



**Factors Affecting Employee Commitment for Small Independent Hotels
in Phuket Province**

Ms. Paima Seneetantikun

**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration in Hospitality and Tourism Management
(International Program)**

Prince of Songkla University, Phuket Campus

2015

Copyright of Prince of Songkla University

Thesis Title Factors Affecting Employee Commitment for Small Independent Hotels in
Phuket Province

Author Ms.Praima Seneetantikun

Major program Hospitality and Tourism Management (International program)

Major Advisor

Examining Committee

.....
(Asst. Prof. Dr. Nareeya Weerakit)

.....Committee
(Assoc. Prof. Dr. Ranee Esichaikul)

.....
(Dr. Tatiyaporn Jarumaneerat)

.....
(Asst. Prof. Dr. Nareeya Weerakit)

The Graduate School, Prince of Songkla University, has proved this thesis as partial fulfillment of the requirement for the Master of Business Administration Degree in Hospitality and Tourism Management (International program)

.....
(Assoc. Prof. Dr. Teerapol Srichana)

Dean of Graduate School

This is to certify that the work here submitted is the result of the candidate's own investigations.
Due acknowledgement has been made of any assistance received.

.....Signature

(Asst. Prof. Dr. Nareeya Weerakit)

Major Advisor

.....Signature

(Ms.Praima Seneetantikun)

Candidate

I hereby certify that the work has not already been accepted in substance for any degree, and is not being concurrently submitted in candidature for any degree.

.....Signature

(Ms.Praima Seneetantikun)

Candidate

ชื่อวิทยานิพนธ์	ปัจจัยที่มีผลต่อความผูกพันของพนักงานต่อโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต
ผู้เขียน	นางสาวไปรมา เสนิตันติกุล
สาขาวิชา	การจัดการการบริการและการท่องเที่ยว (หลักสูตรนานาชาติ)
ปีการศึกษา	2558

บทคัดย่อ

การวิจัยในครั้งนี้ มีวัตถุประสงค์ (1) เพื่อศึกษาระดับความผูกพันของพนักงานต่อโรงแรมขนาดเล็กในจังหวัดภูเก็ต (2) เพื่อเปรียบเทียบค่าเฉลี่ยระดับความผูกพันของพนักงานองค์กรในโรงแรมขนาดเล็กในจังหวัดภูเก็ต (3) และเพื่อศึกษาความสัมพันธ์ระหว่างลักษณะของงาน ขององค์กร และระดับความผูกพันของพนักงานต่อโรงแรมขนาดเล็กในจังหวัดภูเก็ต กลุ่มตัวอย่างในการศึกษาครั้งนี้ คือ พนักงานในองค์กร โรงแรมขนาดเล็กในจังหวัดภูเก็ต จากจำนวน 323 โรงแรม เป็นการวิจัยเชิงปริมาณ ผู้วิจัยได้แจกแบบสอบถาม 600 ชุด และได้รับความร่วมมือ 460 ชุด

ผลการวิจัยพบว่า พนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ตมีระดับความผูกพันต่อองค์กรค่อนข้างสูง ในส่วนการเปรียบเทียบค่าเฉลี่ยระดับความผูกพันของพนักงานองค์กร พนักงานส่วนมากจะเป็นเพศหญิง สถานะโสด อายุน้อยกว่า 35 ปี ทำงานระดับปฏิบัติการ มีประสบการณ์ 1-2 ปี เงินเดือนไม่เกิน 15,000 บาท และความสัมพันธ์ระหว่างลักษณะของงาน ขององค์กร มีความสัมพันธ์เชิงบวกต่อความผูกพันในองค์กร ผลการศึกษานี้จะเป็นประโยชน์ต่อเจ้าของโรงแรมอิสระขนาดเล็กในการปรับปรุงระบบการจัดการทรัพยากรมนุษย์ เพื่อเพิ่มระดับความผูกพันต่อองค์กรเพื่อเก็บรักษาพนักงานให้อยู่กับองค์กร และช่วยให้องค์กรมีความสามารถในการแข่งขันได้

คำสำคัญ: ปัจจัยที่มีผลต่อความผูกพัน, พนักงาน, โรงแรมอิสระขนาดเล็ก

Thesis Title	Factors Affecting Employee Commitment for Small Independent Hotels in Phuket Province.
Author	Ms.Praima Seneetantikun
Major Program	Hospitality and Tourism management (International Program)
Academic Year	2015

Abstract

The objectives of this study are (1) to investigate the levels of employee commitment to the organization of small independent hotels in Phuket. (2) to compare the levels of employee commitment to the organization of the small independent hotels in Phuket Province in regard to personal characteristics, and (3) to investigate the relationship between the job-characteristic factors, organization-characteristic factors and the level of employee commitment to the organization of small independent hotels in Phuket province. The target of this study was the small independent hotel employees in Phuket from 323 hotels with quantitative approach. The researcher distributed the questionnaires with the total of 600 and 460 questionnaires were returned.

The findings showed that small independent hotel employees in Phuket were strongly committed to their organization. To compare the average the levels of employee commitment, the employees mostly are female, single, less than 35 years old, operation level, experienced 1-2 years with the not more than 15,000 baht salary per month. Furthermore, the job characteristics factor and the organization characteristics involved had a positive relationship with the small independent hotel employees 'organizational commitment. The results of this study will be useful for small independent hotel owners to improve human resources management system to maximize their employee commitment and keep them remained to help the organization gain competitive advantage.

Key words: Employee commitment, Small independent hotels, Phuket Province

ACKNOWLEDGEMENTS

This thesis “Factors Affecting Employee Commitment for Small Independent Hotels in Phuket Province” was completed with support and encouragement from many people. Especially my advisor, Asst. Prof. Dr. Nareeya Weerakit gave me the excellent suggestion, guided in every step and assisted for all my questions.

I am also sincerely grateful to Dr.Panuwat Phakdee-Auksorn who always gives the encouragement to me and all MBA students.

My special thanks are to all my MBA friends to support each other, helping for all my request and questions. And also express my sincere to all lecturers to provide me the knowledge of hotel and tourism business.

I would like to thanks all participating respondents and hotels allowed me to conduct my research and shared the opinion and completed the questionnaires.

Finally, I am deeply grateful my family and my husband for encourage me to continue my education.

