

## **Human Resource Development Plans of a Selected Water Park and Resort Business in Nakhon Sawan Province during the COVID-19 Pandemic**

**Karuna Seechompo<sup>1</sup>, Watunyoo Suwannaset<sup>2</sup> and Paranee Pongkeaw<sup>3</sup>**

<sup>1,2</sup>Faculty of Education, Burapha University, Thailand

<sup>3</sup>Faculty of Nursing, Burapha University, Thailand

E-mail: <sup>1</sup>sunflower\_caresun@hotmail.com; <sup>2</sup> suwannaset@hotmail.com; <sup>3</sup>p\_pongkeow@yahoo.com

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### **Abstract**

This case study research aims to (1) investigate the adverse impacts that affect the human resource of one Water Park and Resort in Nakhon Sawan province and (2) develop the HRD training plans applying the ADImE model of the Water Park and Resort. A situation analysis qualitative research study was conducted with thirteen managers consisting of task managers, managers, and executives of the Water Park and Resort business. The participants were selected by the purposive sampling technique based on the criterion sampling technique. To gain some rich information, the researchers applied the In-depth interview technique and the focus groups interview technique in the primary data collection procedure. Since this study was conducted with one Water Park and Resort business, the data analysis was a case study data analysis. The research results were found that the impacts of the COVID-19 pandemic on human resources were 1) stress arising from the uncertain situation of the COVID-19 epidemic (OD-organizational climate), 2) employee encouragement and motivation threat, 3) lacking work knowledge and skills threat, 4) lacking services knowledge and skills issue, and 5) Team Building. Moreover, the finding showed that three HRD plans should be included in the human resource development plans of the Water park and Resort, which consists of 1) HRD training plan for enhancing teamwork and building a positive attitude within the organization, 2) HRD training plan for reducing stress, enhancing positive attitudes and enhancing self-confidence, and 3) Good services serve sappiness.

**Keywords:** Human Resource Development; Resort Business; COVID-19; Water Park Business;

HRD Plans

## Introduction

The epidemic of COVID-19 since the end of 2019 has dramatically affected the hospitality industry, especially the tourism business. The rapid spread of COVID-19 has resulted in epidemic prevention measures being forced to establish and used worldwide. (Onyeaka et al., 2021) Thailand has also been negatively affected by the spread of the COVID-19 virus. Entertainment businesses such as water parks, theme parks, restaurants, and hospitality businesses are affected by cross-country travel restrictions. Statista reported that 77 percent of theme parks in Thailand temporarily closed in the third quarter of 2020. (Statista, 2021) The number of both domestic and international tourists has decreased significantly. The hotel occupancy rate in Asia-Pacific in March 2020 from 59.5% down to 23.8%. The hotel, motel, and resort business are another tourism industry that the COVID-19 has impacted. The Travel and Hospitality Business Analytics reports that revenue per room (RevPAR) in the global hotel industry dropped to double digits in March 2020, with Asia down 66.7 percent. (Tourism Economic Report, 2020).

New-normal measures to prevent the spread of the COVID-19 virus have resulted in service workers changing their service behaviors to meet the new working standards. The expectation of customers to receive the most secure service puts a lot of stress on service workers (McNamara et al., 2020). In addition, when the organization faces financial issues, reducing the employees' working hours results in stress and inefficient work. Stress in workplaces results in reduced productivity and can also reduce efficiency at the organizational level. (Daniel, 2019).

The Water Park and Resort business is becoming very popular in Nakhon Sawan Province. However the selected Water Park and Resort is also in the list in which article 1.10 stated the government that swimming pools, Water parks, or other similar activities. Besides, article 1.24 in the same announcement states that meeting room facilities and banquet hall, and article 1.28 states that stores, and convenience stores could only open from 05.00 am. and close no later than 11 pm. (Town Office of Nakhon Sawan, 2020).

The owners and management team of the selected Water Park and Resort business is trying to deal with the mentioned problems. Therefore, employees must reshape and upgrade their service methods to meet safety standards and customer needs. Organization system changes, irregular working styles, and pressures made employees confused and challenged them to perform their work. Previous service knowledge and skills are no longer applicable in the era of the COVID-19 pandemic. Developing the potential of human resources in the organization is therefore essential to the organization's survival during the COVID-19 epidemic.

