A STUDY OF THE CHALLENGES FOR SMALL FAMILY-OWNED COMPANIES IN THE SCUBA DIVING BUSINESS IN MANAGING THEIR HUMAN RESOURCES
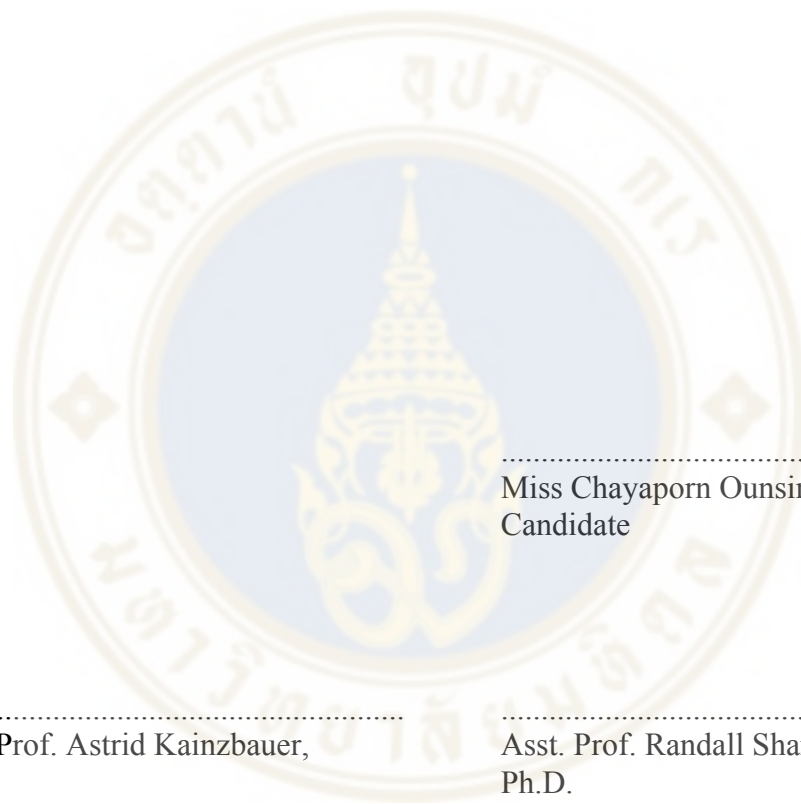
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A STUDY OF THE CHALLENGES FOR SMALL FAMILY- OWNED COMPANIES IN THE SCUBA DIVING BUSINESS IN MANAGING THEIR HUMAN RESOURCES

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ABSTRACT

Due to the fact that the deep diving tourism in Thailand has grown and it has become a popular activity for both Thai and foreigners, the diving business has grown accordingly. Which has resulted in an increase in the number of dive shops to support the increasing number of divers currently.

From the said information, the Competency-Based Human Resource Development model was created for those interested in conducting a deep dive business as a guideline, with information about staff selection, staff training, staff retention, and problems encountered. Scuba diving business is a business that uses very high level of specialized knowledge to support sales of both products and services. Therefore, it is necessary to select employees who are really interested in working in this field.

For all these reasons, this thematic research is useful for those who are interested in doing scuba diving business, which will help the company to operate smoothly from the selection of employees and develop the company in the long run.

KEY WORDS: Human Resource Development/ Competency-based human resource

development model/ Small family-owned companies/ Scuba diving

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CHAPTER I
INTRODUCTION

1.1 Background

The natural environment in Thailand has its natural beauty itself especially in the ocean that has a lot of places to visit, both in the Andaman sea and Gulf of Thailand. Both sides of the ocean are the attraction of tourism. Nowadays, scuba diving has grown in popularity from being a hunting sport by hardy adventurists, and now it is featured in holiday activities (Musa and Dimmock, 2012). The component that attracts people to dive is that they will be able to see and discover new things in the oceans. Divers will be able to discover things that most people never see in their lifetime, whereas different diving site will have a different life form and unseen environment before. As a result, an excitement will thrill them in each trip (Muangnapho, 2018). As we mentioned earlier, the reasons more people are starting to learn and enjoy diving in Thai's ocean.

Diving by SCUBA (Self-Contained Underwater Breathing Apparatus) is diving with a special equipment for deep diving that allows divers to carry along the breathing equipment deep into the sea and this allows the diver to move freely in the water. Main businesses of scuba diving companies are providing the courses, arrange diving trips, selling diving equipment and services for diving equipment. Therefore, the main function of a scuba diving company is to design a training course for people who have never dived before, in order to know and be able to do this activity safely. By developing divers by this diving course from Open Water Diver (Diver), being a dive manager to operate the trip (Divemaster), being a diver trainer or diving instructor (Instructor) and eventually becoming a developer or producer of a Teacher Course Director (Areeprasertkul, 2012). Another function is to arrange the trip for divers to their dive destination and manage all about diving activities. Also having to cooperate with expertise to help teaching and taking care of various activities to run the business smoothly.

1.2 Problem Statement

There are also negative of this business because a lot of diving businesses are booming. This kind of business is quite niche and does not have proper company infrastructure and clear guidelines. It is difficult to find the right person for the right job. There is no one who have studied about managing Human Resource Development (HRD) for this kind of business. Therefore, I would like to learn and study more about this small business, bring out the problem to analyze, to solve and to use as a guideline for the newly open diving business.

1.3 Research Question

What are the challenges for small family-owned companies in the scuba diving business in managing their human resources?

1.4 Research Scope

The study will focus on four small family-owned companies in the scuba diving business that has been providing completed diving services for at least 3 years, in which provide research about human resource development strategies that are related to the company policy, including the factors of human resource development. Those factors can be more efficient and beneficial to the company in the long run of small companies. In order to answer the purpose of this research, using the interview method by qualitative interview which is open-ended questions with the business owner and one staff member in each company directly. We collected data by interviewing questions from 8 people from 4 companies.

1.5 Expect Benefit

By applying the competency-based human resource development strategy, it will summarize the results, which allow the current company developing their organization in the long run and to be guideline for new entrepreneurs in this business.

Furthermore, organizations can use this information to perform individual and organizational analysis for them to improve hiring practices, improve human resources performance, and development planning processes more effectively.

CHAPTER II
LITERATURE REVIEW

Thailand was known as one of the most beautiful and safest destinations for scuba diving in the world. Based on land that have access to the two big open sea: Gulf of Thailand (Pacific Ocean) and Andaman ocean. There are numerous life-forms that will be able to pass through these oceans in different seasons. This beauty in the oceans are attracting scuba divers and deep divers from all around the world to visit once in their lifetime. Therefore, the diving business starts booming slowly and quietly, and the new organization and business emerge.