Praima Seneetantikun

TABLE OF CONTENTS

	Page
หน้าอนุมัติ.....	ii
บทคัดย่อภาษาไทย.....	v
Abstract.....	vi
Acknowledgements.....	vii
Contents.....	viii
List of Table and Figures.....	xiii
Chapter	
1 INTRODUCTION	1
1.1 Statement of the problem.....	1
1.2 Objective of the Study.....	4
1.3 Objectives.....	4
1.4 Hypothesis.....	4
1.5 Significance of the Study	5
1.6 Data Sources.....	5
1.7 Scope of the study.....	6
1.8 Definition of Key Terms.....	6
2 LITERATURE REVIEW	6
2.1 Employee Commitment Concepts.....	6
2.2 Employee Commitment Approach.....	8
2.2.1 Characteristics of Employee Commitment.....	8
2.2.2 Factors Influencing Employee Commitment.....	11
2.2.3 Focus on Commitment.....	15
2.3 Employee Commitment Research.....	16
2.4 Conceptual Framework.....	19

CONTENTS (Continued)

3 Methodology	21
3.1 Population, sampling group and sampling method Population.....	21
3.2 Research Instruments.....	21
3.2.1 Research Instruments.....	21
3.2.2 Develop and examine the research instruments.....	23
3.3 Data Collection.....	25
3.4 Data Analysis.....	26
4 Result	27
4.1 Result of the personal characteristics of respondents.....	28
4.2 Result of the job characteristic of the small independent hotels.....	30
4.3 Result of the organization characteristic of the small independent hotels.....	33
4.4 Result of the employee commitment for small independent hotels in Phuket.....	36
4.5 Hypothesis.....	38
5 Conclusions and Discussions	55
5.1 Conclusions and Discussions.....	55
5.2 Recommendation.....	59
5.3 Limitation of the study and suggestion for further research.....	60
BIBLIOGRAPHY	61
APPENDIX	65
Appendix A.....	65
Appendix B.....	80
VITAE	81

LIST OF TABLE AND FIGURES

TABLE	Page
A SYNTHESIS REPORT	
1 Definition of employee commitment.....	6
2 Cronbach’s Alpha Coefficient.....	24
3 Small Independent Hotels and Questionnaire Distribution.....	25
4 Frequency and percentage of the personal characteristics of respondents.....	28
5 Maximum, minimum, mean, and standard deviation of the employees’ opinion of job responsiveness factor in the small independent hotel.....	30
6 Maximum, minimum, mean, and standard deviation of the employees’ opinion of completeness and achievement factor in the small independent hotel.....	31
7 Maximum, minimum, mean, and standard deviation of the employees’ opinion of understanding on job procedure factor in the small independent hotel.....	31
8 Maximum, minimum, mean, and standard deviation of the employees’ opinion of work reflection factored in the small independent hotel.....	32
9 Maximum, minimum, mean, and standard deviation of the employees’ opinions of job opportunity coordinated with other factors in the small independent hotels.....	33
10 Maximum, minimum, mean, and standard deviation of the employees’ opinions of organizational support factor in the small independent hotels.....	34
11 Maximum, minimum, mean, and standard deviation of the employees’ opinions of citizenship behaviour factor in the small independent hotels.....	34
12 Maximum, minimum, mean, and standard deviation of the employees’ opinions on benefits of the organizational factor in small independent hotels.....	35
13 Maximum, minimum, mean, and standard deviation of the employees’ opinions of the organizational management factor in small independent hotels.....	35
14 Maximum, minimum, mean, and standard deviation of the employee commitment for small independent hotels in Phuket Province.....	35
15 The comparison of gender and employee commitment.....	36

LIST OF TABLE AND FIGURES (Continued)

	Page
16 The ANOVA comparison of age and employee commitment.....	38
17 The comparison of education and employee commitment.....	40
18 The ANOVA comparison of marital status and employee commitment.....	42
19 Sheffe’s test comparison of marital status and employee commitment.....	43
20 The comparison of working position and employee commitment.....	45
21 The ANOVA comparison of section and employee commitment.....	47
22 Sheffe’s test comparison of section and employee commitment.....	48
23 The ANOVA comparison of work experience for this hotel and employee commitment.....	49
24 Sheffe’s test comparison of work experience for this hotel and employee commitment.....	50
25 The ANOVA comparison of previous work experience and employee commitment...	51
26 The ANOVA comparison of average income and employee commitment.....	52
27 Pearson Product Moment Correlation Coefficient between the job characteristic factor and the levels of employee commitment.....	53
28 Pearson Product Moment Correlation Coefficient between organization characteristic factor and the levels of employee commitment.	54

FINGURES

A SYNTHESIS REPORT

1 Psychological Attachment and Commitment.....	10
2 Four district commitment profiles.....	15
3 The consequences of organizational commitment.....	16
4 Conceptual Framework.....	20
5 The factors affecting employee commitment for small independent hotels in Phuket Province.....	56
6 The factors that affecting employee commitment for small independent hotels in Phuket Province.....	58

LIST OF PAPERS

This thesis is based on the following papers:

Praima Seneetantikun. (2015) Factors Affecting Employee Commitment for Small Independent Hotels inPhuket Province. Journal of International Studes, Prince of Songkal University. 5(2) (July – December 2015)

Preprints were made with permission from the publishers.

Journal of International Studes, Prince of Songkal University.



December 9, 2015

Letter of Acceptance

Manuscript No.: 2015-03

Author: Praima Seneetantikun

Title: "Factors affecting small independent hotel employee commitment in Phuket"

Dear Miss Praima Seneetantikun

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled **"Factors affecting small independent hotel employee commitment in Phuket"** has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue Journal of International Studies, Prince of Songkla University, **Vol. 5 No. 2, July – December 2015**.

Kind regards,

Dr. Supachai Jeangjai
Executive Editor (Journal of International Studies)
Associate dean for Research and Development

CHAPTER 1

Introduction

1.1 Statement of the problem

Hotels are a serving business, which promote the personal touch of “human” as a major component in providing quality services while satisfaction for the customer. Hence, executives pay serious attention to create good welfare and quality working conditions to hotel employees ensuring that they are absolutely committed to working for the organization. Concurrently, people who like to work as hotel employees must have the specific traits of loving to serve and having exceptional tolerance, rarities in the young generation. Thus, such qualified employee should be retained in a hotel as long as possible. In most cases, hotel businesses have purchased or hired employees with skill, ability, and passion for service jobs, especially in major tourism attractions (Supinda Kivanon, 2002).

Independent hotels are those not part of a franchise providing a greater sense of individuality and closeness compared to a larger chain. However, large chain developments have better tax advantages. Furthermore, these corporations can offset financial losses with earnings from other businesses in a conglomerate (Rutherford, 2005).

Independent entre pruners operate their business in leu of advantages from assistance such as consultants. Entrepreneurs seek professional managers to operate their establishments as with any financial investment. The people to fill this job must successfully manage all aspects of the business (i.e. food and beverage, maintenance, housekeeping, parking, security, marketing, sales, et cetera).Managing independent property can be an overwhelming challengeable though it can offer financial independence and great satisfaction (Bardi, 2007).