The researchers, therefore, foresee that the Water Park and Resort business should be planned to develop human resources to be ready to work under the pressure of the COVID-19 epidemic. Raising difficult situations in an organization requires the cooperation of employees at all levels. In particular, executives should know and understand the problems and gaps that arise in the organization while working in the COVID-19 pandemic era. Since human resource development focuses on developing employees' knowledge, skills, and attitudes, applying the HRD process to enhance the organization's human resources could help executives have some chances to establish the potential employees to reduce inefficient work (Swanson, 2022).

In addition, the HRD training roadmaps or HRD plans can help top management, HR professors, and employees at all levels understand the possibilities. The HRD process also allows the HRD people to identify gaps, guide some possible solutions and create clear guidelines for human resource development to develop the practical work. Since pre-determining, the human resource development plans or training roadmaps will enable the human resource development to proceed smoothly. As mentioned previously, the researchers have applied The ADImE model, one of the most widely used processes in the HRD field suggested by DeSimone and Werner, to develop the training roadmaps of the selected Water park and Resort business.

## **Objectives of the Study**

1. To investigate the adverse impacts that affect the human resource of one Water Park and Resort in Nakhon Sawan province.
2. To develop the HRD training roadmaps (HRD training plans) for the Water Park and Resort in Nakhon Sawan province.

## **Literature Review**

### **Human resource development**

HRD aims to grow the effectiveness of organizations. Human resource development combines psychology, system theory, and economics (Kitkum, 2017). HRD is very important to the company because this strategy focuses on the company's needs, being the tool for enhancing the knowledge and skills of employees and providing satisfaction to its employees. The HRD process helps develop human resources in many dimensions: individuals, groups, functions of each department, and enhance the ability of the organization level (DeSimone & Werner, 2012). In addition, the HRD process allows the organization to set the right objectives, develop a realistic

lesson plan, identify techniques and materials, and systematically provide effective HRD plans or HRD programs (Nevilla, 2012). Business dynamics and competition has forced employees and organizations to adapt to learning constantly. Therefore, human resources development will be the key to helping the organization survive in the business world (Hirudayaraj & Matić, 2021). Besides, exciting research supported that the human resource development process, training programs, and career development significantly impacted organizational effectiveness (Potnuru et al., 2021).

Moreover, DeSimone and Werner added providing employees with training that applies the methods that will result in the most beneficial outcomes is incredibly crucial. It is also essential that the methods used in training are convenient for the participants because ineffective training methods will waste the time and resources of your employees (DeSimone & Werner, 2012).

Therefore, the researchers concluded that human resource development is essential to the growth of organizations, especially when it comes to developing employees and organizations. However, human resource development planning requires the correct principles and processes to achieve maximum efficiency.

#### **ADImE model**

ADImE model is a human resource process that consists of four phases. Each step is detailed, meaningful, and well organized in and of itself. This process can help make HR professionals more straightforward and run their HRD process smoother (DeSimone & Werner, 2012).

The four phases of the ADImE model suggested by DeSimone and Werner consists of:

Phase 1 Needs Assessment – is the first step that could help the user identify gaps and needs of the individual, department, and organization. This phase could help to understand discrepancies between current skills, attitudes, and the skills required to perform work in the future.

Phase 2 Design – is the second step about identifying course guidelines or lesson plans. The developer is responsible for categorizing the training program objective, lesson plan, required materials, selecting trainers, and scheduling the program representatively.

Phase 3 Implementation is how the trainer delivers knowledge and experiences to the trainees. This step may include job instruction training (JIT), job rotation, classroom training, lecture approach, discussion method, audiovisual media, etc.

Phase 4 Evaluation – is how the training course developer selects how to evaluate the course and outcomes. Determining the suitable assessment methods could enhance the efficiency of the development process. After the process runs through the excellent assessment phase, it could allow HR professionals to plan the proper continued training programs in the future. A good

assessment could increase the trustworthiness when presented to the top manager and financial department.

### **Impacts of COVID-19 on tourism and service industry**

Coronavirus is already impacting global markets and causing global economic impacts (World Economic Forum, 2020). Especially in the tourism industry, which has adverse effects. More than 550,000 people had infected the virus in China. The virus spread has affected the world business, counting costs (Jones et al., 2020). The earlier situation made the researchers concerned about the tourism industry, both in Thailand and worldwide. As the tourism and hospitality business stagnates, the company has been shut down continuously since 2019, resulting in many employees being laid off, losing their jobs, and reduced working hours (NESDC News, 2021).

