, increasing of

minimum wage and strong Thai currency including the security of tourists (Market research, Tourism authority of Thailand, 2013)

Thailand tourism industry created more investment, employment and facilitated income distribution to other regions in Thailand. Tourism is the vital factor for economic growth in Thailand especially during times of political conflict and instability of the nation. From statistic information, foreign tourists in 2016 increased

from year 2015 by almost 9% and is expected to increase to another 10.3% in 2017. At the present, competitiveness in tourism is more aggressive and behaviors of foreign tourists is changing.

Therefore, tourists now prefer the trip that could offer interesting experience and more adventures rather than luxury and shopping trips as in the past. The Oxford Economics Institute estimates that in 2025, tourist spending on adventure travel will be more than shopping expenses by approximately 55 % compared to only 40% in 2005 ( Amadeus, 2016) .

“Future Traveler Tribes 2030: Building a More Rewarding Journey” by Amadeus and Frost & Sullivan has identified 6 future travellers as follows; 1. Obligation Meeters 2. Simplicity Searchers 3. Ethical Travellers 4. Reward Hunters. 6. Cultural Purists and 6. Social Capital Seekers (Frost & Sullivan, 2016)

Each tourist group has different behaviors and appreciate different factors on their trips. Tourists will focus on the deals or special packages that tour operators provide, and often choose the destinations they have seen on travel programs in different media as well as the use of Electronic commerce during their travel.

Technology has become the vital factor of our everyday life. The use of online channels to plan and manage tourism is increasing. Tour operators can use this online channel to fulfill and increase their convenience (Ministry of Tourism and Sports, 2560).

So what travellers want to get from tourism is their desired destination, convenience and affordable expenditure etc. If they are thinking of traveling by themselves, they might face some problems, so some tourists choose to use the services of the travel company. Each tour operator will provide diversified travel programs. Customers can select the travel program based on their preferences and free time (Chanatuch Wannathanom, 2009).

The ASEAN Mutual Recognition Arrangement on Tourism (MRA-TP) has been approved by 10 ASEAN member countries with the objective of 1. Promoting the movement of ASEAN tourism professionals.

2. Exchanging information on Best Practices on competency-based tourism service professional training.  
3. Providing opportunities for cooperation and capacity building among ASEAN members. (ASEAN Information Center PR Department, 2559) in the tourism industry under the agreement, excluding tour guide, which is reserved for Thai people only. Currently, the development of personnel in the tourism industry under the agreement is carried out in two majors, 6 divisions and 32 positions. The two majors are hotel service and travel service. The travel service is consisting of 2 divisions and 9 positions (Travel Department, 2017)

1. Travel Agencies with four positions;

1.1 General Managers

1.2 Assistant General Managers

1.3 Senior General Managers

1.4 Travel Consultant

2. Tour Operation with five positions;

2.1 Product Manager

2.2 Sales and Marketing Manager

2.3 Credit Manager

2.4 Ticketing Manager

2.5 Tour Manager

In order to increase capacity of tourism professional in conformity with international standard as indicated in the Tourism development national plan year 2012-2016 as follows;

1. To develop capacity of competitiveness of business sectors especially tour guide, foreign language ability, knowledge on history and culture and tourist attraction including capacity of tourist professionals in other areas to meet standards in order to be readiness for the free market on tourism business.

2. To develop and propose Thailand to be a center for tourism professionals training in ASEAN

3. To concretely propose for the establishment

of the institution for tourism professional development. This institution will determine, monitor and develop quality of professional and services in tourism industry including integrating the cooperation between government sectors and private sectors. The training and personnel development must serve the requirement of labor market and sufficient.

4. To encourage to organized short course on operation level especially the vocational training that is urgently needed for medium and small entrepreneur including managerial level training from middle to high level managers in tourism industry and also develop training for trainers' program

From the background mentioned above, the researchers identified that the capacity of tourism operators is very vital. Therefore, the researchers will pay attention to the study of essential capacity for tour operators and guidelines to develop these capacities. These capacities will increase efficiency and effectiveness. In addition, the improved capacities will be of benefit to the preparation and adaptation for the expansion of tourism industry in order to operate under the standard required by Tourism development department under Tourism and sport authority of Thailand. The tour operator can grow sustainably and contribute to economic growth of Thailand more robustly.

### **OBJECTIVE**

1. To study essential capacities of tour operators
2. To determine guidelines to develop essential capacities of tour operators
3. To determine guidelines to develop essential capacities of tour operators

### **SCOPE OF STUDY**

There are three approaches on the development of competencies of tour operators in the research study.