This literature review presents an overview of the theory of competency-based human resource development for small business. The small organization is more likely to evolve and change than larger company, the small organizations prefer to operate in an informal and flexible manner. In this way they can respond to external uncertainty more quickly and more efficiently. At present, most of the diving businesses are using word of mouth in advertising, along with using an agency and website for promoting any activities or events. In which, it is remaining ineffective, due to lacking knowledge in communication and giving out information in detail about deep diving and advice on various diving spots. Therefore, screening and developing of personal to be ready is very crucial for quality service.

2.1 Competency-Based Human Resource Development Model

Human Resource Management is the huge challenges facing business today. The challenge is not only faced to the human but it is the responsibility of all managers throughout an organization (Buhler, 2002). There are many functions of Human Resource Management has been used for human resources process and each employee personnel. Noordeen, Gangani, Gary, McLean, Richard, (2004) said "Today, HR executives and practitioners are faced with many new opportunities to utilize

competency methods to improve individual, team, and organizational performance". The employees with higher skills and experiences will be more interesting to the company than others, but meanwhile the competence and personal behavior have to be weighed on the pros and cons of each person.

In developing for the better organization, it has to begin in choosing of personnel that is capable of screening new experience or skillful personal to join the organization. For this reason, the model development is created to run the business sufficiency with experty of each employee in this field.

Therefore, the step in choosing the personal has an effect in business growing, due to different level of experty, will to push forward of each employee. This includes how slow or fast the person can learn and planning in promoting personnel for the better development of the organization in a long term and managing the basic problem that usually occurs with employees. The model is also capable of arranging working position for each worker according to each experty and talent of each employee. The benefit of arranging task or working position for each worker is that he or she will enjoy what they can do best, the right job for the right personal and they will be happy for what had assigned for. The organization can have benefit from valuable staff, in which will lead to organizational success, while the staff will experience a new experience in working challenge and new way to solve each problem with a reward in the future (Arunothaipipat, 2013). The model will make up a team that will be happy in their position, advising and sharing their personal technique, solving problems in the department together faster and more efficient and will result in better organization.

Arunothaipipat (2013) said that A business's survival may depend on its ability to recruit efficient, qualified people while providing them with incentives so that they work at full capacity to maximize the business's profits. Therefore, being able to screen the right personnel that are appropriate to the task, the more organization progress well. The success and survival of the business might depend on the first process of screening the employees for the job, this is surely will affect the growth of the company, besides choosing the personnel, the planning for beneficial and reward of each personnel in a long run are also inspiring them to be active in working condition too.

Competencies have many definitions but frequently used "A descriptive tool that identifies the skills, knowledge, personal characteristics, and behaviors needed to

effectively perform a role in the organization and help the business meet its strategic objectives" (Noordeen, et al, 2004) Detail of the model as this follow,

Figure 2.1 : Competencies Model (Noordeen, et al, 2004 and Arunothaipipat, 2013)

2.1.1 Staffing and Selection

This is the first step of implementing the model, recruit new employees to fit with the organization. Identify the features and capabilities clearly in the job application is one main point which can clearly state that require people with knowledge about each business, such as experience in marketing and sales or experience in this industry. The interview has to be set up and looked for the right competency in the right position of the organization, especially focusing on their behavior and weights of the competencies which are the most critical for success in the position. For a reason, some might be able to work in the office environment, like marketing and selling, while some is more efficient in a field type of employee.

The interview process is another critical step on selecting employees to work in the organization. The interviewer has an opportunity to ask for information other than the resume submitted by the applicants. Talking to each other makes it possible to see the witty point of view of the applicant's attitude. Because of that, making the decision to select the new employees that will fit the company is quite effective.

2.1.2 Education and Training

Another implementation that have to find out how educated each employee had and how to train them more on? This is to find the competency gaps of each personnel and improve them as well. There are different sets of competency-based

programs were designed for both internal and external training course emphasis on training evaluation by developing training transfer and performance impact estimation (Noordeen, et al, 2004).

For internal training, this type of training occurs within the organization by providing business knowledge or increasing the knowledge of working for employees in the scope of their responsibilities. The company can manage this type of training in many ways, for example being taught by colleagues or managers, reading work manuals, participating in company training or activities that can help each employee to recognize their knowledge and capabilities. It is additionally beneficial to the organization to discover the solutions which leads to the success of the company.

Another way is external training, received training from outside the organization. It is a chance for employees to learn and to learn extra knowledge outside of the organization, for instance viewing field trips, attending the seminar, and lastly attending training in various topics or courses other than those provided by the company. Moreover, employees may apply their knowledge to work that they were responsible or bring new innovations to benefit the organization.

2.1.3 Performance Management

At this stage, it is quite a sensitive part about the feelings and minds of employees. The company needs to manage and define the goals and objectives of each employee in accordance with the organization. Both company and the employees are involved in determining these things to benefit both parties. While the company has a distinctive goal, the employees who work effectively with their goal will have a sense of self-achievement. When the company gives an opportunity for employees to participate in various organizational decisions, it makes employees feel that they are such parts of the company.

The company is able to match the company's strategic plan with the ability of employees by searching for efficiency between companies and individual employees with standard criteria, skills, and grade levels for performance monitoring and response processes. The company will be fulfilled by notifying the result, feedback, and even the company's performance. Employees should realize this in order to become a part and want to enhance the organization to be eventually successful.

2.1.4 Staff Retention

This is the last aspect that will enable talented employees who have a good performance to be with the company for as long as possible. Especially as small/middle business owners, communication and interactions between owners and subordinates are necessary. When employees have problems or contain new ideas which are beneficial for the company, they can express to the owner directly. If the owner refuses to hear their ideas, owner might not know about their new ideas or problems and solutions to solve the problems which are happening. An interaction with employee is not only managed to solve the problem in the company but it's also help in evaluating the performance of that employee and the ways that employees look at the cooperation. An interaction also help in decision making to reward each employee to encourage them to give out their best efficiency in working condition. At this point, employees will feel like working with their own family and they play an important part for the success of the company. For this reason, each employee will intend to perform at their best standard, which will result in reducing the circulation of hiring a new employee in the long run.

CHAPTER III
METHODOLOGY

3.1 Research Design

This research is to find the organizational structure of this kind of business. In order to answer the purpose of this research, we would utilize the interview method by qualitative interview (semi-structured interview) which is open-ended questions with the business owners and their employees directly.

Qualitative interviewing is a flexible and powerful tool to interpret the voices and meaning of their experiences (Silvia, 2011). I chose a semi-structured interview because it is an interview that planning in advance as a rigorous. Nonetheless in the interview process, it is not strict. The questions in the interview are loosely structured, since the interviewer attempts to elicit information from the interviewee by asking an open-ended question. Consequently, the interviewee should be able to open-mindedly tell their stories and personal opinions. That makes me able to have additional questions designed to investigate information other than those already planned in order to get the deeper details of interviewee's experiences.

