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Managing strategies of transformational leadership to create service standard of boutique hotel in Thailand

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Abstract--The boutique hotels were more of an independent kind of lodging are unlike other hotels in terms of architecture and decoration, as the majority of them are tall buildings. The boutique hotels will exude a distinct sense of place. The tourists are interested in learning about the local culture. Boutique hotels are popular with guests who want to learn about diverse cultures and traditions. Investigate the techniques of change agents in order to build a boutique hotel service standard. Study change leaders' common or unique techniques for building a standard of service boutique hotel in Thailand, and define change leaders' strategies for establishing a standard of service boutique hotel. The major informants were 25 hotel managers and directors from boutique hotels. Grounded theory research of qualitative research using in-depth interview within observation method. The results of the study revealed that, in the idealized influence aspect, hotels leaders used experiences. Expertise in management and problem solving in terms of inspiration motivation, the focus is on communication mainly through discussion, intellectual stimulation, and leadership listening to opinions and support problem solving ideas of employees Individualized consideration take care of employees individually and affect to employees feeling valued and important technology. The hotels use the agency's technology to manage the boutique hotel management system.

Keywords--leadership, contemporary service standard, boutique hotel.

Introduction

Tourism [1-7] is important to the economic and social development of the country. Tourism creates foreign currency revenue in terms of the economy [8, 9]. Every country's economy will be strengthened, and it will be able to create a large amount of revenue [10]. As a result, the hotel industry [8, 11-13] began to play a larger role. Because of the tourism industry's growth. The boutique hotels [4] have recently grown in popularity unlike the tourist trend of 20 years ago, the popularity has skyrocketed. Perhaps because of the environment and the low cost. The boutique hotels [3, 4, 14-18] first appeared in major cities such as London, New York, and San Francisco in the 1980s. It is thought that the boutique hotel first opened in the early 1980s[4]. The first two were established in 1981, as a result, a hotel manager/director is in desperate need of reinforcement. To help with employment, expand management [2, 19-21] expertise, and improve one's chances of becoming a hotel manager/director[8, 22-25]. The leadership [26] qualities play a crucial role because a good and effective leader at work influences [27] the organization's employees to acknowledge. The building [28-31] recognition and business intensity for hotel operators will require education and the development [2, 32, 33] of techniques for service [34-36] uniformity. As a result, the researcher wants to look into how leaders create a standard of service for boutique hotels in Thailand. To serve as a standard of service for executives and employees in the hotel industry. Assist in leading the company to operational success. This has a negative impact on Thailand's tourism business. This study will look into Change leaders' strategies for establishing a boutique hotel service standard. Analyze the similarities and differences in change leaders' approaches to build a boutique hotel service standard. Determine change leaders' ideas for developing a high-quality boutique hotel in Thailand.

Scope of study

- The area scope used in the research is boutique hotel, Chiang Mai Province, Nakhon Ratchasima Province, Chonburi Province, Bangkok and Phuket Province, in Thailand.
- The key Informants in the research was hotel manager/director of boutique hotel in the area of Chiang Mai, Nakhon Ratchasima, Chon Buri, Bangkok and Phuket (in Thailand) boutique hotels, 1 person, 25 hotels.
- Time was collected from August 2021 to March 2022.
- Content scope, this research aims to study the following areas:
 - Study change leadership concept consist of 1. Idealized influence 2. Inspiration motivation 3. Intellectual stimulation 4. Individualized consideration
 - Study the concept of contemporary standard of service consist of 1. Modern Technology 2.The good personality 3. Understanding 4. The relationship management

Research Results

To study the strategies of change leaders to create a standard of service boutique hotel in Thailand

Idealized influence

The key informant uses experience and expertise to manage and solve problems. It's worth noting that the main informant prioritizes solving urgent problems and collaborating with colleagues. Because these are tiny hotels, the management pays close attention to the needs of the guests.

Inspiration Motivation

the key informant with a significant emphasis on communication is inspiration motivation. Through conversation encourages employees to dream up new ideas for the future. To develop employees' long-term commitment and discuss employment experiences in hotels, for example. To develop opportunities for growth. There are motivates employees to be inspired at work or to share their customer service experiences. Employees' ability to solve problems is affected. Motivate employees to achieve their full potential at work.

Intellectual Stimulation

This should be emphasized that key informant empowers employees to solve problems or share their opinions on solutions on their own. Followers are encouraged to voice their opinions and reasoning in order for employees to be aware of various concerns and avoid criticizing employees' ideas. Although it differs from key informant's thoughts about how employees are affected, the problem is a challenge and a fantastic opportunity to work together to solve challenges. Employees will be reassured by the key informant that every problem has a solution. The leaders will demonstrate that they can conquer all hurdles, even if some difficulties have numerous.