In the business field, executives and HR are obliged to find solutions to sustain their business in this challenging situation. The transformation of the service industry concept into a new service industry community and human resource development will provide workers with employment opportunities (Martin et al., 2020).

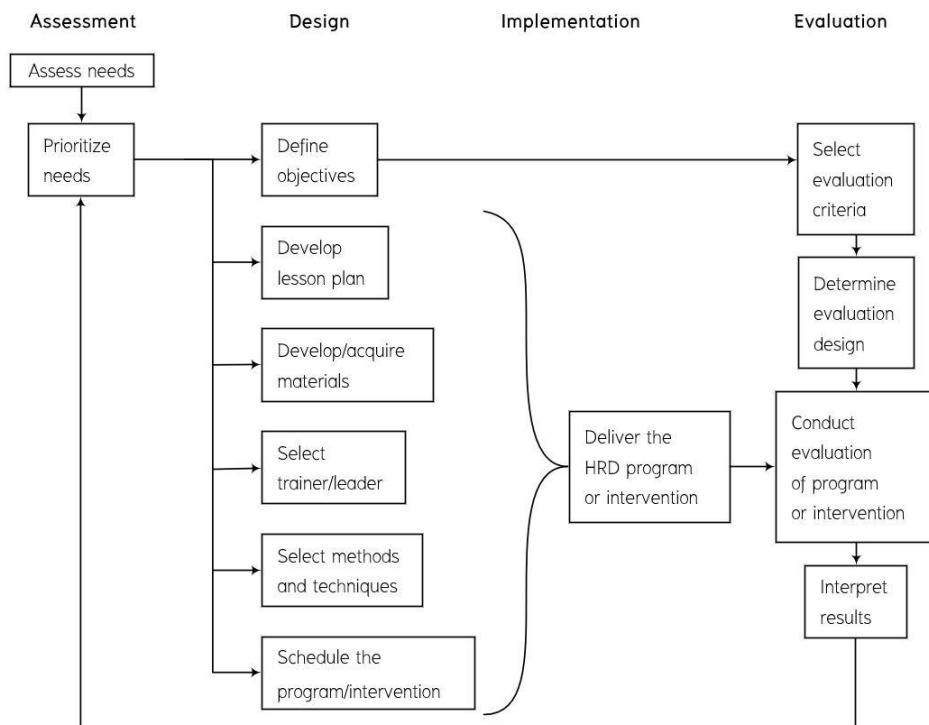
It can be seen that the tourism industry has been dramatically affected by the COVID-19 epidemic. Business revitalization tourism requires the knowledge and participation of the private and government sectors. In addition, developing human resources to be ready to grow with the new norm standard of the COVID-19 era is also significant in Thailand's tourism industry.

### **Previous study**

In order to increase understanding and eliminate bias in the research as much as possible, the researcher studied academic articles on human resource development. Some interesting research shows that HR professionals believe that human resource processes are the most important and necessary for effective human resource development (Cho, Grenier, and Williams, 2022). Moreover, surveys and interviews are the most popular methods that any organization can do with a small budget to reach the real needs of employees. However, the extraction of experience from senior HR is also widespread (Randolph, 2021). Therefore, many researchers on human resource development use educational methods through the qualitative research process to study the methods of human resource development, enhance employees' abilities, and solve problems in the organization.

## Research Framework

This case study research focuses on enhancing the human resource development of a selected Water park and Resort in Nakhon Sawan province. The ADImE model is the core research framework, as shown in the next paragraph.



**Figure 1** Research Framework (ADImE model)

**Source:** (Desimone and Werner, 2012)

This qualitative research focuses on developing the HRD training plans or HRD training roadmaps for the Water Park and Resort business in Nakhon Sawan province. The framework is established in four steps:

Step 1 Assessing the HRD needs in the organization. In this step, the researchers and participants identified human resource problems that arise at all levels, including employees, groups of employees, departments, and organizations. Organizational goals and missions were identified as critical indicators of gaps in employee skills, knowledge, abilities, and attitudes. After knowing the need for human resource development in each topic, top management will prioritize that HRD needs jointly.