In order for the organizational management to successfully attain the goal, it should be generally composed of at least these 4 factors, namely: human, money, material, and management. According to the principle of organization management, human resources management is the most important factors because “human” is the significant component directly affecting the efficiency and effectiveness of operating the organization. Regardless of the size of an organization, managers must make efforts to recruit potential employees, retain them as long as possible, and bring all employees to their highest potential for developing the organization

further. By enabling employees to work efficiently, they will have the most productive outcomes. It is believed that in order to retain employees for a long period of time, the employees must have commitment, loyalty, and satisfaction in their jobs and the organization (Phuangphet Watchara-u, 1994). Research from numerous institutions found that to make employees feel satisfied, organizations should encourage their employees to have commitment to them. This can be achieved by caring for their well-being and instilling passion in their jobs, which are regarded as one of the most basic principles (The Ken Blanchard Companies, 2009).

Quality of life, or the great well-being, requires three specific components, namely, (1) enhancing job satisfaction (2) creating commitment to the organization, and (3) decreasing the job turnover rate. New executives and large firms tend to focus on providing good welfare to their employees in order to please them while making them proud to work for such an organization by using human resources management such as offering compensation according to employees' needs and meeting the needs of the employees with those of the organization (Phuangphet Watchara-u, 1994) as well as building the atmosphere of satisfaction in order for employees to participate in the development and be part of the organization including the quality of working life. It is believed that all people will work well if they have a good quality of working life. Meanwhile, small organizations or family businesses fail to provide the welfare for their employees as large organizations do, which being granted enough to hold them in the organization with happiness, pleasure, and pride to the organization. In addition, it was found that work productivity was in a constant decline. Employees compared the welfare received by small organization with others. They feel that they were lacking fairness. Therefore, small organizations and family businesses have been affected with the problem of lacking employee engagement and facing higher turnover rates (Supinda Kivanon, 2002).

From recent information, it has been discovered that the number of hotels in Thailand in 2012 was up to 11,979; an increase of 709 from 2011. It is expected that in 2014, the number of hotels will increase by 3.4 – 5.7 percent as a result of a surge in the number of tourists since 2013, which has visitors arriving to Thailand totaled at 26,735,583; an increase of 19.60 percent in 2012 (Immigration Bureau and Department of Tourism, 2014). The area with the highest number of room accommodations aside from Bangkok, the capital of Thailand, is Phuket creating revenue for Thailand more than 900,000 million baht (Kasikornresearch center, 2014).

Phuket is a tourist destination in the center of a maritime beauty of the Andaman Coast. This location boasts a variety of marine activities including various forms of entertainment. Thai and foreign tourists flow in with massive numbers every year, which can be seen from the continuously increasing number of passengers arriving at the Phuket International Airport. In 2012, the number of tourists was up to 4.77 million from 3.52 million tourists just two years before. For the first half of the year in 2013, arriving passengers continuously increased totaling 2.77 million tourists, an increase of 19.8% when compared to the same period of the previous year. Similarly, the increasing number of flight arrivals totaled 17,728 flights expanding to 18.2% from the same period in 2014 due to the availability of low cost airfare to and from Phuket. In consideration to the proportion of the number of arriving flights, the number of international arrivals has increased continuously since 2011 onward. This is notably particular with tourists from China, Russia, Australia and South Korea travelling to Phuket and nearby provinces, which constantly impacts the expansion of hotel businesses (Kritsada Boontawong, 2013). In fact, the total number of hotels in Phuket in 2010 was 702; however, those with proper hotel licensing consist of 273 hotels with 28,972 rooms, which is 38.89% of the total number of hotels. Furthermore, those without proper hotel licensing consist of 429 hotels with 13,712 rooms, which is 61.12 % (Manager, 2010). As one can see by the fewer number of rooms with a greater number of hotels, it can be concluded that these are predominantly smaller hotels. Forasmuch as hotel business expansion is a factor in Phuket, government monitoring on hotel registration will negatively affect small hotels in business competition and service quality issues. Hence in 2015, it was found that small independent hotels which had proper hotel licensing had decreased 18.32% to 323 hotels in 2013 (Tourism Authority of Thailand Phuket Office, 2015).

In accordance with hotel chains adapting their business tactics, the focus on increasing the number of small three-star hotels in Phuket brought high competition for other small hotels. Furthermore, labor shortage was clearly in effect of a change in the job market. This change was caused by a large number of the hotel labor force which found that the employees staying in small independent hotels gained a wealth of knowledge, abilities, and experiences during their short period of time working for them. Subsequently, these employees left to join the competition for better compensation and higher salaries. Consequently, those who still work with small hotels are often the ones who lack enthusiasm adversely affecting the service

quality of the hotel. Thus, to retain the employees who work for these small independent hotels for the long term, employers need to persuade the employees to commit themselves to the hotel by providing them with a work environment that balances their lives with quality and content.

From the above mentioned, the researcher was interested in studying the factors affecting the level of employee commitment in small independent hotels in Phuket in order to use the results from this research as a guideline to promote employee commitment to enhance the level of quality service for small independent hotels. Proportionately to this enhancement, the number of exemplary employees with efficient performance in the organization will increase. In addition, results from this research will serve beneficial to various other small independent entrepreneurs who can apply these findings to their human resources management.

1.2 Objective of the study

This study aims to investigate the factors affecting employee commitment to the organization of small independent hotels in Phuket Province.

1.3 Objectives

1.3.1 To investigate the levels of employee commitment to the organization of small independent hotels in Phuket Province.

1.3.2 To compare the level of employee commitment to the organization of the small independent hotels in Phuket Province in regards to personal characteristics.

1.3.3 To investigate the relationship between job-characteristic factors, organization-characteristic factors, and the level of employee commitment to the organization of small independent hotels in Phuket Province.

1.4 Hypothesis

H 1: personal characteristics of employees include the following: gender, age, education, marital status, working position, working section, work experience for this hotel, previous work experience, and average income affecting employee commitment to the organization of the small independent hotels in Phuket Province

H 1.1: gender of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.2: age of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.3: education of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.4: marital status of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.5: working position of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.6: department of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.7: work experience from the hotels the employees currently work affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.8: previous work experience of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.9: average income of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 2: The job-characteristic factors related to the employee commitment toward the organization of small independent hotels in Phuket Province.

H 3: The organization-characteristic factors related to the employee commitment toward the organization of small independent hotels in Phuket Province.

1.5 Significance of the Study

1.5.1 To improve the factors that affect the levels of employee commitment to the organization of small independent hotels in Phuket Province.

1.5.2 To recommend the approaches for improving the levels of employee commitment to the organization of small independent hotels in Phuket Province.

1.6 Data Sources

Primary data for this research is the employees of the small independent hotels in Phuket Province.

1.7 Scope of the Study

1.7.1 Scope of area

The scope area of this research is comprehensive to the small independent hotels in Phuket Province.

1.7.2 Scope of demography

Questionnaires were used to collect data from the employees of small independent hotels in Phuket Province.

1.7.3 Scope of research period

The data collected in the sampling of this research occurred between the dates of March 2014 to April 2014.