3.2 Data Collection

Qualification: Collecting data by interviewing questions from 8 people of 4 companies: the owner of scuba diving company which has more than 3 years experience in this business and 1 employee. Due to the diversity of diving business positions. The selection of staff to be interviewed at each store therefore selects personnel with different positions to ask for information such as Equipment Technician, Sales Manager, Scuba Diver Instructor, Sale etc. Based on the number of personnel working in that company.

3.3 Interview Questions

I will interview 2 people which is the owner and his/her employee in each company. The interview questions will separate into 2 parts for the owners and employees as follows;

Questions for Owners:
General Questions

· How many years have you opened this company?

· Do you have any experience in this kind of business before you open up this company?

· What inspires you to start this kind of business?

· How many people were establishing this company?

· What level of diving knowledge do you think the company should have in order to establish the diving business?

· What should we invest in the beginning of doing the business?

· In the beginning of doing this kind of business, which service do you provide to the customer?

· Is your company providing a full service of scuba diving to the customer?

· What kind of services do you currently provide for the customer?

Staffing and Selection

· Is your company have a policy to hire a newly graduated or un-experience personal? Why?

· In the process of hiring an experienced personal, does it have an effect in work or organization development?

· Is it critical to hire a bachelor degree personal, does it have an effect in work or organization development?

· What is the main characteristic that people should have in which that you are looking for in recruiting?

· Beside the interviewing, is there another type of testing? (IQ, EQ, P-Type testing)

· Did you tell the applicant on benefit and condition in working before recruiting the employee?

· What are the common problems in recruiting the employee?

Education and Training

· Does the company pay attention to the development of staff potential?

· Does the company provide basic diving knowledge to employees?

· Why the company should provide basic diving knowledge to employees?

· Does the company have any training other than diving knowledge?

· If employees need external knowledge such as attending the seminars, does the company support this?

· Are there any problems when employees lack knowledge, understanding, and how to manage?

· What are the limitations or the problems that prevent the development of employees?

Performance Management

· Does the company have informed the new employee in its mission and vision?

· Does the company have set a goal along with the employee?

· Does the company have any financial results or feedback with employees?

· Does the employees have been involved in the success of the organization or the organization development?

· Does the company have set a standard ability of an employee such as KPI?

· What is the basic knowledge that the employee should have?

· What are the problems encountered with the employee's performance?

· Does the customer satisfaction have an impact on the evaluation of the employee's performance?

Staff Retention

· Because the company is a small company and not many employees. Have you talked to all employees about work and general matters?

· When employees have problems, can they come directly to talk to you or have to tell someone else first?

· When employees work effectively Or the performance of the company is good. Does the company provide any reward to employees?

· Due to the company is doing tourism business, holidays and working hours are not the same as other companies. How do you manage the employee's working hours?

· Does the company have special welfare for employees?

· How much is the turnover rate?

Question for Employees :
General Questions

· How many years have you been in this company?

· What is your position in the company?

· Do you have any experiences in diving?

· Do you have any experience in working in this field?

· What is the interesting point, or the attraction of this company that you want to work with?

· What made you decide to work in this company?

Staffing and Selection

· What is the position that you have applied for? and did you get that position?

· What did you have been tested on? For example, an interview, iq and eq

and knowledge? And how do you feel?

· Do you know what kind of personal that the company wanted?

· Does the company agree in working condition and other benefits before accepting you to work? For example, working schedule, holidays and other beneficial.

· What do you think you have a distinctive point that make the company accept you to the company?

Education and Training

· Does the company pay attention to the development of employee's potential?

· Does the company have a training session for the employee or not?

· Do most of the training session voluntary or involuntary for employees To join?

· Is there any field trip for employee to practice and experience on, in the real open sea?

· Are there any problems when employees lack of knowledge and understanding, how to manage?

· What is the limitation that employee cannot develop enough Performance for what the company is needed?

Performance Management

· Do you feel that you are a part of the company?

· Do you know the vision and mission of the company?

· Does the company have set up a goal along with all the staff?

· Does the company have any financial results or feedback with employees?

· Does the company set up the standard for employee capability?

· What is the basic knowledge that employee should have in order to work along with other colleague smoothly?

· Does the company give you a self-confidence and significant of your work?

· Does the company emphasis on your work and other work to go along together for the benefit of the company?

· Does the company make you feel successful or make you feel that you are part of their success?

· Does the company listen to your ideas and needs in success?

Staff Retention

· How long do you think to work here?

· The owner and colleagues have an important role for a pleasant working space or not?

· Can you easily reach and talk to the owner of the company?

· When employees work effectively Or the performance of the company is good. Does the company provide any reward to employees?

· Does the company have special welfare for employees?

· How much is the turnover rate?

· Do you have any feelings of pressure or problems from work?

CHAPTER IV
DATA ANALYSIS

I have been cooperated by all 4 companies for an interview about challenges for small family-owned companies in the scuba diving business in managing their human resources. By interviewing from the top to the bottom, the owners and follow by interviewing each employee personally, it takes about 45 minutes. The interview was a semi-structured interview in which it was like normal conversation to both of us. The prepare-questions are mostly about basic question and some are in depth questions about the problem in corporate, the questions are for the best interest for the person whom want to know about this scuba business field which will be explained more deeply in the details below.

4.1 Interviewee's Information

4.1.1 Company 1:

The first company was established in year 2006, 13 years ago. It was a normal travel company for the school, more like field trips. Personally the owner is interested in sea and ocean travel. Therefore, he saw the opportunity for the business and start to learn and find out about basic scuba diving up to master in diving to open up the diving business in the present. Along with intention to do this kind of business, the owner quickly see through all the problems and be able to choose the right person for the position in the company, developing until he has the efficiency and experienced employee whom had working for 4-11 years. I have contacted this long-established and well-known company to interviewing for information of human resource management. At present company#1 has 5 personnel, including the owner, each personnel has a clear position and clear job descriptions. Some of them can work in a variety of positions as follows;

Table 4.1.1 : Company 1

Job title	Job description
Owner	Involves looking at the overall image of the company. Planning, marketing, auditing, and creating computer network systems for use in the company. He is exploring to find boats, resorts for both domestic and international customers and able to take care of all other work in the company.
Scuba diver instructor	Involving deep diving teaching and the preparation of materials for teaching, updating new news from the international dive institutions, from foreign countries to personnel at all positions within the company to be informed for answering customer's questions about teaching and learning. Also being a trip manager specialized technicians for diving equipment and be able to sell diving equipment.
Equipment technician	Maintenance of the diving equipment, updated information about various problems, strengths, weaknesses of various brands of diving equipment, selecting the effective diving equipment for sale. As well as having to gather important information for pro and cons, comments from customers about the use of diving equipment, each brand and each model, to all personnel in the company to provide information for the other customer's questions about diving equipment, Dive leader and help recommend and sell diving equipment as well.
Salesperson (2 personnel)	Selling of diving equipment, selling diving trips, selling diving courses, importing special products for customers. Procurement of plane tickets for customers who come to diving trips with the shop and as an intermediary to coordinate other personnel to update the news together within the company, including the collection of information and various problems regarding sales and services with all personnel within the company to be informed in order to find ways to improve and resolve various problems that are found quickly.