Step 2 Designing the appropriate lesson plan. This step established the training program objective, lesson plan, required materials, proper characteristics of a trainer, and program schedule.

Step 3 Developing the suitable tentative implementation of the developed training program. The participants together discuss and find out how to deliver the knowledge to the trainees.

Step 4, Setting the criteria and creating the evaluation design. This research aims to develop the HRD training roadmaps. Therefore, the interpretation result process will be omitted in this study.

## **Research Method**

This study is a case study research. The qualitative research methodology was applied as the core procedure in the study. Moreover, a situation analysis case study was used as the primary strategy in this study. The data collection site was the selected Water Park and Resort located in Nakhon Sawan province. There were thirteen participants in this study. To ensure that the researcher would get valuable information, the researchers decided to apply a criterion sampling technique to determine the participants in the study. The criteria that the researchers set up are shown as follows:

1. The participants have to work in the Water park for more than three years. Employees who have worked for more than three years will have worked before and during the COVID-19 pandemic, so they will be able to understand the changes and answer questions about the impact of the COVID-19 outbreak.
2. Since taskmasters and managers take care of the department's work and human resources and are good at looking at and assessing the overall working situation; therefore, the participants must be working at the management levels of each department or work as a taskmaster.

Meanwhile, the utilizable questions should come from the different types of questions, and the researchers developed the interview schedule based on six types of interview questions suggested by (Patton, 2002). The six mentioned interview types consist of 1) Behavior/ experience Questions, 2) Option/Value Questions, 3) Feelings Questions, 4) Knowledge Questions, 5) Sensory Questions, and 6) Background/Demographic Questions. The researchers followed the seven steps of interrelated activities, which consisted of 1) locating a site and individual, 2) gaining access and making rapport, 3) sampling purposefully, 4) collecting data, 5) recording information, 6) exploring field issues, and 7) storing data (Creswell, 2007).

## **Research findings**

The first research objective is to investigate the adverse impacts of COVID-19 that affect the human resource development of one Water Park in Nakhon Sawan province. After the researchers followed the data collection procedure suggested by Cress Well (2007), the findings

showed that four themes presented human resource issues while working on the COVID-19 pandemic. The mentioned issues that were grouped as the themes were raised as bellowed.

### **Theme 1: Stress arising from the uncertain situation of the COVID-19 epidemic**

Employee stress significantly affects employee inefficiency and having unsuccessful internal relationships. Many factors affect the emotional status and quality decisions of employees in the organization. This theme is divided into four subthemes: a) customers complain that employees are unprofessional as employees express stress and fear of contracting COVID-19 from customers, b) Employees have less focus on working due to anxiety about dismissal and suspensions, affecting the quality of work and making customers dissatisfied, c) employees are unable to work to standard due to the stress of the changing environment during the COVID-19 pandemic, and d) the management team was unable to complete the scheduled operations resulting in the business system being turbulent due to the working stress under the pressure of the COVID-19 pandemic.

### **Theme 2: Employee encouragement and motivation issues**

The researchers found that when the workplace environment and the working atmosphere have changed, it is the reason that leads employees to feel discouraged. Some employees revealed that when looking around the workplace and seeing its deterioration resulting from the dismissal of employees, they felt very blue. These issues are a problem that both management and staff should heavily consider for the role more effectively. Discouragement and lack of morale contribute to the decline in job performance and affect the business situation.

When the employees lose motivation and are not passionate about their work, and lack creativity, resulting in inefficient performance and a bad working environment. The management is concerned about the motivation issue because unmotivated employees cannot complete the organization's tasks. In addition, bonus deduction, working hours deduction, and staff reduction are also factors that discourage employees.

### **Theme 3: Lacking work knowledge and skills threat**

When employees are stressed by the impacts of the COVID-19 pandemic, they often express honest facial expressions regardless of the customers' feelings. Although the organization has never actively collected data and analyzed this issue, customer censures continued during short service periods during the COVID-19 pandemic. Although the basic necessity of preventing the spread of COVID-19 is well known among employees, some of them did not present a good image of building credibility and recommending necessary information and rules to customers.