1.8 Definition of Key Terms

In order to have an understanding of specific terms used in this study, the following definitions are:

1.8.1 Employee people who are hired as permanent staff and working full time at small independent hotel in Phuket Province

1.8.2 Employee commitment the feelings of an individual in an organization

1.8.3 Small independent hotel those hotels with a number of guest rooms not over 50 rooms and managed independently by the owner (Bardi, 2007)

CHAPTER 2

Literature Review

This study aims in finding the factors affecting employee commitment for small independent hotel in Phuket Province. Through searching and reviews of literature, the researcher has made the conclusions shown as follows: Employee commitment concepts;

- 2.1 Employee commitment concepts
- 2.2 Employee commitment approach
- 2.3 Employee commitment research
- 2.4 Conceptual Framework

2.1 Employee commitment concepts

There are many definitions of employee commitment; therefore, the researcher consolidated them by recognizing commitment manifests itself in apparent behavior. For example, people devote time and energy to fulfill their on-the-job responsibilities as well as their family, personal, community, and spiritual obligations. In past years, commitment has been defined in variant ways. In the following, a set of definitions procured from the literature are listed.

Table 1 Definition of employee commitment

Authors	Definition of employee commitment
Schultz (2002: 268)	three major components of employee commitment are are having “a strong belief in and acceptance of the organization’s goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”.
Scholl (1981: 589)	a stabilizing force that acts to maintain behavioral direction when equitable and expected conditions are not met and/or do not function.
O’Reilly and Chatman (1986: 500)	the psychological attachment felt by the employees for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization.

Table 1 Continued

Authors	Definition of employee commitment
Meyer & Allen (1991: 61)	a psychological connection that employees have with their organization, characterized by strong identification with the organization and a desire to contribute to the accomplishment of organizational goals.
Meyer, Allen, & Smith (1993: 538)	that which “either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization”.
Brown (1996)	an obliging force which requires that a person honor the commitment, even in the face of fluctuating attitudes and whims.
Meyer & Allen (1997: 285)	one who “stays with an organization, attends work regularly, puts in a full day or more, protects corporate assets, and believes in the organizational goals”.

From the definitions above, employee commitment refers to the psychological attachment felt by the person for the organization. It is a sort of strong magnetic force, which binds employees with their willingness to remain attached to its organization. If employees are committed towards their organization, they will perform their job well and the ultimate performance of the organization will improve.

2.2 Employee commitment approach

2.2.1 Characteristics of Employee commitment

Meyer & Allen (2000) said the prior research indicated that there are three “mind sets” which can characterize employee commitment to their organizations:

1) *Affective commitment* is the most common representation of organizational commitment (Tung, et al., 2014; Shruti, 2013, & Elias 2007). This represents an employee's emotional attachment to an organization and its goals. It results from an agreement between individual and organizational values and goals. Individuals who are affectively committed to their organizations believe in the organizations’ goals and wish to maintain their organizational membership. Individuals develop a sense of affective commitment toward their

organizations when they feel competent in performing their jobs and are satisfied with their roles as organizational members.

Tung et al. (2014) note numerous factors that may influence the level of affective commitment. They can be divided into two groups:

(1) Individual-level factors (e.g. personality, values, orientation, education, sex, age)

(2) Organizational-factors (e.g. clearly defined roles and goals, management support level, employee performance level)

2) *Continuance commitment* represents cognitive attachment between employees and their organizations because the costs of leaving an organization outweigh the benefits (Tung, et al., (2014), & Biljana, (2004)). Costs include but are not limited to forfeiting one's pay rate and other forms of material benefits, losing established networks or contacts, negative effects of image in social contexts, necessity to reallocate, job search expenses. On occasion, employees express continuance commitment because of personal investments that cannot be transferable. These investments include some special skills that are unique to a particular organization, close working relationships with coworkers, and other benefits that make it too costly for one to leave the organization and seek employment elsewhere.

There are myriad factors that may lead to continuance commitment. One of these factors is the level of investment one must have accumulated in an organization. Some employees make financial investments upon joining an organization while others make nonfinancial investments to gain status from their roles within the organization (i.e. they make a sacrifice to achieve it).

Another factor leading to a sense of continuance commitment is an employee's perception lacking alternatives outside of the organization. If employees believe that fewer work opportunities exist outside of their organizations, the perceived costs of leaving their current organizations will be higher, and they will develop a stronger sense of continuance commitment to their organizations.

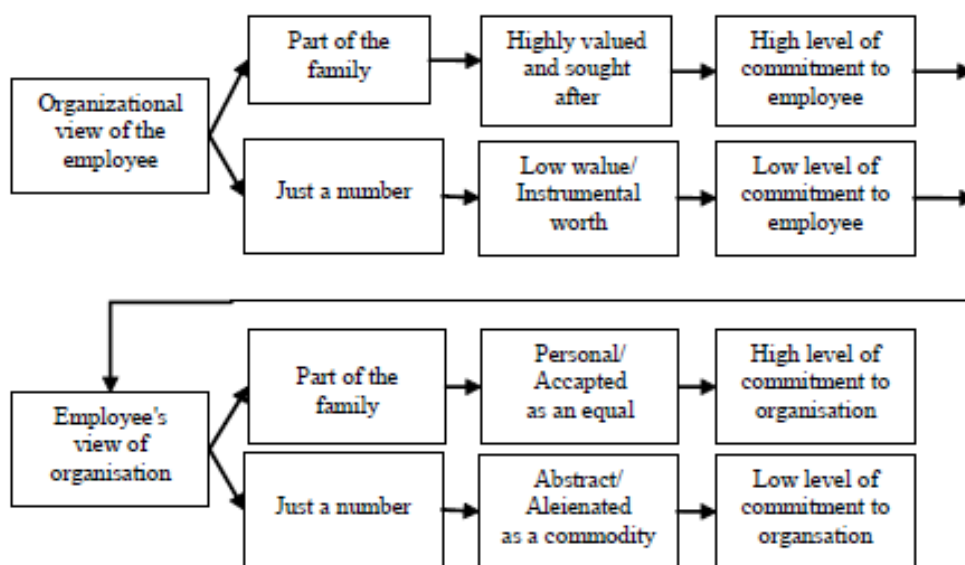
3) *Normative commitment* represents feeling of obligation to remain with an organization. With this commitment, employees feel they ought to remain with an organization because it is of moral and ethical duty to do so for such reasons as having received scholarships,

training investments, and other valued benefits from their organizations. Influences of the level of normative commitment are such individual-level factors as education, sex, and age (Meyer & Allen, 2000).

Nevertheless, affective commitment is more important to organizational performance than continuance commitment or normative commitment. Affective commitment is the most powerful bond between employees and their desire to remain attached to their organizations. When employees have commitment for their organizations, a natural consequent will be better job performance, which in turn will positively affect the overall performance (Meyer & Allen, 2000).