4.1.2 Company 2:

The second company was established in 2016, but he has been working in this field along with his friend for more than 10 years. The reason that he established

his own business was because he foresee the market of the foreigner customers in the center of the city, quick service, and variety of merchandise with all these reasons and decisive point of view to open up a new target market and ready to develop in other part. He has hired inexperienced employees and trained them until now. They have become experts and actually play an important role in the company. Together the owner and employee developing for the better company, so I decided to choose this interesting company for interviewing for information in this model. Currently company#2 has 3 personnel, including the owner, each person will have a clear job description and job positioning as follows;

Table 4.1.2 : Company 2

Job title	Job description
Owner	The job characteristics will be different from the owner of the first company only in solving the affective equipment by sending to fix to the brand itself or sending to the company that specialize in fixing this diving equipment. As well as sending deep diving student to a partner company that has a scuba-diving instructor, since the owner does not have enough knowledge to be a deep diving instructor but still act as a middle man for the clients.
Sale manager	The nature of the job is a sale service development and the management of all sales and service problems. Partial accounting to pass on to the owner to do in the next process.
Salesperson	Job description is a general sale, service, coordinator for everyone in the company. The behavior of the said personnel of this company is not much different from the first company.

4.1.3 Company 3:

The third company was established in 2012, around 7 years. The reason that he opened up his own business was because he loves freedom in travelling. As a result, he used his living lifestyle to be the main concept of his company, flexible, unlimited,

freedom of choice, with all these characters make the company interesting and unique in its own way. The customer will feel like traveling with family. The company is also attractive to other experienced divers and whom working in diving field to join the company, especially those freelance personal. That's why I chose this company that most employees are temporary and freelance employees for this interview. This company has 3 personnel including the owner as follows;

Table 4.1.3 : Company 3

Job title	Job description
Owner / Scuba diving instructor	Teaching the customer deep diving by themselves without having to pass on to the partner company and also as an intermediary to coordinate the personnel within the company including the client itself, various tracking issues, contact to negotiate to import equipment, contacting boat, resorts including both products and services, for the reason that other personnel require time and experience in learning everything, so the personnel has to try to learn first, until you can be done all and trusted, but up until nowadays still cannot find personnel that cannot be trusted.
Salesperson (2 personnel)	The nature of the work is different from other diving companies because the role and scope of work is just checking the products, sell products and prepare products only, no responsibility is required for other parts, because most of the other parts are the responsibility of the owners.

4.1.4 Company 4:

The fourth company was established in 2009, without any experience in diving business before, but with the love of sea traveling and never look at other kinds of traveling, he decides to open up the diving-travel business. The main core of business is diving trip, unlike the other company that mostly selling a diving course, the company keeps a low profile and likely to be a small family business. The company can manage itself, arranging trip, preparing for the trip, contacting and booking are done by few personnel. For most information that I have received, I am interested to find out more by choosing and arrangement for interview the owner and employee of this company,

for further development information to others whom might be interested in this model. The company has only 3 personnel, including the owner. Every type of work is like every company that has mentioned as follows;

Table 4.1.4 : Company 4

Job title	Job description
Owner / Scuba diving instructor	The owner is also a Scuba Diving Instructor. Manage diving trips therefore he can teach diving to the customers by himself and responsible for managing everything in the company.
Secretary	This person is the wife of the owner. Act like a secretary, helps to manage and coordinate for owner. Selling diving equipment, selling diving trips, selling diving courses and also act as the manager assistant for arranging the trip and being a dive leader.
Salesperson	The work characteristics are distinct from all companies because he is responsible for selling products and services in the store only, such as checking products in and out, prepare to deliver the products by order and receptionist and salesperson in the store front.

4.2 Finding

From the interviews I conducted with all the four diving business owners and their employees, I have found out that all of them have a passion with ocean travelling as known as diving-travelling. The business is emphasizing on services and communications because this kind of business is heavily based on sincerity and knowledge in introducing the products and services. Therefore, different tasks require different way to manage, for this reason, the company has to choose the employee that loves the job in order to perform at his/her best and to help developing the company for faster growth, more steady and least risk free.

4.2.1 Staffing and Selection

In fact, many diving companies want to recruit people who are mainly interested in diving tours or have experience in diving, but nowadays it is quite rare.

Most divers themselves know that this job is a heavy work because part of the job has to take care and take responsibility for other people's lives. Therefore, making the expectation of recruitment more open, the essential and very important feature is that the love and passion for working in this field will really lead to unrestricted learning and a high level of patience, as well as pursuing learning. That is all about this work. As for working in every company, there is a high expectation from the employees, who have received it in order to have comprehensive knowledge in order to develop both selling products and services to customers efficiently and if the company has many talented employees, it can help reduce the number of employees that are unnecessarily. All of the above information is a key factor and expectation of every company. Which is related to the dive business but it is different in the different work requirements, such as dress, attendance, weekly holidays, annual holidays, leave, welfare, various rewards and incentive, etc.

Most of the deep diving business is the small family-owned business that the owner will manage by himself due to a unique kind of business. It requires specialized skills and some experiences in order to have a quality services. Therefore, cannot trust or assign to an employee who has not been trained. The first important thing to look for in an employee is sincerity and honesty. All of the company that I have interview give an important role in screening personnel, due to the diversity of each section in managing. Moreover, they have informed about working conditions, other benefits and holidays due to this kind of business will not have the same holiday as a normal company have and other beneficial that employee will have before hiring.