Step 1 is to determine the essential capacity of tour operators as follows;

1. There are two groups of interviewees (1) five academics who have required master degree and 5 years experience in business administration or tourism or hotel administration or human resources. (2) five tour operators who have more than 5-year experience as owners or manager of tour operators and are operating with the tour operator license as regulated by Tourism Business and Guide Act year 2008. The license types are;

2.2.1 Domestic Tour

2.2.2 Inbound Tour

2.2.3 Outbound Tour

2. In-depth interview will be used to study the essential capacities of tour operator.

Step 2: Semantic model will be applied to determine the draft guidelines of the development of required capacities of tour operators

Step 3: Evaluate the competencies needed for the tour operator. The researcher has evaluated the development of the required competencies of tour operators by selecting some specific experts to be evaluators. There are two types of evaluation: (1) quantitative evaluation which will evaluate the accuracy, appropriateness, feasibility and the use of the development guidelines required by the tour operators. And (2) qualitative evaluation which will organize the focus groups to assess the appropriateness of the competencies needed to develop the essential capacities of the tour operators.

### **OUTCOME OF THE STUDY**

1. Determination of the competencies of the operators.
2. Developing the guidelines of the required capacity of tour operators.
3. Implementation of the findings and recommendation to the development of the required capacities in order to increase competitiveness in responding to the demand and sustainable growth of organizations.

## **APPROACHES, THEORIES AND LITERATURE REVIEW;**

### **Theories on competency**

The importance of determination of competencies are the creation and retention of personnel in the organization. The organization should pay attention to find a way to cultivate and invest in their personnel to fulfil its own requirement. This is very important. (Arporn Phuwithaya, 2008 b, Page 19). Thamrongsak Kongkasawat (2008, p. 160-161) also state that the development of staffs 'competency are;

1. Long term training by using training Roadmap according to the determined competency and annual training plan, including Individual Development Plan--IDP
2. Design competency training plan
3. Bringing staffs that have been identified with competency Gap to create personnel development plan for both organizational level and department level.
4. Continue training with staffs identified with Competency Gap
5. Evaluate and monitor the personnel development to be holistic and continue to follow up and update.
6. Using the information to create career development such as talent management, succession plan and career path. Development of competencies are consisting of action plan and activities such as informal learning; personnel training, job training, management development, employee consultations, career planning or formal learning; work group, seminars, quality circles etc. Development of competencies must pay attention to the change of knowledge, skill, attitude including specific characteristics of individuals learning. The successful learning is to change behavior from old to new (N. Darksawayanon, 2006, pp. 159-160).

### **Approaches and theories on development format**

Keeves (1994, p. 560) has compiled four types of models of education, which are used in education and social sciences.

1. Analogue model is a model used to compare metaphors with concrete phenomena in order to create an understanding of the abstract phenomenon mostly use for science studies.
2. Semantic model is one of the most abstract models that describes the phenomena by language. This may be a letter, picture, or chart to show the structure, ideas, elements, and relationships of those elements of the phenomenon.
3. Mathematical form used in the early 1960s earlier to measure education result. It later expands to various field of education and research study. Currently, it is more likely to be used in the field of behavioral science and social sciences.
4. The causal model is a model developed from path analysis. It measures the relationship between the variables; whether independent variables have a direct and indirect impact on the variables of interest or not. This model can determine both size and direction of impact or whether they are influenced by the structure of language. This model will bring the variables are causal and the result.

Semantic model is used in this research study in order to demonstrate phenomenon of tour business in language or picture to see structure of ideas, elements and relationships of essential competency.

## **RESEARCH METHODOLOGY**

The Research on Guidelines for Developing essential competencies of our Operators will conduct the research by collecting qualitative data. The method is divided into 3 steps.

Step 1: Documentary research will be used to create the semi-structured interviews questionnaire. It will be used together with in-depth interviews. Therefore, we

will obtain details of the required competencies of the tour operator for further content analysis.

Step 2: Determining the development strategies needed by the tour operators by setting the criteria and selecting the required competencies from Step 1. Synthesis of the information will be done to develop the required competencies of the tour operator. Semantic Model will be used to draft the guidelines for developing Competencies of Tour Operators.