#### **Theme 4: Team building issues**

The COVID-19 epidemic situation has resulted in problems with the liquidity of the financial organizations. The management team dealt with the situation by reducing working hours and dismissal and applying the organization's job rotation techniques. The mentioned solutions ways have continued to bring unwanted effects to the business. The employees expose that the layoffs require reorganizing their departments' functional work areas. Moreover, the dismissal and change of position have resulted in relationship gaps among the employees because they have to adapt themselves to the new team and new role simultaneously. Another problem with teamwork was some employees unwilling to work for their colleagues, and he/she viewed their colleagues as not that meaningful. The previous difficulties shocked the management team, and the managers exposed that the staff's attitudes were not as upright as they were supposed to be.

The second research question aims to find out what HRD training roadmaps (HRD training plans) the Water Park and Resort in Nakhon Sawan province should provide to alleviate the human resource problems. The ADImE model was used as the primary HRD process to gain valuable information from the participants. The researchers defined the principle of action as the framework previously presented. Based on applying the HRD process as the ADImE model, the researchers and the participant did the focus group discussion several times to find some way to develop the training roadmaps.

#### **HRD needs assessment**

HRD needs were prioritized based on three primary fundamental levels of needs, including organization development, tasks development (jobs or tasks that must be done to perform the job effectively), and individual development (Desimone and Werner, 2012). The study found that the essential primary human resource issues that influenced the management and business operations that necessitate urgent progress are:

- 1) Stress arising from the uncertain situation of the COVID-19 epidemic (OD – organizational climate)
- 2) Employee encouragement and motivation threat (OD – organizational climate)
- 3) Teamwork and responsibilities issue (OD – organization goals)

Additionally, the critical issues that affect the organization and require development are as follows:

- 1) Lacking work knowledge and skills (OD – organization goals and ID – employees performance)

2) Lacking services knowledge and skills (OD – organization goals and ID – employees performance)

#### **Design, implementation, and evaluation**

The results turn out that there were three HRD plans the Water Park and Resort should establish to reduce the current problems as follows:

#### **HRD Plan 1: HRD training plan for enhancing teamwork and building a positive attitude within the organization**

Objectives of this lesson: 1) To enhance the teamwork ability of employees through competitive games within the organization. 2) To develop practical communication skills, especially forwarding information, and be a good leader and follower. 3) To create a good attitude towards colleagues at all levels in the organization. 4) To build good relationships within the community. 5) To create closeness and understanding of individuals' differences through teamwork.

Preparation required: 1) Physical environment: Meeting room in the organization and six organic vegetable plots 2) Equipment and materials – Gardening tools, community vegetable seeds, audiovisual media etc. 3) Instructor – The lecturer in the first part should be a psychologist or a human resource developer who knows how to enhance teamwork ability and good communication skills and should be able to create a good attitude in organizations. In the organic vegetable growing part (Part 2), the lecturer has to be an organic farming specialist who lives in communities close to the Water Park and Resort site. They should be the ones who can advise and mentor the staff throughout the vegetable growing competition. 4) Trainees – Employees at all levels in the organization 5) Time – two months

Major topics: Organic vegetable growing competition through teamwork using seeds from farmers in the community.

Instructor activity of part 1 would be a psychologist or someone experienced in the field of human resource development. They are responsible for a lecture on building teamwork, developing communication skills, and employee interpersonal differences. Moreover, the advantages of a partnership, being a good leader and follower, and the proper and good communication with customers and colleagues, will be mentioned in this course.

Instructor activity of part 1 would be a farmer or a village philosopher in the area. He had to demonstrate how to grow vegetables in organic farming and provide some advice to employees on growing organic vegetables throughout the project period.

Trainee activity: Employees of all levels participate in the lectures and join in the organic vegetable growing competition game.

Instructional strategies intended to be achieved: Working to achieve success within two months of teamwork development will help employees become familiar with their teammates. Growing vegetables for a good harvest requires team care over a long period, unlike regular training sessions that often use short games to build relationships. The division of labor and responsibilities can create empathy for colleagues. In addition, employees will also have the opportunity to meet with villagers nearby, bringing commercial benefits to the organization, such as selecting high-quality products from the community that meets the standards and persuading villagers to become partners with contracts in the future.