In the Company#1, the owner will be the person who is interviewing the applicant, beside vocal interviewing, he also gives out an additional test to measure IQ and EQ of each applicant. This is to choose the right person for the company. Owner#1 believed that for whatever the employees did, will be representing the company's actions and characteristics. The employee should be diligent, always searching for new knowledge and open up for the new thing to be part of the company. Sincerely should be basic requirement for the employee and can be trusted. Owner#2 thought the same thing, he wants an employee that has his own distinctive point of characteristic, be able to learn new things, concentrated on the job. He thinks the bachelor diploma does not require for this kind of business. Moreover, Owner#3 gave out the reason that if

employees love this kind of job, and willing to learn more, then he or she should be able to do a quality service too. Owner#3 agreed that the company is finding the right person according to the company's need. They must have enough knowledge to help developing the company to growth, with all the information above, according to Owner#1 added that "He cannot simply accept anyone. We are looking for sincerity, hard work, determination and intention to work. Even though he/she does not have any experiences in diving at all, we can train that employee, educated and the employee will be able to grow and develop along with the company"

From all the interview, I have found out that Company#4 is the only company that need only sincerity to be a receptionist, selling general goods. From his experience in recruiting his staff, he found problems with job learning. The curiosity for self-development is very little, or learning is so slow that it takes a long time or some people may spend years learning things. Because most of the staff who come in do not understand the true nature of the work and what processes and procedures that require knowledge and experience, such as answering questions about the dive course, which various information to explain or recommendations must be knowledgeable in references, not explanations, just what they do or how much they cost and if given the wrong advice, it is going to create the problem. For this reason, the 4th owner of the company recruited personnel in front of the store to act only by selling some items that did not use much knowledge and reception only to reduce such problems from previous experience.

For other parts of the company like diving knowledge, diving technique, diving course and diving trip, the owner will be taken care of. Owner#4 gave the reason that the basic knowledge will be enough to introduce most of the product in the store, on the other hand, for the advice and some other specialty goods, which need an experienced person to do the job, accepting employees makes it possible to see that the perspective of a company that has expectations for its employees is the same approach as love and passion in scuba diving activities. But when that expectation is not as expected, each company has different ways to solve this problem, according to their visions.

There are some concerns on recruitment. Company#1 has encountered that some apply for a job because of joyful diving activities, but after a few jobs the reality

strikes since it is a service providing job. Since they have to take care of the customers, prepare and provide service to customers, with the least tolerant along with high energy, it is not as fun as being a customer as a result the employees tend to quit. But for Owner#2 thought that in an interview process, if the way of thinking, personal characteristics and lifestyle does not match with the company policy, the applicant will be rejected. Since the characteristic is not suitable to becoming part of the company, the applicant might have some problems in the future. Which the analysis of the applicants whether they meet the requirements or not and have a lifestyle that fits with the company? They can be analyzed by showing the identity of the applicant during the interview, including how to communicate and the steps in telling the story. Since it can be seen that the company is quite focused on suggesting, answering questions, and communicating only by using true knowledge and accuracy in order to demonstrate their professionalism and these will build trust for customers, as a whole will result in the company having a good image in the long-term service.

For Company#3 mostly working with Freelance and some of the problems occurred are person with high pride, blocking themselves, especially those who have a diving experience. Due to the fact that freelance has the knowledge and experience in advanced diving. This may lead to an ego and to block the introduction of work to develop the company together in the long run because of the experience and can do everything on his own like a company. Therefore, it may create conflicts of opinion and there are other factors, as most of these mentioned freelance are Scuba diver instructors who can teach individuals to become divers and can also issue an international diving cards to customers. Freelance can also buying goods and contacting boats by himself at a special price. Allowing this freelance to be able to pull customers from the part time job of that company. Therefore, the company avoids forwarding work to freelance to reduce this kind of problem. If the idea and way of thinking are mismatch the owner will pass to another applicant (same as Owner#1) The advantage of accepting the experienced employee is that he does not start from the ground up, just adjusting some attitude and tuning to work along with the company will be fine. But the disadvantage is high pride in himself/herself, not accepting new things, these might cause some problems in the working space. Company#4 had the less problem, this might be because of hiring some personnel to be a receptionist and sales person only.

After an interview with all the 4 companies, I found out that there are both a person with experience in diving and some did not have any experience at all. When asking the person without any experience that why does he come to work in the diving company, most of the answers are the way the company is managed by the owner and sincerity and lifestyle of the owner. Employee#2 gave the answer that she knew the owner previously and was persuaded to come to work in the company, along with thinking that the owner is capable of doing the diving business. In the same way, Employee#3 used to be their customer and felt the sincerity of the owner's services and decide to join the company.

An important reason for hiring inexperienced employees is these people are ready to learn new things. Which makes transcription of knowledge, planning for personnel development easier, and these people, when they acquire new knowledge, are curious to experiment to find answers to themselves using the knowledge they have inherited. In addition to management that is easy to development of employee, it is also a benefit to the company because the company will be able to develop the organization in the desired direction quickly according to the laid down guidelines. With the diversity of the diving business, it is found that setting goals before hiring is very effective. For example, if the company wants to recruit staff with experience in this field, then aim at this point or set clear the qualifications of the applicant. If the applicant just love or have only likes, would not be enough in order to lay out a more convenient way to develop personnel and result in development in defective area, more efficiently than before, by setting clear qualifications. For this reason, all the problems found in all the information in the interview are the selection of employees without specifying clear qualifications, resulting in wasted time in anticipating the ability of the applicant and if it does not meet expectations, the company will have to waste time managing to find a suitable solution that will not affect other parts of the work.

4.2.2 Education and Training

For most people might think that it is a scuba diving business is a general tourist business about the sea, but the scuba deep diving need to learn all about using Scuba equipment properly and also need to learn how to solve various underwater situations such as breathing, using a scuba device while diving, control of buoyancy

underwater by breathing or balancing the buoyancy with a shirt that can fill up with air. They also have to study the theory of physics as well because deep dives are life-threatening with conditions such as torn lungs caused by holding your breath and returning to the surface. There is also another diving-related condition that is often fatal to deep-sea divers, also known as DCS (Decompression Sickness), a condition caused by various tissues of the body, receiving nitrogen gas under pressure until saturation, when the pressure is reduced The tissue then releases the excess nitrogen gas. Bubbles enter the body systems. Including internal circulatory system as well, because deep diving and staying in that depth for a long time will cause the body to accumulate more nitrogen. And if we return to the surface faster than 18 meters per minute, the nitrogen accumulated in the body expands into bubbles and clogs the blood vessels of the heart and brain, causing the body not to be able to transport oxygen to all parts of the body, causing the body to fall short of oxygen and die within 48 hours. For this reason, companies have different policies from evaluating the importance of support, so that the personnel are knowledgeable in this field differently.

Scuba diving business needs special skills and talents in many ways. Since it is a service business that needs different area of managing, giving out tasks to the right personnel is hardly. Due to hard to find the personnel that are experts in all aspects of this field. Most of the company have foreseen and try to develop personnel to service in those areas as smoothly as they could. By employee training and educating a new technique and special skills. To develop the employee's potential, the company have different approaches and priorities for each side as follows.

Company#1 and Company#3 emphasis on giving knowledge to employee more than other things, for the reason that if the employee have the right knowledge, it can be referred and use that to develop for customer service efficiency. Owner#1 said that "We always have staff training and we are happy to send employees to learn the learning outside. Because we believe that at least that employee will benefit from learning and benefit the company in the long run as well."