Step 3: There will be two types of evaluation of the competency development needs of the tour operators. (1) quantitative evaluation; with rating scale. This rating scale is used to evaluate the accuracy, appropriateness, feasibility and the benefits of the development of the required competencies of the tour operators from step 2. (2) qualitative evaluation will be using the focus Group to assess the appropriateness of the required competencies according to opinion of experts

### **RESEARCH FINDINGS;**

Step 1: the required competencies of tour operators are;

1. Tourism knowledge
2. Foreign language
3. Communication and coordinating skill
4. Computer knowledge /literacy
5. Leadership
6. Management and administration
7. Self-development on other technology and communication technology
8. Analysis and problem solving skills
9. Financial management
10. Ethical and morality
11. Marketing

The findings stated that each competency fluctuates depending on tour operators who provided information and opinion according to each competency.

Step 2: guidelines of the development of required competencies for tour operators. There were five

priorities determined by in-depth interviewees;

1. Knowledge about tourism is the first priority. Tour operators must have knowledge of tourism and experienced tour guide must have some knowledge of Thai history and culture. The appropriate development is (1) training by state or business agencies and (2) e-learning.
2. The use of foreign language. The tourism industry is likely to be more competitive and there are now many foreign tourists coming to Thailand. Therefore, tour entrepreneurs need to use English as their primary language and must include other languages such as Chinese, Japanese etc. In order to increase competitiveness and good impression to tourists, appropriate development strategies should be: (1) training by state or business agencies, and (2) e-learning.
3. Administration and management: Management skills are important for entrepreneurs because management skills will result in good business operations when the entrepreneur has such competencies. For this administrative and management capability, the appropriate development approaches are: (1) learn on the job and (2) learn from people.
4. Self-development in technology and information technology: It is a competency that can strengthen competitiveness because technology and information technology is a vital component in gathering information that is of advantage to the business and helps in determining business strategies. The appropriate development approaches are (1) training by state or business agencies, and (2) e-learning.
5. Leadership in the travel business: the tour operator must be a person with a good personality, good reputation, and respected by others. They should be good leaders in controlling and delegation of work to their subordinates. They should also be respectful. The appropriate development approaches are;

(1) study on the job and (2) learn from people.

The interviewees provided additional suggestions on the key elements of the tour operators as follows; the tourism business must carry on the concept of sustainability including environmental, and art and cultural protection. In addition, they should also have required “KEC”: knowledge, experience, and competence to be professional. They also need to have the skills to do the tour program in an attractive and marketable manner that is responsive to demands of customers.

Step 3: Evaluate the development of the required competencies of the tour operators: the results of the assessment of the required competencies are two approaches;

1. Quantitative result that were evaluated by experts showed that the accuracy, appropriateness, feasibility and the usage of the guidelines are most suitable.
2. Qualitative result from focus groups of 10 experts showed that the overall opinion is suitable and accordingly to the required competencies of tour operators. The development of required capacity will involve three learning steps; (1) Individual learning (2) team learning (3) organization learning

However, the development on various capacities also need to be added in order to increase its competency. The experts also suggested the followings;

- 2.1 Knowledge on tourism such as hotel and tourism studies to increase in-depth knowledge of both theories and historical study of tourism etc.
- 2.2 Foreign language studies; such as learning by practicing in the tour operation. In general, foreign language skills need to be practiced. Therefor using of foreign language in real situation is the most effective way in building capacity of tour operators.
- 2.3 Administrative and management skills such as further studies in business management in order to increase knowledge and understanding of theories on management, marketing, financial,

accounting to be able to integrate it in the work of tour operators.

- 2.4 Self-development in technology and information technology such as learning how to practice in order to communicate and improve the skills. In addition, the computer can be used as a tool when there is some complex operational work.
- 2.5 Leadership such as leadership training in both approaches, theories and practices in order to increase knowledge and understanding of leadership of tour operators.

## **ACHIEVED RESULT**

### **Required competencies of tour operators**

The required competencies of tour operators are consisting of five capacities;

1. Tourism knowledge: the tour operators stated that tour operators are not enthusiastic enough to develop their own knowledge management therefore tourism business faces failure, discontinuity of the staffs and lack of skill training in tourism personnel. They are in the process of preparation of the competency guidelines in order to be a handbook for their operation especially for new staffs/new generation in tourism business. Tourism business learning is taking a long time to develop expertise exclusively in some specific tourism business such as important tourist destination. Therefore, tourism professions required high skills to be able to be the leaders of tour operators. If the staffs are lacking in their own skills, the management has to handle the problems. The staffs need to learn how to solve the problems and develop problem solving skills especially Knowledge and skill accordingly, to Hearn, Close, Smith and Southey (1996) of their study on “Defining Generic Competencies in Australia: Towards a Framework for Professional Development”

Therefore, these basic capacities are combined with competency approach as stated in the research by Jirath

Chunchom and Nongluk Pohpaijit (2014). They studied about the factors for successful management of tourism businesses: Case studies on Tour operators in Bangkok. The findings of this research is shown that the skill of manager level of medium size tour operators are high especially human relationship skills is excellent. The second priority skill is new creative idea and the third is technical skill.