According to Gardner & Wright (1998), employee commitment is both a dynamic and reciprocating concept. Videlicet, if employees are committed to their organizations, they will expect their organizations to be committed to them. Figure 1 represents this reciprocal relation.

Figure 1 Psychological Attachment and Commitment: Organization and Employee Viewpoints



Source: Gardner & Wright. (1998).

Employee commitment can also be increased by committing the values of people first, such as giving them proper compensation, promotion, training, fringe benefits, or other perquisites. Moreover, by communicating and clarifying the mission, vision, and objectives of

the organization, comprehensive grievance procedures will provide for extensive two-way communication, support employee development, and add security. All these practices highlight the attractive features of a job for the career development of employees, which is reciprocated by commitment. Organization-committed employees will usually have good attendance records, demonstrate a willing adherence to company policies, and have lower turnover rates, which correlate to employee retention (Gardner & Wright, 1998).

From an organizational perspective, employee commitment is an invaluable asset. There are strong relations between, absenteeism, motivation, and creativeness among other attributes associated with job performance. Organizational commitment is not a one-dimensional phenomenon. Employees with high emotional attachment to organizations have strong motivation to contribute to organizational goals because they see them as their own. Continuance commitment refers to employees who remain with an organization because the cost of leaving it is too high. Normative commitment is comprised of those employees who feel obligation to stay with an organization. Radical organizational changes often lead to reduced commitment caused by increased job insecurity, increased stress, decreased trust, and job resignation. Since organizational commitment strongly correlates with job performance, its importance to reinforce it by applying the right human resource policies is *bona fide*.

2.2.2 Factors Influencing Employee Commitment

Relevant literature indicates a number of variables, which determine employee commitment. Previous studies have listed a number of factors that may influence employee commitment to their organization. In general, these factors are clustered into personal characteristics, job characteristics, and organization characteristics (Wong, 2010). Here are some of the important ones:

1) Personal characteristics

Research has shown that employees who have longer tenure with organizations have greater employee commitment than those with shorter stays with the organizations. Because of this fact, the longer people serve in an organization the more they have invested in it. Morrow (1983) concluded that commitment is a function of personal characteristics and situational factors related to the job setting. Personal characteristics include factors such as

age, tenure, gender, level of education, position in the company, and years of working experience (Bardi, 2007; Wong, 2010).

Cohen (1992) noted the existence of a relationship between personal variables and commitment to an employing organization. Adequate person-related variables have been found to be related to organizational commitment. Three frameworks have been used in studying the relationship of organizational commitment with the personal variables, namely: investment notions, exchange notions, and value notions. Investment notions denote that the greater the stake one has in an organization, the greater one is likely to be committed to the organization. Investments will produce commitment to an organization regardless of other features of the person's relationship to the organization (Sheldon 1971). Personal-related variables are: (1) Demographic variables such as age, sex, marital status and professional educational (if any) and (2) Career variables such as selection, total number of years of employment, tenure in the organization, number of years of working in the present position, promotion level, number of organizations employed before joining the present organization, and management level of one's present position in the hierarchy.

Conclusively, the following hypotheses were developed:

H 1: Personal characteristics of employees include gender, age, education, marital status, working position, department, work experience for this hotel, previous work experience, and average income affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.1: gender of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.2: age of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.3: education of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.4: marital status of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.5: working position of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.6: department of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.7: work experience for this hotel of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.8: previous work experience of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

H 1.9: average income of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

2) *Job characteristic:*

Wong (2010) said that employee commitment tends to be high among the employees whose jobs are highly enriched meaning that they are an importance or key person of the organization, accepts responsibilities, feels importance in their roles, and companies rely on them. Since these job characteristics are present in abundance in self-employed jobs, it is not surprising to find the levels of organizational commitment quite higher among self-employed people opposed to those employed by organizations.

The definition of job characteristics for this study refers to the attributes of a job. Turner & Lawrence (1965) conjectured that employees prefer jobs with high complexity and challenges. Furthermore, job characteristics influence job performance through individual psychological perceptions. They asserted that jobs differ in the extent to which they involve five core dimensions: skill variety, task identity, task significance, autonomy, and task feedback. Correspondingly, Kang-Lin (2011) defined *skill variety* as “the degree to which a job allows employees to undertake a wide range of options in their work.” *Task identity* refers to whether a task yields a feeling of completeness and receives recognition for the achievement after completing a task. *Task significance* is the extent of influence a job’s completion has on the employee’s life or job. *Autonomy* is the extent to which employees have a say in scheduling their work and freedom to do what they want on the job. *Task feedback* refers to the extent in which completing a task provides understandable and timely performance feedback. Expectedly, a greater possibility for finding alternative jobs and developing job characteristics makes employees less committed to the organization and vice versa.

Therefore, this hypothesis was developed:

H 2: Job-characteristic factors have a direct relation to employee commitment toward the organization of small independent hotels in Phuket Province.

3) *Organization characteristic*

Organizational characteristics are composed of organizational formalization, organizational inflexibility, group cohesiveness, and perceived organizational support (Organ et al., 2006). Two of these, group cohesiveness and perceived organizational support, are found to be significant with organizational citizenship behaviors (Podsakoff et al., 2000). Group cohesiveness relates positively to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue; however, perceived organizational support only correlates positively with altruism. None of the other organizational characteristics shows a consistent relationship to organizational citizenship behavior (Organ et al., 2006).

A strong relationship between perceived organizational support and citizenship behavior is suggestible. For instance, a significant relationship between perceived organizational support and citizenship behaviors benefits the organization as a whole. This suggests that employees are seeking a balance in their exchange with the organization by showing organizational-citizenship behavior with respect to the amount of perceived support from the organization. (Kaufman et. al., 2001).

Cohen (1992: 539-558) mentions how organizational study focuses attention on discovering the relationship between organizational commitment and organization related variables. The identified organization related variables include:

(1) Task identity, job challenges, feedback, task autonomy, job involvement, and skill variety

(2) Organizational structure characteristics (e.g. size, span of control, centralization, formalization, and functional dependence)

(3) Role conflict, role ambiguity, role overload, role stress, and power

(4) Interpersonal variables (e.g. team work and group attitudes)

(5) Organizational climate characteristics (e.g. decision making, communication, leadership, motivation, and goal setting)

(6) Organizational processes like participation in decision making

(7)Rewards

Therefore, this hypothesis was developed:

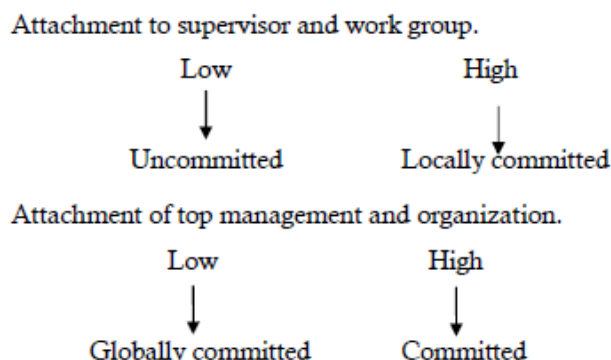
H3: The organization characteristic factors relate to the employee commitment toward the organization of small independent hotels in Phuket Province.