Internal training management in Company#1 and Company#2 is a basic training course on diving and features of new and old products in order to analyze the pros and cons and operate correctly for employees in every position by instructors who are knowledgeable. For example, the knowledge of diving and instructional media

trended by Scuba Diver Instructor, and the knowledge of diving products and equipment will be the duty of the Equipment Technician. To make information available for those interested in scuba diving or answering questions about various problems caused by diving for customers with the correct knowledge as learned from the training.

External training is divided into 3 main categories which are diving equipment, diving course, and maintenance & repair course. By the way, the employees will be selected as appropriate for the position and responsibilities. In equipment training section, the positions that are involved in training with product brand importers are scuba diver instructor, equipment technician, and salesperson. Because these positions are related to sales, in order to update new product information annually. Use of equipment with increased functions, modification of various materials from the old model, including promotions, product warranty, etc. The second section is diving course, which is responsible for the scuba diver instructor. This section is an update of teaching courses and materials by the International Diving Institute under the brand PADI (Professional Association of Diving Instructors), which is the largest diving center in the world and is accepted. In every training, there will be more new techniques in teaching, including new solutions to the problems in the new cases and the policies of the institute as well as the activities organized by the institute in the country for instructors to know and to spread information for students to keep in mind. When all the training and information has been collected, scuba diver instructor will gather to update all of the information provided to the personnel within the company in order to answer customer questions. The last section is Diving equipment maintenance & repair course. The positions that need trained with product importers are scuba diver instructor and equipment technician, both of them are very familiar with the equipment but only have knowledge for use only. Therefore, the company realizes that if the customer's stuff have any problems, it will be provided with correct solutions because diving activities are highly risky and dangerous. Also be able to increase service channels for the company as well. After every training, the brand will give a certificate for every dive equipment repair course, which can be decorated in the store to create a good image and reliability.

Same as owner#2 believed that real understanding of diving will result in a good understanding of conversation with customers. To communicate correctly and will

be easier to sell the package, and better for the company in the long term. As for the company#4 also supports training on diving for the employees in basic knowledge only, mainly will focus on providing specialized knowledge in the areas that the personnel was responsible for. The specific knowledge mentioned is the knowledge that is used for working in that position. For example, a salesperson must use basic knowledge of diving basics to describe and sell basic diving equipment to customers such as choosing the thickness of wetsuit to suit the water temperature of each country or choosing a mask to fit the face. Owner#4 gave out the reason that in technical knowledge, employee may be explained and advised not enough detail for the customer to understand. It also need credibility to suggest and experience as a component. Therefore, the basic foundation is sufficient for the work that the personnel have to use and the rest will be for owner to manage. It can be seen that almost every company has different priorities, but there are the same key factors in screening the people who really love the work.

Although there is a training program for employees of all companies, there are still have problems with employees lacking knowledge and understanding of products and services. Resulting in product recommendations or services that are not complete or cannot be clearly explained because somethings require experiences or testing in order to explain correctly. Therefore, if personnel have little knowledge about diving or are not interested in learning more, then this problem can often be encountered. The company did not allow these problems to have an impact. Some problems are managed in various ways such as Company#1 solved the problems by setting up line-group and let all the staff joined the group for asking specific information or explanation that require high-profile information. Company#2 solved the problems by if he was in the store, he will step in and take action by answering those questions himself, but if he was not in the store, the employee could always call him. For this reason, he was trying to provide as much knowledge as possible to each employee. On the other hand, if the employee of Company#3 and Company#4 cannot answer certain questions, the employee will have to receive the matter and try to find out the answer from somewhere or other person and get back to the customer as soon as possible or let other employees that know how to answer the question get back to customer instead.

Based on the data from the interview, the owners found that the importance of increasing the knowledge and skills of different personnel with knowledge is an

important factor in this field of work. Moreover, I have found that all employees have the same opinion that is agree and please that the owner cares about the training, but it depends on the owner whether or not to have those training class for them. Employe#1 argued that if customers need advice or additional explanations, they cannot answer and having to spend more time causing customers to wait longer to find information to explain what the customer wants which is similar to the rest of the employee. The data from the employee's interview found that the various problems that occurred was the same problems arising from the lack of information about products and services.

The information shows that companies that support employees with scuba diving knowledge, employees can be able to use the knowledge of diving and equipment correctly. Because if that person does not have knowledge about diving, they will not be able to properly explain the topic of diving. It will also benefit the employees to have an experience in the activities that the company operates. For this reason, diving knowledge is essential in service in order to create customer understanding and safety.

Nevertheless, there are still sections where owners and employees have different opinions, for example owner gives importance to the transcription of technical knowledge about products and services to all employees, but with a diverse category of diving equipment that may make employees confused. This is the reason why all employees think that they would like to have a training only the knowledge of products that are sold frequently or services that customers are interested in frequently. The rest of the knowledge will be gradually added in the future. The way to solve this problem is teaching them only the necessary parts first and then add other knowledge as appropriate to the opportunity and time.

4.2.3 Performance Management

Due to the scuba diving business is a tourism business that requires relatively thinking thoroughly. Diving is a dangerous activity, if it was careless or lack of real knowledge the activity would be deadly. For this reason, orderly working is a key factor in the development of this business to grow faster. It requires teamwork, determination, patience and flexible in staff circulation. Because each sector has a difficult task of this aspect, including listening to feedback after the service, focusing on discussing, collecting feedback from customers for improvement in the part of the

fault. But for the admirable part those are responsible for the work that will receive compensation according to the work, including an understanding of work that requires the same direction in both the company and staff. The feedback is a reference for developing various management methods. Both products and services to maximize efficiency to the company.

According to the interviews found that in the work of small family businesses, the company pays attention to employees in providing opinions, proposing guidelines for managing, preventing and developing or giving freedom to work for building a unified relationship. Whereby the company has clearly communicated its goals to employees since the recruitment date. There is an annual meeting to update various functions, the problem that cannot be solved and the development that can extend farther. The employees can be involved in showing their ability by giving opinions that can further development of the company for the work to be done smoothly. For example, Companies#3 and Company#4 have a meeting to see the company's performance every year. In which the employees participated in the meeting, to listen to the performance of the company. While Companies#1 and Company#2 also have annual meetings but these 2 companies, employees can play a role in finding ways to solve problems that have the most impact on the company and can also determine the direction for the company development in the upcoming year. The role play that employees can participate in development is to report problems that they have encountered in various areas such as problems from answering customer questions, problems from product quality, problems caused by incomplete or damaged shipping during shipping, problem of price differences, and problems with after-sales service, etc. All of these problems will be discussed to find solutions in the annual meeting. If employees have ideas or solutions, they can propose it immediately. Can be considered a problem to find solutions for development between employees and owners.