No.	Assessment Lists	5	4	3	2	1
1	Our team always works well together.					
2	The team listens to the opinions of the members and also respects differing opinions.					
3	I feel happy working with my teammates, and I would like to work with them again in the future.					
4	Training courses and organic vegetable growing activities help us develop better communication skills.					
5	I am proud to be part of the community.					
6	I understand that each person has different ideas and abilities.					
7	I am confident that I will be able to work with my friends even if they have different ideas.					
8	The field trip in the community, talking, and asking for advice from the villagers made me feel good, and I hope to grow with them.					
9	After working with teammates and the community, I understand that the field trips are beneficial, and I could apply knowledge and practical experiences in my routine work.					
10	I've learned that one of our corporate missions is to grow alongside the community.					
Suggestions_____						

**Figure 2** The evaluation of the HRD training plan for enhancing teamwork and building a positive attitude within the selected Water Park and Resort business

**Source:** The researcher developed based on the voices of co-researchers (2022)

Evaluation techniques: After the focus group with the management team on planning how to evaluate learning management, the resolution of the meeting concluded that a suitable assessment should be derived from various methods, including a rating scale technique, teammate reporting, and self-reporting patterns.

#### **HRD Plan 2: HRD training plan for reducing stress, enhancing positive attitudes, and enhancing self-confidence**

Objectives of this lesson: 1) To raise employees' better attitudes towards the organization and the management team. 2) To enable employees to know themselves, understand the organization's needs, and grow with the organization. 3) To let employees know how to cope with stress from work and apply the methods they have learned to reduce their stress in their routine work.

Preparation required: 1) Physical environment – Outdoor meeting space of the waterpark 2) Equipment and materials – Visual media, large paper, pen, etc. 3) Instructor – HR / Executives of the water park and resort or psychologist 4) Trainee(s) – All levels of water park and resort's employees, 5) Time – 8 hours

Major topics: Reducing stress, enhancing positive attitudes, and enhancing self-confidence

Instructor activity: The trainer increases the self-confidence of employees, explain the importance of each level's work, and point out the stability of working with the organization.

Trainee activity: Participate in recreational activities and Participate in SWOT analysis activities at both the individual levels and organizational levels.

Instructional strategies intended to be achieved: Applying SWOT analysis activity at individual and organizational levels would lead the employees to know strengths, weaknesses, opportunities, and threats. In addition, recreational activities can create fun, create warmth within the organization, and reduce stress for employees. Activities in this course will be done by inserting content about managing stress from work for employees, alternating with playing games. At the end of the training course, employees will learn how to deal with stress, exchange ideas, and open their minds with colleagues and the management team.

Evaluation techniques and evaluation criteria

Assessment techniques in Plan 2 were conducted by using an assessment technique of individual reporting within the department. In the morning meeting of employees, they need to express their feelings in all aspects, including good emotions, good experiences, and negative

feelings. In the case of the employees who have already resolved their stress by themselves, they would get the opportunity to share solutions with their colleagues.

Reporters must report every 14 days. After three months, each department will decide together whether the situation that causes obstacles or gaps in working in the organization is better or not. (considering the objectives of the Human Resources Development Plan – Plan 2), if it improves, reduces the report from every two weeks to a quarterly report. However, the feeling box will remain in the staff room.

### **HRD Plan 3: Good Services Serve Happiness**

Objectives of this lesson: 1) To develop excellent service skills of the employees. 2) To provide employees with knowledge and how to apply positive communication methods for their daily work. And 3) To build confidence in dealing with customers in adverse situations in the service business. The preparation required is the following.

Preparation required: 1) Physical environment – The banquet hall of the water park and resort. 2) Equipment and materials – computer, role-play props, audiovisual equipment, business case study cards, etc. 3) Instructor – someone experienced in hotel service 4) Trainee(s): All employees of the water park and resort, 5) Time – 8 hours

Major topics: Enhancing service skills

Instructor activity: Recommend, teach and give examples both in theory and in practice to employees to provide good service to satisfy customers.

The trainees' activity in this course is participating in the course studying good service through case studies and role-play action.

Instructional strategies intended to be achieved:

This training is designed to be a hands-on workshop using case studies and role-plays to develop employees' ability to serve. The content that employees will learn in this training course includes basic service and service skills that employees need to know, such as greeting guests, positive communication skills to keep guests satisfied, emotional control when faced with unpleasant situations, and building a good personality as a service employee. Learning through the case study method based on group activity will allow employees to learn and share their experiences. The differences in backgrounds, co-workers' opinions on solving immediate problems, and providing advice from instructors could increase staff knowledge. The knowledge and service techniques in the course can also be applied to improve work efficiency and reduce the lack of service skills that will cause loss to the organization in the future.