Narumon and Gerard (2008) studied in regards to employees' commitment for brands in the service sector, namely: luxury hotel chains in Thailand. This research reflected the strength of the organizational characteristic, which the research approach emphasized the role of advertising in building a strong brand, yet it underestimates the role played by employees in developing the brand during their interactions with customers. Employees must be committed to demonstrating brand values (as expressed by top management) each time a customer interacts with the brand. The present research explores employees' brand commitment in the hotel industry in a highly competitive market (e.g. the 5-star hotel category in Bangkok). Employee brand commitment is defined as the extent to which employees experience a sense of identification and involvement with the brand values of the company for whom they work. The dimensions of employer brand (the organization's image as seen through the eyes of associates and potential hires) are used as independent variables for explaining the level of employee commitment to their companies' brands.

2.2.3 Focus on commitment

The Focus on commitment implies that employees can be committed to various entities in varying degrees towards their superiors, colleagues, subordinates, management, customers, or trade unions. In an attempt to categorize some of the foci, researchers drew a line of distribution between those whose commitment was concentrated at lower and higher organizational levels (i.e. co-workers and superiors, and top management). The combined high and low levels of each are identified as four distinct commitment profiles as shown in Figure 2

Figure 2 Four distinct commitment profiles



Source: Becker & Billings (1960: 177-190)

Employees having low commitment to their supervisors and co-workers as well as low commitment to top management and the organizations were labeled uncommitted. On the other hand, employees high in commitment to both sets of foci were labeled as committed. There were two combinations in between:

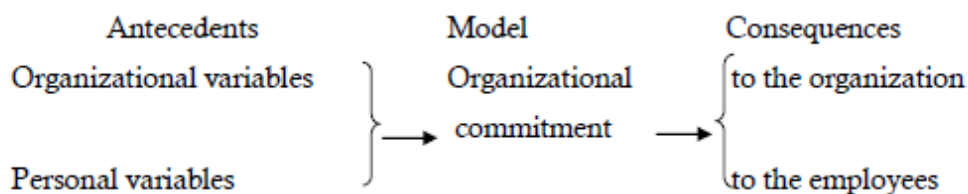
(1) Those employees labeled as globally committed who were highly committed to their top management and organization, but they had low commitment to their co-workers and their superiors.

(2) Those employees labeled locally committed who had higher commitment to their co-workers and supervisors, but they had low commitment to top management and organization.

Object of commitment: when multiple constructs are used to characterize organizational commitment, there will be lack of clarity and precision. For instance, Buchanan's conceptualization of organizational commitment is comprised of (a) identification, (b) involvement, and (c) loyalty, which indicates organizational commitment comprising of different constructs with different subsystems of the organization as objects (Buchanan, 1974). Employee commitment indicated that there are three "mind sets" consisting of (1) affective commitment, (2) continuance commitment, and (3) normative commitment.

Antecedents and outcomes of organizational commitment: a simple model, which focuses on the antecedents and outcomes (i.e. consequences) of organizational commitment, is given in Figure 3

Figure 3 The Consequences of organizational commitment



Source: Mowday, Porter, & Steer (1982)

Conceptually, organizational commitment has certain causes and effects. The antecedents of organizational commitment can be broadly classified as variable-related to the organization and those related to the person. Organizational commitment has several consequences to the organization as well as to the employees. Different studies have discovered several antecedents and consequences of organizational commitment. In one study's meta analysis of antecedents of organizational commitment across occupational groups (Cohen 1992: 539-558), the focus laid on the antecedents and outcomes of organizational commitment. It was designed to ascertain the antecedents of organizational commitment having identified two sets of variables, namely: (1) Organizational and (2) Personal.

2.3 Employee commitment research

Dunja (2014) studied about the relation between job insecurity, job satisfaction, and employee commitment among employees in the tourism sector. Novi Sad indicated that there are strong positive correlations between organizational employee commitment and the variables which measure job satisfaction while job insecurity correlates negatively with the variables describing job satisfaction and employee commitment.

Tung, et al. (2014) investigated factors affecting employee commitment of banking staff in Ho Chi Minh City, Vietnam confirming the impact of a set of high-performance human-resource managerial practices on employee commitment. Their study also indicated job satisfaction as a pathway to bridge this set with employee commitment. The pathway from human-resource practices to employee commitment was mediated by job satisfaction. The findings again recommended commitment-based organizations to continue and reinforce organizational support for their staffs. Employee engagement to their organizations is vital for

commitment-based organizations. The findings also show how these high-performance human-resource practices influence employee commitment by means of job satisfaction. This study also disclosed that career development and compensation, opposite to our conventional thinking, are not predictors for employee commitment. Interestingly, teamwork spirit plays the most influential role in predicting commitment. Another surprising discovery is that despite having a low income, when staff members are satisfied in the workplace, there is a higher commitment to the organization. This can be understood as affective orientation rather than income orientation (normative commitment) and benefit (continuance commitment). Needless to say, employee commitment results in at least two positive organizational outcomes. Firstly, greater customer service for the interest of their organization satisfies and attracts customers. Secondly, intention to stay on lessens turnover rates, hence reduces recruitment and training costs.

Amena (2013) studied about gaining employee commitment: linking to organizational effectiveness. Employee commitment has been an important factor to determine the success of an organization. Employee commitment to an organization has acquired increasing demand as it aids the organizations to retain more staff and thereby increase in achievement, productivity, and effectiveness. No organization in the current ambitious world can execute at peak levels unless each of its employees are committed to the organization's objectives and perform as effective team members. The employment of good employees is thus demanding but of even more an extensive significance is the organizations ability to create a committed workforce. The aim of this study is to determine when employees, who are engaged in their work and committed to their organizations give their companies crucial competitive advantages. This includes elevated productivity, lower employee turnover, and employee engagement. An enduring predictor of concrete organizational performance clearly shows a two-way relationship between employer and employee compared to the three constructs: job satisfaction, employee commitment, and employee engagement.