2. For foreign language skills, the research found that tour operators determine that foreign language skill should be good to excellent because tour operators need foreign language skills for communication of their business. Therefore, tour operators must pay attention to develop foreign language training to their staffs and other tourism personnel. This finding is accordingly to the study of Nonthicha Jesdamethiwee (2013). Ms. Jesdamethiwee studied the research on tour guide and their competencies. The findings further stated that (1) recruitment of quality staffs and those who are passionate about tourism business (2) training selected staffs by standardized capacity building program (3) empowering the existing tourism personnel by providing them continuous training program. However, they are also needed to be excellent and competent in foreign languages.
3. Administration and management: the findings is shown that tour operators determined that tour operators and tourism personnel is still lacking of administration and management due to their lack of former education on management. The earlier management skill is coming from direct experience of tour operators and those experiences have been passed on from generation to generation. Therefore, the exiting tour operators are lacking in management objectives, clear vision and mission. This conclusion is also in line with the findings of Jirath Chuanom and Nongluk Phoparijit (2014). They have studied the factors of successful management of tour operators in Bangkok. Their finding is shown

that management levels of tour operators has their competencies in human relations, creative idea and technical skill respectively. In addition, the tour operators are highly competent in management at operational level, marketing and administration respectively. Their findings is accordingly to Kirakorn Chanrukka (2009). Ms. Chanrukka studies on the successful domestic tour operation in Wattana, Klongtoey, Wangtonglang, Bangruk and Ratchthevee districts of Bangkok. The study is shown that the successful domestic tourism businesses must pay attention to service providing and management skill.

4. Self-development on technology and information technology: the tour operator reflected that self-development of staffs is very important because tourism businesses must perform professionally which required knowledgeable, skillful, good attitude and highly experienced staffs. Self-development individually and within teams or with other teams are necessary as tour operation required highly coordinated works throughout operation at all levels. According to the study of Chaiyong Chaicharoenkit and Krich Jarinto (2015) who studied competency of tour operators in Thailand and Republic of Laos. The study is shown that the access to information and information technology is an important capacity required at the management level. Then the managers will be able to lead and manage personnel resources most effectively including managing changes.
5. Leadership: the research is shown that tour operator emphasized that trust and confidence building in managerial level is vital. It will create platforms for exchanging views, opinions between operation level and management level. This finding is accordingly to the research done by Jarin Fakprapai (2015). This research focused on leadership of tour operators in north-east region of Thailand. The finding is north-east region leadership in tour operators

required more than one types of leaders as per circumstances and environment. From their assumption, variability of ages, education, work experiences and job description will determine what type of leadership that tour operation is acquired. However, it is concluded also that multiple skill of leadership is suitable.

### **GUIDELINES FOR THE DEVELOPMENT OF REQUIRED COMPETENCIES OF TOUR OPERATORS:**

The result of determination of guidelines for the development of required competencies of tour operators is shown that there were five capacities that required in three learning steps as followings;