Owner#1 provided information that "expectations are not defined because each person, each function has a different expectation but look at the operations of the employees as a whole year round". Which is similar to the Owner#2 provided information that "The company does not specify how the employee's ability should be, but will seldom review from time to time over 3-4 months". Owner#3 has the same opinion as the first owner that does not specify the expectations, but please be patriotic

in this field of work and keep educated. According to interviews with company owners, it is found that most do not expect or have a lot of work rules, even those that require specialized knowledge in their work. Because this field of work is diverse, it relies mainly on intention, passion and knowledge. Interviews with employees from 3 of the 4 companies, found that there are different expectations and goals in this area. Employee#1 gave the information that "The company has not set the goals of work but focuses on the general detail and intention". The company does not set a career goal for their employees, but instead focuses on details and intentions because they don't want employees to feel pressured or coerced. Responsibility in their own duty with real intention can make the company to develop the efficiency to grow because the intention is the main force in the development of all sectors. Without an employee with high intentions of responsibility, even if the company marketing or selling product well cannot make the company grow or succeed in the long run. Same as Employee#2 who said that "The company does not specify much but to focus on doing the responsibility as well as possible". As Employee#3 mentioned that "The company does not specify expectations, but focuses on honest service and honest and responsibilities to the job that had assigned".

From the interview shows that there are 2 types of people interested in applying for this type of job, people who have experienced and people without any experience in this field. They are different because people who do not have experience in this field will use the reason of traveling as the main decision making to working in this field, which they don't know how complicated the work is or what knowledge is required. Therefore, when they encounter with a variety of work tasks and styles, it may cause discouragement because it may not be the same as they have been imagined. For this reason, it may cause the company to frequently enter and exit new employees. Unlike experienced employees, since these people have experienced work in this field, some of them do not have any expectations beyond imagination. Which they already have a passion for working and be able to understand more about all aspects of work.

According to the data of the interview, found that even though diving tourism business is difficult and complex due to the diverse work styles and requires a lot of knowledge and skills. But from the owner's perspective, the work expectations of the employees do not have fixed rules or clear requirements. The important thing is

responsibility for the work assigned and the intention to know how to work with sincerity, honesty. With all the information can be seen that the expectations of this field of work is the true love and passion of this field more than anything else. Information from employee's interviews found that the company has some work goals, but still focuses on the intention of the detail around the responsibility of the job. These expectations were not determined by any rule or based on the company's profits or growth.

Notice that all 4 companies encounter the same problem, which is the learning of both experienced and non-experienced employees. Each person has not learned the same enthusiasm and some people are not effective at all, including employees with high ego are attached to working from the old place and blocking learning new things. Therefore, solving such problems is difficult because those employees do not cooperate or not ready to solve their own problems for development. When problems happen become long-term, will cause the company to have a slow development and growth

4.2.4 Staff Retention

Due to the deep diving business is a small business, but it is a business that has to be determined. Having patience and high responsibility because of the diversity of this work, which often encounter problems. Therefore, sometimes the problem management requires the experience of this work to be modified or needed, consult with more experienced people too. The advantages of being a small business can handle these issues, which have always been an owner and operator of all four companies indicated that employee ownership will be able to reach. There was no other procedure or appointment, so I can meet to inquire, talk or report problems immediately. For this reason, the ease between the owner and their staff was easily meet. It can be seen that this field of work requires a lot of factors, but having a good family-like atmosphere can make it easier to manage problems and make working more efficient. Therefore, beside the good atmosphere, the other important thing that cannot ignore is creating morale for employees. The employee should be tolerant with all the customer and so reward should be for the personnel who are willing to work, be responsible for the assignment well and help each other to develop the company. The company must give awards or rewards to

such personnel and in addition to encouraging personnel to work will continue to benefit the company in the long run as well. Because the personnel who have a relationship and good view towards the company, helping to reduce the employee rotation rate. From these information, each company have different policy in rewarding the employees.

Owner#1 said that "The company has annual bonus and takes them for a trip once a year. The company does not have a regular holiday, but our personnel can take leave on other days instead, just having to inform in advance. As for the attendance, there is real office working hours but can be late for work in the morning because sometimes there are continuous jobs causing them to returned late at night". In which is similar to Owner#2 who provided information that "Right now, the company only has an annual bonus. But there are still other areas, such as giving employees freedom of working hour". By giving a reason that the company gave a full freedom to employees without restriction on holidays but must be responsible for their own work. However, I have found that besides the Company#3 and Company#4 annual bonus. There is also a percentage share of the commission in the part that each employee is responsible for to stimulate and create enthusiasm for him. Both companies have international holidays on their calendar, but if whenever there is out-going trip then there will be additional holidays for that employee.

According to all interviewees, I found that the advantages and disadvantages of managing a small business due to the diverse nature of their work and the need to solve problems quickly, with the limited personnel in the company. Therefore, the company should have convenient, easy to contact, publicize updating within the organization. Including reward to the personnel who intend or who have a part in developing the organization, but still have the limit in beneficial for employees. So intending on freedom of choice to cover up some of the limit beneficial will be fine for employees. Lastly, there are very few turnover rate of personnel in all 4 company.

The fact that the employees are still working with them is no racist discrimination, the working atmosphere is like a sibling or family-owned business and flexibility of the holiday or enough vacation days needed. These are the main factors that make them feel more comfortable at work than anywhere else. Although the welfare is not much high and may not be able to compete with other companies, but that is not necessary and important for them.

CHAPTER V
CONCLUSIONS

5.1 Summary of the Findings

From the various information gathered about the diving business, it demonstrates that this type of business is a tourism business, which is supposedly different from the general tourism business. Therefore, the need to select people who have passion for working in this field as the main goal is not just the process of selecting employees only but also of encouraging employees to have more knowledge and ability in order to work in this field efficiently with a variety of products and services. For this reason, it is a challenge for the company from the staff selection process to development. The difficulty differs from person to person, makes employee management plans to reflect a big impact on the work and development of the company and lastly the company needs to have a way to build confidence which results in employees' value to be part of the company. Including the reward and compensation from work that is effective and when employees feel more impressed, it makes employees want to continue to work for the company without thinking of relocating or changing jobs. The company can reduce the change of staff as well and can continuously develop the company without having to waste time in selecting new employees or wasting time in developing the employees to be effective in accordance with the needs of the company.