Frances, et al. (2013) studied about developing organizational commitment via employee-driven HRM in a knowledge-intensive firm. Employee turnover is a serious issue for all firms, but it is especially critical for knowledge-intensive firms (KIFs) that depend exclusively on their human capital to survive and prosper. The literature recognizes that characteristics of knowledge workers differ from those of the general workforce population, yet theories and

models aimed at ensuring employee retention do not fully account for these differences. In this paper, we present data from a longitudinal study in a Danish KIF in which employees were both highly satisfied with and deeply engaged in their work, yet they lacked organizational commitment. We demonstrate through an action research based process how providing knowledge to workers with opportunities to become involved in developing and implementing an “Employee driven HRM system” engendered high levels of organizational commitment that effectively resolved the turnover issue. These findings contribute to the literature focusing on relationships between job satisfaction, employee engagement, organizational commitment, and employee turnover rates. In addition, we discuss the notion of evidence-based HRM, as we consider the limits of theory in addressing current practical issues in organizations. Finally, this paper has practical implications for managers who have exhausted traditional means of ensuring higher worker retention.

Shruti(2013) studied about impact of HRM practices on organizational commitment of employees. In this era of highly competitive environment, organizations in the manufacturing sector and service sector are trying hard to win the minds of customers by providing them value added to the service and quality of innovative products in order to remain competitive in the market. The objective of this study is to investigate the impact of HRM practices on organizational commitment of employees in various sectors in India. The study revealed how HRM practices provide an edge to employee commitment towards an organizational goal in the global competitive market. Through various studies, it is found that HRM practices influence the organizational commitment of employees. This study found that HRM practices, such as compensation, training and development, and employee participation play a significant role on organizational commitment in the banking sector. Although it is found that HRM practices, such as compensation, job security, and job performance have significant importance on affective commitment, the same HRM policies cannot be set for two different sets of identities among private universities across the globe. In academic sectors, HRM practices career development and job satisfaction having a significant impact on organizational commitment. In the hospitality industry, supportive reward oriented HRM practices increase employee commitment towards organization. In contrast to this, employees from the IT software industry are influenced by HRM policies, such as training, career development, and a friendly

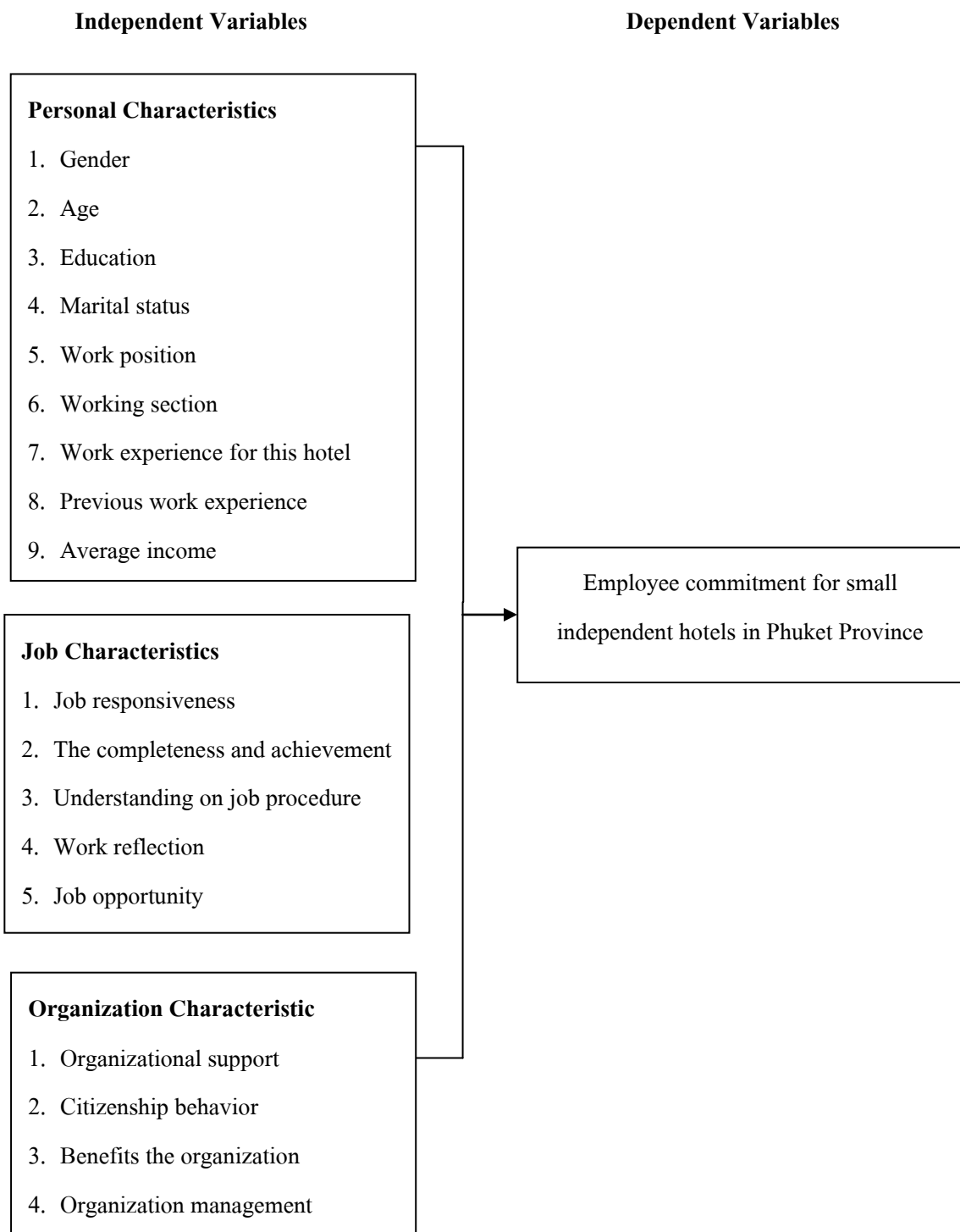
work environment. In high-tech industries, affective commitment has a pivotal role. However, the research on blue-collar employees in manufacturing industries found that HRM policies, such as job satisfaction and pay satisfaction, have significant roles in achieving organizational commitment. On the other hand, research conducted on law firms suggested that employee welfare and process-oriented HRM policies might be the path in achieving better organizational commitment.

Mostafa(2012) studied about employee commitment and the implications for employees and organizations. Despite the increasing attention of employee commitment in the management literature, most studies predominantly focused on full-time workers in traditional work settings. The results of this study found that employee commitment is important because of its known association with other important organizational variables, such as turnover rate, absenteeism, and work effort. Especially useful might be to know the relationship between employee commitment and turnover intentions. As turnover intentions often lead to leaving an organization, it is possible to make suggestions to employers in order to increase the levels of employee commitment in order to keep employee retention at a stable level.

