

# The Perception of Hotel General Manager on the Leadership Competencies for Future Success

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## Abstract

The purpose of this study was to identify the most critical competencies for career development as perceived by hotel general managers and to determine whether their perceptions varied from resort and city hotels. This study involved a cross-sectional design to collect data. After a review of the literature, a survey instrument was developed from previous research to conduct this study. The general managers of full-service hotels were surveyed. Data was collected through a mail questionnaire. Descriptive statistical methods were used to analyze the characteristics of the respondents. Principal component analysis with varimax rotation was employed in exploratory factor analysis. The study derived six necessary leadership competencies for the future success of general managers. Competency in coaching and team-building was rated highest, followed by ethic and concern for community, strategic planning, empowerment, problem solving, and interpersonal skill. Then, t-test was employed to identify differences between resort and city hotels' general managers on their perception of leadership competencies perceived as importance for future success. The results showed that there were significant differences between resort and city hotels' managers on their perception of leadership competency factors that have impacted on the future success in Thai hotel industry.

**Keywords:** leadership, competency, hotel management

## Introduction

Thailand is a rapidly expanding tourism destination; one of the major trends of the past year is the growing internationalization of Thai resorts. Thailand's hotel industry has grown significantly in the past decade. There are approximately 6,017 hotels across Thailand (Thailand Tourism Review, 2007) with the best performing locations being Bangkok and Phuket. Moreover, between 2006 and 2008 nearly 100 hotel development projects are planned to begin operation. One of major threats for the Thai hotel industry is that growth in the presence of multinational hotel chains could create increased competition, room supply and labour turnover. Olsen

(1999) pointed out that the rise in employee turnover rate which is seen as the common situation has dramatically affected negatively on the service quality and profitability of the organization. This turnover is often a function of the poor job environment, poor supervision and leadership styles. Additionally, globalization, the free market system, a knowledge-based environment, labor challenges and a growing concern for health and well being are emerging as the drivers of change in the 21<sup>st</sup> century. Additionally, the move by global hotel chains to Thailand is certain to be carefully watched to assess its impact. This situation leads to highly