1. On tourism, the learning will provide new knowledge on tourism and in-depth understanding on tourism which the learners will develop by (1) training by state or businesses agencies as accordingly Noe (2008). Noe(2008) described that Training used for personnel development focuses on current effectiveness and forecasting that personnel undertaking training must apply skill immediately. This type of training is in nature of organization expenses and involves low investment. Mostly the organization will conduct this type of training at the time when low competent staffs identified or when there is a new product, new market or new policy. (2) E-learning, accordingly Noe (2008) and Ekkasit Sanamthong (2017) both studies described that human resources management by e-learning is now replacing other self-learning methods. Computer technology is capable for analysis, responsive and supportive in learning process.
2. Foreign language skills; the tourism business required foreign language skills of tour operators for their communication; English, Chinese, Japanese, Korean, Russian and Spanish etc. The appropriate ways are; (1) language training by state or business agencies to increase language skills and new knowledge. There shall be various foreign language courses that focus on different topics such as English for tourism, English for temple or place tourism. There shall be at least three languages; English, Chinese and Korean. Therefore all tourism personnel can provide adequate information for foreign tourists who travel to Thailand. There shall be five language training for health related tourism; English, Chinese, Japanese, Korean and Spanish as according to McClelland (1973 p. 68) that described the meaning of competency that knowledge, skills and attributes are necessary for job roles to be successful, outstanding in their behavior in various circumstances (2) E-learning as according to Noe (2008) and Ekkasit Sanamthong (2017) explained the human resources management via E-learning is replacing other learning methods. E-learning is Computer technology is capable for analysis, responsive and supportive in learning process.
3. Administration and Management, the experts shared their opinions that the tourism entrepreneur who is the business planners will use at least 4 resources in their business planning. 4M is consisting of business planning, organizational planning, human resources and supervision and controlling planning. These 4 M will help at the operational level of the organization to be successful and competent by (1) learning on the job. Noe (2008) described that learning on the job is how subordinates learn directly from their supervisor on how the job would be done appropriately (2) learning from peoples, as Noe (2008) and EKKasit Sanamthong (2017) explained that the learner will be study from other resources persons such as training course by experts, professionals or from other educational institutions.
4. Self-development on technology and information technology: The organization shall be strengthened if all staffs help on their self-development or we can say it is collective vision building. The good organization vision should be the organization future. The organization must create motivation of their



staffs for them to fulfil organizational vision. Most of organization, the leader could not deliver clear vision because the vision was not build collectively from all stakeholders. The appropriate approaches are; (1) training as according to Dubois and Rothwell (2004, p.34). They proposed human resources at the present time must design on its competency or person oriented rather than job oriented. Human Resources development based on person oriented will contribute by training that increase personal capacity to be maximized. (2) E-learning as according to Noe (2008) and Ekkasit Sanamthong (2017), they explained that learn on the job is the method where learners could obtain and understand directly on how the job should be done appropriately.

5. Leadership: tour operators must have leadership skills to lead their staffs to understand its own competencies. Exchange of information and opinions and sharing of experiences consistently and continuously is needed. The appropriated methods are (1) Learn on the job as according to Noe (2008) explained that learning on the job is how subordinate learns directly from their supervisor on how the job would be done appropriately (2) learner will be study from other resources persons as according to Mondy (2012) through other training courses provided by experts, professionals from other educational institutions till the staffs can conclude their own self development. (3) Training and development as according to Noe (2008) and Ekkasit Sanamthong (2017) explained that the training and development skill is an activity that make changes and adaptation in knowledge, skills and attributes of individuals. Training will relate to knowledge and skills that required for their jobs. Development activity will help to be more responsive in their jobs in the long term or in the future which will contribute to more capable and effectiveness continuously.

### **RECOMMENDATION**

1. Tour operators shall pay attention to knowledge on tourism and deliver knowledge management within the organization. Tour operators shall understand the organizational vision for sustainable tourism which consist of environmental, natural, Art & cultural reservation that shall also be collective vision of the organization from all staffs.
2. Leadership development must have conducted together with team learning. This will contribute to transfer, exchange knowledges, skills and experience to be able to apply at operational level with excellency result.

### **RECOMMENDATION FOR FURTHER STUDIES/RESEARCH**

1. Study of competencies of tour operators that successful and long lasting outstanding by using in-depth study
2. Guidelines of required competencies of tour operators from this research shall be developed in to action plans for tour operators to apply and integrate to their organization development and any problem needed to be solved. It will contribute to more effective organization.
3. The future research ought to determine the time frame of the implementation of the application of guidelines therefore the outcome could be more crystal clear.

### **REFERENCES**

- Amadeus. (2016). Shaping the Future of Luxury Travel. Retrieved January 31, 2017, from <http://www.amadeus.com/documents/future-traveller-tribes-2030/luxury-travel/shaping-the-future-of-luxury-travel-report.pdf>.
- Aporn Puwithayapan (2008 b). Dictionary of Behavioral competency. Bangkok. HR Center publishing house.
- Asean News center, The Public Relations Department (2016). Office of the Public Sector Development Commission on tourism labour development