From the analysis, it can be seen that companies 1 and 2 have similar management strategy and guidelines for business operations, with the focus on the selection of personnel who are really interested in this field. Both experienced and non-experienced just have the same attitude and perspective. In addition to the screening, the company also emphasizes on personnel development by arranging training on the necessary tools for this field of work. Include promoting field trips to learn new work methods or updating information related to this field of business. Such as the launch of diving equipment and other products used for diving activities, in order to effectively respond to customer service and reduce the risks that may arise from the lack of

knowledge and ability. The more knowledgeable the personnel, the longer the benefit to the company as well. In addition to personal development, Owner#1 and Owner#2 also give the opportunity for employees to participate in giving opinions or suggestions as a guideline for the development of the company. Including solving various problems encountered in the workplace, can report problems or ask for advice. A procedure that is such a person is part of the family that helps to drive the company to grow rapidly. The owners of both companies also viewing about the flexibility of working hours for the employees because most of the work on a general holiday is the most profitable day for the company. The variety of jobs may take a bit of personal time. For this reason, it gives a full freedom of choice to the employees. As for the reward for working hard, there is nothing special, just only the annual bonus because it is believed that the flexibility to work is sufficient. Which all of the above information, two companies are very similar.

Company#3 still has some similarities in regards to the importance of screening employees who are passionate and interested in this field. But will be different by interested in hiring freelance because these people have some experience in this field before. By the way, the company also places importance on the development of employee capabilities by increasing knowledge ability by managing new news updated related to diving, both products and equipment that use for diving activities. In order to meet the need of customers with the right knowledge. Employees can give opinions or suggest the managing guidelines to prevent and solve various problems in order to help develop the company to grow. Employees are being able to walk and discuss with the owner without any appointment or through secretary. The holidays of this company is different, it can be stopped on a general international holiday or during a diving trips, some employees can be stopped on these days as well. In the case of being a Freelance, employee can stop or enter the office at any time as appropriate for the job. As for the compensation or reward of employees, it is similar to other companies, with annual bonuses and the percentage share of profits from the work that has been responsible for.

Company#4 is quite different from the previous three companies, with the screening of personnel that would have honesty and sincerity in the service. The personnel is for selling products and storefront services only, not allowing personnel to participate in the management of other parts. The owner will do development and

thinking as for other management or technical advice information. Owner will manage all of them for the reason that the personnel will do receptionist and sale only, do not need to use a lot of knowledge. If an employee can't answer or explain, then will end up with the owner who manages it. But in the event that there is a problem waiting to be resolved, it can be consulted immediately without having to go through anyone. Employees can ask for advice like brothers and sisters. In which this section is similar to other companies and in various holidays can take leave on general international holidays and on the day the company has a diving trip, rewarding personnel is the same as Company#3 as the bonus and percentage of sales

all of the information above, I found out that all 4 companies having in common are friendly atmosphere in the office. Do not have difficult procedure to meet with the boss, unclassified level and result in peace of mind in working space, in which the work went on smoothly and solve problems quickly.

5.2 Limitation

This research focuses only on companies that have been operating for a long time and most prestigious businesses. I have chosen to interview all 4 companies, including all 8 interviewees. Those are business 4 owners and 4 employees. Focusing only on Human resource management in a small family organization to be used as a guideline for the companies operating in the same business or those wishing to start this business. But there is a limitation of time for this research, the results may not be sufficient to cover all of the challenges for small family-owned companies in the scuba diving business in managing all human resources.

5.3 Recommendations

From the problems encountered in working on diving businesses, most of them are caused by the number of jobs that are in many aspects and have high details. Causing many problems often, the four companies have different problems according to the types of work as follows;

Company#1 is a company that has focused on personnel development by increasing knowledge that is necessary to the business for the most personnel. However, the owner awards of the problems that are mostly caused by the lack of knowledge of the employees. This problem often occurs in answering equipment technical questions or other in-depth details. For this reason, employees are unable to answer questions clearly and completely. As customers want although the company has a line group for communication in the organization, but if personnel with specific knowledge in this field cannot contact, stuck out on a continuous trip or sick, causing difficulty to connect.

Recommendation is to collect frequently asked questions both products and services by writing to complete the information and then put it in the computer system of the company so that personnel can open, read and explain to customers as needed immediately.

Company#2 often finds some problems from communication because most of the customers are foreigners in many countries. Causing errors in communication, not understanding, ordering the wrong product or wrong kind of service frequently. Including introducing explanations of various technical knowledge that are quite difficult in general communication and when there are many customers that come in-and-out, it will make customers not impressed. This company has only 2 regular employees and there is only 1 person can communicate in English well. As mentioned, we recommend that employees should learn about the technical terms of an equipment that must be used in this field. Try to find personnel with language proficiency and have an interest in this field to join the company.

Company#3 encountered different problems as this company focuses on freelance personnel. The most common flaw is closing a shop on the day of the trip results in lack of income at that time. Due to the work of Freelance is highly uncertain that has to do the various tasks, which causes uncertainty in the turnover that may cause customers to be confused during working hours and unmatched attention to other services.

Therefore, it is advisable to have to find some full-time staff for continuous work as an intermediary in connecting work between customers and other employees. This will result in smooth and able to operate continuously without delays and allow the company to open normally on the day that other personnel leave the trip. Resulting in

the company without losing the benefits of closing the store. Also creates certainty in working hours to give customers more confidence.

Company#4, the most problems caused by insufficient knowledgeable personnel, in suggesting or explaining products and services. Resulting in delays in finding information to explain to customers makes customers becoming unsure about using this company's service and likely to turn to other store that is more knowledgeable. Therefore, suggesting more knowledge promotion to employees, give them the opportunity to learn and have more experiences to reduce problems that are constantly concerned about providing incomplete or unclear information to customer. Along with more knowledge and more experience, the employees will be able to answer in-depth questions and give the right advice to customers more efficiently. When there are employees who can ease their work and works well The owner doesn't have to do everything by himself.

From all of the above, if you look at the competency-based human resource development model, it can be seen that the company has a sequence of processes from selecting employees who value people who have a passion for working in this field. when employee's readiness by enhancing knowledge, training about products and services, both on and offsite, as mentioned in the previous section. When the company having personnel readiness, should push employees by enhancing knowledge, organizing trends on products and services. According to the interview, the company does not expect profit from their employees, just expecting and focusing on the work with a comprehensive resolution, and responsible for the assignments only. Since this type of business is a service business because this type of business is focused on consistent performance, including creating value for employees to feel that they are an important part of making a company successful in order to enable employees to work with the company in the long run. Most companies pay more attention to employees than other parts because it requires quite a high level of knowledge and competence in the work of the employees. Such as diving trip information, diving course information, equipment information and maintenance, etc. This makes the challenge of this business mainly due to the selection and development of employees.

If anyone is interested in running a dive business, but lacking guidelines or information for doing business can cause problems with recruiting staff and may make

your business grow slowly. Because of having to waste time selecting and developing new employees all the time without being able to continuously run the business. This is the reason why this model was created to provide information and guidelines for human resource management planning for those interested in diving business with a highly efficient organization management system.

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