Individualized Consideration

Employees receive personalized treatment and contact from key informants. The key informant is someone who uses a strategy of watching work behavior and interactions with coworkers. It can recognize employee behavior and cater to their specific needs. There are make employees feel appreciated and vital to the company, allowing them to reach their full potential. Furthermore, important informants will be treated as employees, with opportunities to learn new things provided. Create a supportive environment. Consider individual variances in terms of requirements and desires. The key informant's actions demonstrate that he recognizes and embraces individual diversity.

The use of technology or facilities in management

The agency will offer a key informant to look after the system. Because the management system is something that may assist manage reservations, sell rooms, and check-in effects to hotels, picking an agency based on the way of

internal management in the system is a good idea. The use of technology decreases effort for the hotel personnel and equity price is used as a selection factor which hotels must consider the advantages of hotels as the primary consideration.

Employee personality development

the primary informant is personality development. It will concentrate on two aspects: personality and attire. In which one's personality is developed by their actions. Service and attire are always modest. The main informant will clarify the dress code agreement, such as whether the hotel uniform or nice attire is required. It is a key aspect that can first impression, ensure hotel service, and presume that all staff are hotel representatives that affect the impression of consumers, depending on the agreement of each hotel.

The information and news dissemination to hotel staff

key informant direct communication with employees and the use of technology to communicate, which can be seen while communicating on urgent concerns or when communicating face-to-face. To use the method of prompting. There is a method of communication through technology using line application to make employees informed and convenient to communicate.

Developing a relationship between the service provider

the key informant for the customer Allow staff to try their best to build relationships. It makes clients want to come back for more service This demonstrates the high level of service that customers have experienced when utilizing the service. Additionally, have a conversation to create partnerships. Obtain consumer feedback in order to improve the service in the future and to ensure that customers trust the business of the hotel.

To study the common points or differences of the tactics of change leaders to create a standard of service of a boutique hotel

Hotel manager/director with idealized influence when problems arise, serve as a role model for employees and be ready to counsel or solve them. Employees can come immediately to consult or ask for assistance. The hotel director/manager know your responsibilities and have hotel management experience. Employees can get advice and problems solved from the key informant. The goal and vision of working with employees are defined. Behave in accordance with their tasks and responsibilities until they are respected. There is a connection. Working relationships with employees to promote organizational unity, harmony, and confidence. hotel director/manager act as a role model for employees and help them handle challenges.

Inspiration Motivation

hotel director/manager Create a vision for your employees and share your knowledge and experience. To inspire and motivate others. Can instill a positive

attitude and put people in touch with their job goals or motivations. Create long-term goals or visions for employees to help them stay committed to their objectives. Ability to work closely with staff on a daily basis with a focus on information distribution. because critical informant believes that important for employees to be inspired and to be able to exchange knowledge, information, and experience. To help employees reach their full potential.

Intellectual Stimulation

Employees and the hotel manager/director listen to problems and work together to develop solutions. Listen to problems that develop and give staff the opportunity to offer their thoughts on how to solve them. Encourage staff to be aware of problems that develop by encouraging them to come up with fresh solutions which fosters hotel creativity and innovation employees and the hotel manager/director talk about and solve problems. The hotel manager/director must train employees to address problems on their own.

Individualized Consideration

The hotel director/manager make observations of how the person behaves. Learn how to maximize the potential of your staff in the most effective way possible. Individual employees are cared for and made to feel important and respected. Understand and appreciate the diversity among employees, and create opportunity for their staff to gain new skills. Take special care and observation of each employee's work because each person has unique behavior or work practices. Recognize employee differences. Take the time to speak with your staff so that can determine whether they have a positive attitude at work.

The technology to improve management

the hotel director/manager Within the hotels, many applications are utilized to communicate. The hotel management system is utilized to make easy communication and rapid. The management agency is in charge of supervision. Use several agencies to handle the back-end system, such as room reservations, rooms for sale, technology, such as a key card system, is utilized to service clients at hotels in order to reduce employee workload. To make obtaining hotel services more convenient.

The staff with a nice personality

The hotel director/manager cultivate positive attitudes toward work, service, and behavior. The dress code for hotel personnel is included. Informants are crucial in making a good first impression on customers. Customer service should be the gold standard. Considering the relevance of employee personality, giving training and knowledge about service standards for the benefit of employees. Service concepts, behavior, and emotional regulation are provided monitor the dress of personnel in various settings, create a service attitude, and control the dress code of hotel staff.

Employees are given information

To communicate with staff, the hotel manager/director uses direct communication. Alternatively, clarify many things for hotel personnel to know and transfer technical knowledge via various applications such as Line or Facebook, among others. There must also be a time set aside for a meeting to explain or transmit information and technical information is disseminated through a variety of apps, such as Line or Facebook. Using various technology, such as Zoom, Meet, Webex conferencing, the hotel manager/director clarifies information when employees are aware of information, communicate directly with them in order to transmit information in a convenient and complete manner.

