

A RESEARCH ON CORE COMPETENCE OF THE GENERAL HOTELS IN TAIWAN

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Abstract

According to 2008 Doubling Tourist Arrivals Plan, it is suggested that Taiwanese government should assist the general hotels in Taiwan and improve the service quality, in order to cope with the increasing number of tourists; however, most of the hotels are small-scale operation, the capitalization is limited, and therefore could not attach importance to the service quality. While the standard accommodation quality and service could not be served, in lack of systematic management, the problem of the difficulty to continue the business is produced. In order to investigate the core competence of hotel business, the questionnaires to the hotel directors and the interview with the specialists have been done. According to the results of IPA, it can be seen that the most important elements of the core competence are professional knowledge of hospitality, labor safety, human resource management and communication. Besides, most of the operators lack of marketing competence and financial management competences, in terms of the section of 'operator' s self-evaluation on core competence' . The statistics was then analyzed by One-way ANOVA in order to discuss the differences of the core competence between the hotels. It was found that the hotel operators in central Taiwan and eastern Taiwan tended to value the competence of management more than the hotels in the other areas; the hotel with different average price, especially with the price from 4001 to 5000 showed the notable differences on the management competence; there were significant differences between the year-average occupancy rate, especially at the rate of lower than 10% and higher than 70%, and the marketing competence; the importance of financial management competence is different from different types of hotel.

Keyword : general hotels, core competence, IPA (Importance Performance Analysis)