#### Evaluation techniques and evaluation criteria:

The assessment would be divided into two parts: the evaluation after the training course participation and the assessment of customer satisfaction in the first quarter after the training is completed. Changes in assessment topics in the next quarter will be considered based on the comments and suggestions section at the end of the customer satisfaction assessment form in the last quarter.

In the first part of the assessment, employees would be tested by writing the knowledge received from the training course on the following topics.

- 1) Emotional management
- 2) Good service skills

Moreover, at the end of the quiz, employees must resolve adverse situations in the service business using their prior experience and knowledge from the training course.

In the second part of the assessment, the organization would collect data from the customer satisfaction survey questionnaire and analyze the data every quarter. The evaluation criteria are that the customer must be satisfied with the water park and resort services by at least 80 percent.

### Discussion and Conclusions

Human resource problems in organizations can be found in many forms. Changes in the external environment, changes in the internal environment, different work habits, stress, lack of knowledge and skills, conflicts among co-workers, and worrisome about safety affect the quality of employees' work in the organization (Dima et al., 2016). Especially in the tourism and hospitality industry, customer satisfaction is a key to employee productivity measurement. In the era of the COVID-19 epidemic, coupled with the increasing competition of businesses, organizations have to develop themselves constantly (Sobaih et al., 2021).

Therefore, the HRD process is necessary that management should be aware of and apply in the organization to enhance the ability of human resources. The HR department would get more benefits by surveying the level of knowledge, skills, attitude, and feeling of employees at the proper time (Kutieshat & Farmanesh, 2022).

This study applied the ADImE model as a core process to develop HRD training roadmaps. However, after reviewing the literature, the researchers also found that there are similar HRD processes that HR professionals apply in their work, such as ADDIE Model, PDCA model, Kaizen

process, etc. This could be supported by proceedings of the Asia Pacific Industrial Engineering & Management Systems Conference 2016 of Ishii and Nakano. They studied the several development processes, development tool kits, and learner attitude changes and then summarized the differences between each tool. They found that the development process is essential for trainers, teachers, and developers. Different development tools and techniques are used in various fields such as education, business, career development, human resource development, etc., (Ishii & Nakano, 2016).

It can be seen that the problems arising from the impact of COVID-19 affect the complexity of human resource management of the organization. Since human resources are the key factor driving the organization to success, focusing on human resource development is a top priority in enabling the organization to maintain stability. In addition, the researchers foresee that systematic human resource development planning (HRD process) could help the organization run smoothly and build the credibility of the effectiveness of the training.

## **Recommendations**

The researchers have provided the recommendations based on the findings as follows:

### **1. Recommendations for utilizing the research results**

The findings of this research provided some guidelines on improving the human resources of entertainment and small to medium-sized hotel businesses during the COVID-19 epidemic.

First, This research could be an example of applying the HRD process for those interested in enhancing employees' knowledge, skills, and attitude. HR professionals should carefully select development tools and rethink the appropriation between the development tool and the organization's needs.

Second, many employees are stressed during the epidemic of COVID-19; after considering this study, the reader can bring the training course in the study to adapt it to fit the organization's context and utilize.

Third, After a severe consultation meeting, it was found that gaps in human resources in the organization during the COVID-19 epidemic were still considerable. Applying the ADImE model helps the executives to understand preliminary gaps in the organization. The indirect benefit of identifying gaps is that managers are more alert to urgent resolutions, and improving work environments results in smoother working.

## 2. Recommendations for future research

Since this research is qualitative as a case study and the data were collected from the management of one business, further studies are still needed.

First, This research relies on the ADImE model to enhance human resource development, it would be more beneficial for future research to select and study other HRD models that suit the business context.

Second, the limitation of this research is using a focus group interview as the data collection technique. After summarizing the results, it would be better to do a quantitative analysis to enhance the ability to generalization on a broad base.

Third, since the researchers collected data from the management level, the information received may not be an accurate representation of the opinions of lower-level employees because some employees may not dare to disclose their personal needs and feelings. In future research, it will be very beneficial if data collection can collect all opinions from employees at all levels in the organization.

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