Creating a connection between service providers and recipients

Hotel director/manager allow staff to work autonomously to build relationships. Pay attention to consumer comments and make changes based on suggestions. This includes informing staff. Consider your staff like family members. In order to maintain a positive relationship between key informants and employees. To develop a relationship and a positive impression of hotels, talk to customers and pay attention to their needs. Employees have full access to their work and can speak freely. For the image and confidence of good hotels, pay attention to customer service.

To establish hotel manager/director methods

Changes in Thailand's boutique hotel service standard creation. Build the trust and faith of the hotel manager/director through idealized influence. Must demonstrate and be a method that allows coworkers to accept, believe and trust in their talents. By utilizing their experience and ability in managing and solving difficulties, a sacrifice is made for the benefit of hotels. The employees focus is on solving immediate problems and acting. Dedication, commitment, and attentiveness having the ability to discipline oneself, see values, and have morals and ethics building employee confidence and creating visions for the hotel manager/director.

The hotel manager or director must be inspired and motivated

By encouraging employees to create goals or aspirations for themselves. Sharing experiences to motivate others. The employees' potential at work will be increased. Stimulation of the mind; raising awareness of many issues. The employees must be encouraged to look at the problem from many perspectives, which can be sparked by discussions about the issue and the potential solutions. This comprises reasoning and evidence-based analysis of the situation. Encourage employees to solve the problem themselves or to make a comment about it so that others are aware of it.

Individualized Consideration

Build understanding and acceptance of differences of employees, take care of employees individually and interact with employees personally. The hotel

manager/director use methods for observing work behavior and interactions with colleagues. Promote and develop individuals. The hotel manager/director must adhere to the principle of decentralized management have a good delegation technique. The hotel manager/director able to recognize behaviors and meet the needs of employees individually, will make to employees feel valued and self-developed

The application of technology or facilities in the administration of technology

The hotel manager or director should delegate responsibility for the back-end system to the agency. By selecting an agency based on the system's internal management approach and the cost of equity as a factor for selection. To address problems for customers in a timely manner, or to minimize time and enable businesses to perform activities more quickly and agilely. Developing a positive personality among employees' Excellent personality. A method must be in place for the hotel management or director to establish unique qualities. Personality and attire are two important aspects of hotel services. Practice, service, humility, and behavior are all things to cultivate.

Information dissemination to employees when urgent communication is required

should be communicated directly to employees. Through using technology to communicate and face-to-face conversation when you want your staff to be aware of anything, use the line application. By focusing on employees and service consumers to ensure that they grasp the material or information accurately and in context. The building a relationship between service providers and service users; developing a link between the hotel manager and the director of the hotel employees should be able to work to their full ability so that they can demonstrate their abilities at work. This will make employees feel more confident in their work. A discussion amongst leaders is necessary. To make improvements, get feedback from clients and make an impression on them. In order to keep both old and new consumers, the hotel manager/director must have new processes or activities that hotels introduce to establish relationships with customers including a long-term solid relationship with hotels

From the leadership philosophy to the service standard

he driving force created by hotel management leadership techniques is a process that promotes changes in hotel members' attitudes and creates engagement in altering hotel aims and strategies. The influence of leaders is important to transformational leadership. Building confidence and faith in employees, incentive to solve challenges, and leaders' understanding of employee differences are all things that leaders must consider. The employees are affected by consistent and standardized employee service performance processes. Everyone knows what their roles, responsibilities, and procedures are working with other businesses, including service conduct that should handle consumers and users who are up to current and up to date.

Conclusion

- The hotel manager/director boutique hotel management principles that demonstrate management potential. The researcher understands the significance of leadership in a boutique hotel. Executives rely on their prior experience. Management, problem-solving, and straightforward communication skills Individual contacts should be at the forefront of executives' and employees' personal experiences, including consumers. This is in line with the findings of Alcántara-Alcover (2013) [23] , who found that most managers asked felt that boutique hotels should be operated by a single owner, despite the fact that the majority of them disagreed. However, they claim that hotels would struggle to match the personal care and charm of a boutique hotel because owners can be close to their guests and interact with them [34].
- Factory personnel development in order to produce a boutique hotel with a high level of service. While they are working, the majority of them will have received training and information. It's possible that other staff are aware of the situation to the situation, or supervisors and learning assignments. The majority of boutique hotels cannot offer formal training. Due to the shortage of manpower, this type of training is seen as an advantage since executives can directly evaluate the training, according to Sinha (2021) [16] research findings, which emphasize the importance of human resource development that everyone should pursue, want to grow yourself in a way that is in line with the goals of the company since everyone needs security, safety, and advancement in their position, therefore in order to achieve this, you must first understand the demands of the company.

The suggestion of the future research

- The leaders should focus on personnel development to increase efficiency. Morale building is because the standard of service hotels will be able to drive. Personnel must be qualified, if personnel receive good care from leaders.
- The standard of service of boutique hotel in Thailand should be adjusted as appropriate to keep up with the current situation and meet the needs of today's customers as much as possible.

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