- comparison to ASEAN  
Economic community. Searching on 13 March 2017 from  
[http://www.asean-thai.net/ewt\\_news.php?nid=5570&filename=index](http://www.asean-thai.net/ewt_news.php?nid=5570&filename=index).
- Chanthasooka, Kirakorn (2009) Ways to Success in Domestic  
Tourism Business Management  
of Enterprise, in khet Vadhana, khlong Toei, Wang Thonglang,  
Bangrak, Ratchathewi, Bangkok. Independent study.  
Business Administration Master Degree. Ratchapat  
Thonburi University.
- Ekkasit Sanamthong (2016). Human Resources Management  
and Development: Issues and  
trend to practice. Bangkok. Ramkhamhaeng University Printing  
house.
- Frost & Sullivan. (2016). Future Traveller Tribes 2030.  
Retrieved January 31, 2017, from  
<http://www.amadeus.com/documents/future-traveller-tribes-2030/amadeus-traveller-tribes-2030-airline-it.pdf>.
- Hearn, G., Close, A., Smith, B., & Southey, G. (1996). Defining  
generic competencies in  
Australia: Towards a framework for professional development.  
*Asia Pacific journal of Human Resources*, 34(3), 44-62.
- Jarin Phakprapai. (2015). The Study of the Administrator's  
Leadership Styles in Hospitality  
Industry : A Case Study from Tourism Business in North – East  
Thailand. Chophayom  
Journal: Volume 26 No.1. January- June 2015
- Jirat Chuanchom and Nongluk Phopajit (2014). Key Success  
Factor towards Management Business of Tourism  
Business Case Study of Tourism business in Bangkok  
Metropolises Area. *SDU Research Journal. Science and  
Technology Faculty*: 10 (3), September- December 2014
- Keeves, J. P. (1994). Educational research, methodology, and  
measurement: An international  
handbook. Cambridge, MA: Pergamon.
- Klahan Na Nan and Kasem Chaluemthanakitkosol (2012).  
Model for causal relation of factors  
that influence the royalty of staffs and their operation. *RMUTT  
Global Business and Economics Review. Vol.7 No.1  
June 2012*.
- Klahan Na Nan, Thanompong Panich, Alongon Thipneth and  
Rungrudee Kulsing (2014).  
Influence of jobs, working environment, job satisfaction and  
royalty of staffs in behavior on good staffs in teacher  
organization under primary education division, Ministry  
of Education  
Marketing research Division, Tourism Authority of Thailand  
(2013). Attitude of Entrepreneur  
on world economic that effects to Tourism in Thailand in  
2013. Searching on 13 March 2017 from <http://www.etatjournal.com/mobile/index.php/menu-read-tat/menu-2013/menu-2013-apr-jun/13-22556-economic-world-thai-travel>.
- McClelland, D. C. (1973). Testing for competency rather than  
intelligence. *American  
Psychologist*, 17(7), 57-83.
- Mondy, R. W. (2014). *Human Resource Management*. 13th ed.  
New York: Pearson.
- Nisdarg Watchayanon (2006). Competency-based approach.  
Bangkok. Graphico System.
- Nonthicha Jethsadametheevee GUIDELINES FOR  
DEVELOPMENT OF TOUR LEADER'S  
COMPETENCIES. A Thesis Submitted in Partial Fulfillment  
of the Requirements for the Degree of Master of  
Science Program in Sports Science Faculty of Sports  
Science Chulalongkorn University Academic Year 2013  
Copyright of Chulalongkorn University
- Prathumtance. Research paper. National Research committee  
and Rajamangala University of  
Technology. Searching on 13 March 2015.
- Spencer, L. M., & Spencer, S. M. (1993). *Competency at work:  
Model for superior  
performance*. New York: John Wiley & Sons.
- Tourism and Sport Ministry (2017). 4<sup>th</sup> Strategic plan of  
Tourism and Sport Ministry (2017-  
2021). Searching on 13 March 2017 from  
[https://www.mots.go.th/ewt\\_dl\\_link.php?nid=9690](https://www.mots.go.th/ewt_dl_link.php?nid=9690).
- Tourism and Sport Ministry. (2011). *Tourism action plan year  
2012-2016*. Searching on 13  
March 2017 from <http://www.tourismkm-asean.org/>.
- Tourism Division (2017). *Statistic of Foreign tourists in  
Thailand in 2016 (by nations and  
residence)*. Searching on 30 April 2017 from <http://www>.

*Guidelines on the development of competencies for Tour Operators*

[tourism.go.th/home/details/11/221/25516](http://tourism.go.th/home/details/11/221/25516)

Tourism Division (2017). Tourism personnel standard.  
Searching on 30 April 2017 from

[www.tourism.go.th/view/1/งานมาตรฐานบุคลากรด้านการท่องเที่ยว/TH-TH](http://www.tourism.go.th/view/1/งานมาตรฐานบุคลากรด้านการท่องเที่ยว/TH-TH).