2.4 Conceptual Framework

This study aims to finding the factors affecting employee commitment to the organization of small independent hotel in Phuket Province; therefore, the researcher applied the related theories and approaches, which consists of factors influencing organizational commitment approach of Morrow (1983), Wong, (2010), Kang-Lin (2011), Kaufman et. al. (2001), Becker (1960), Porter, et al., (1974), Mowday, et al. (1979), Allen& Meyer (1996), and Cohen (1992). The boundary of this research shows the relationship between Personal Characteristics, Job Characteristics, and Organization Characteristics with employee commitment, which can be seen in Figure4 as shown below:

Figure 4 Conceptual Framework



CHAPTER 3

Methodology

This study was conducted according to the objectives of the research. This chapter discusses the research methodology in the following order:

3.1 Population, sampling group, and sampling method

3.2 Research instruments

3.3 Data collection

3.4 Data analysis – Statistics used to analyze the data

3.1 Population, sampling group and sampling method

Population

Populations of this research were the employees of the small independent hotels in Phuket Province. From the list of accommodations reported by Tourism Authority of Thailand Phuket Office (2015), there were 323 small independent hotels with a 50-room maximum in Phuket. Additionally, the researcher conducted the exploratory survey with field visits at all famous beaches amongst other tourist destinations in Phuket. All small independent hotels found in this survey were asked for support to allow their staff to participate in this study.

3.2 Research instruments

3.2.1 Research instruments

Tools for data collecting were designed as a questionnaire; the researcher created the questionnaire related to the research objectives and conceptual framework by dividing it into 4 parts as following:

Part 1: The questionnaire was of nominal scale on personal characteristics of respondents amounting to 9 items applied from the studies of Morrow (1983) and Wong, (2010: 15-16). The personal characteristics consist of gender, age, education, marital status, working position, working experience, and income. The questions were the close-ended; the answers were checklist format.

Part 2: The questionnaire was of interval scale on the job characteristic of the small independent hotels which was applied from the studies of Kang-Lin (2011: 183). The job characteristics have 5 factors consisting of the following:

1. Job responsiveness factor
2. The completeness and achievement factor
3. Understanding on job procedure factor
4. Work reflection factor
5. Job Opportunity to coordinate with other factors

The overall questions amounted to 15 items; each factor was three items. The questions were close-ended; the answers were checklist in a rating-scale formation order to measure the level of respondent opinion according to Likert Theory (Likert, 1967) which range into five levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree

A respondent's opinion in this part was clarified by the objectives of the research in item 1.3.1.

Part 3 : The questionnaire was of an interval scale on the organizational characteristics of the employee in the small independent hotels in Phuket Province, which applied from the studies of Kaufman et. al. (2001). The organizational characteristics have four factors consisting of as follows:

1. Organizational support factor
2. Citizenship behavior factor
3. Benefits the organization factor
4. Organization management factor

The overall questions amount to 12 items; each factor was three items. The questions were close-ended; the answers were checklist in the rating scale formation order to

measure the level of a respondent's opinion according to Likert Theory (Likert, 1967), which ranged into five levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Disagree
1	Strongly disagree

The respondent's opinion in this part was clarified by the objectives of the research in item 1.3.1.

Part 4: The questionnaire consisted of an interval scale on the employee commitment for small independent hotels in Phuket Province, which was applied from the studies of Becker (1960); Porter et al.(1974); Mowday et al. (1979); Allen & Meyer (1996); and Cohen (1992: 539-558).

The overall questions amounted to 10 items. The questions were close ended; the answers were checklist in the rating scale formation order to measure the level of a respondent's opinion, which ranged into five levels as follows:

Interval Scale	Level of Commitment
5	Very high
4	High
3	Moderate
2	Low
1	Very low

The respondent's opinion in this part was clarified by the objectives of the research in item 1.3.2.

3.2.2 Develop and examine the research instruments

The questionnaire was the research instrument, which developed and examined the questionnaire according to the concepts for the development and examination of research instruments. The steps for development and examining in detail are as follows:

3.2.2.1 Research and study theories and related research were the information used to develop the question on this research.

3.2.2.2 Define the variable and develop the questionnaire related to the research objectives.

3.2.2.3 Bring the draft questionnaire to seek the content validity by presenting to an advisor to check for the accuracy, clarity, and precision according to the objectives of this research.

3.2.2.4 Take the revised questionnaire to examine the reliability by pretesting in which the researcher had tried the questionnaire by delivering it to the pilot group (i.e. not the sampling group), in total of 30 people and calculating the Cronbach's Alpha Coefficient (Cronbach, 1951).

An effective questionnaire can be the research instrument having more than 0.07 on Cronbach's Alpha Coefficient (Nunnally, 1978). The Cronbach's Alpha Coefficient of questionnaire is summarized as shown in Table 2. However, details of reliability examine each item shown in appendix B.

Table 2 Cronbach's Alpha Coefficient

Questionnaire	No. of Items	Cronbach's Alpha
Part 2: Job Characteristics	15	.956
1. Job responsiveness	3	.815
2. The completeness and achievement	3	.820
3. Understanding on job procedure	3	.862
4. Work reflection	3	.902
5. Job opportunity	3	.898
Part 3: Organization Characteristic	12	.906
1. Organizational support	3	.816
2. Citizenship behavior	3	.805
3. Benefits the organization	3	1.000
4. Organization management	3	.902
Part 4: Employee commitment for small independent hotels in Phuket Province	10	.753

3.2.2.5 Improve the question in the questionnaire according to the reliable analysis along with representation to the advisor.

3.2.2.6 Publish the completed questionnaire as the tool to collect the data for this study.

3.3 Data collection

The researcher personally visited and asked the hotel managers to distribute the questionnaires to their employees at random. For some hotels, the researcher was allowed to have face-to-face structural interviews with the employees. In total, 600 questionnaires were distributed to all small independent hotels that agreed to support this study. On average, 2 small independent hotel employees per hotel were randomly requested to complete the questionnaires so that the employees from all small independent hotels would have the opportunity to select sampling evenly and to provide information that had been fragmented, which highly affects data reliability and protects that the sampling was not sent back to the researcher. Thus, the number of participated small independent hotels and number of questionnaires for each location are shown in Table 3

Table 3 Small Independent Hotels and Questionnaire Distribution

Location	Number of small independent hotels	Number of participated small independent hotels	Number of questionnaires distributed	Number of questionnaires completed
Thalang	15	14	28	14
Naihan	22	20	40	34
Town	65	60	120	87
Bangtao	9	8	16	12
Karon	29	27	54	47
Kata	14	13	26	25
Patong	58	55	110	84
Kamala	17	16	32	18
Surin	14	14	28	22

Table 3 Continued

Location	Number of small independent hotels	Number of participated small independent hotels	Number of questionnaires distributed	Number of questionnaires completed
Naiyang	15	14	28	20
Saku	11	10	20	14
Cherngtalay	18	16	32	27
Rawai	21	20	40	30
Kathu	15	13	26	26
Total	323	300	600	460

3.4 Data analysis – Statistics used to analyze the data

For this research, the researcher collected the questionnaires from all of respondents and checked the completeness. After that, the researcher ran the number of the questionnaires and recorded the data coming from the questionnaires in Statistical Package for the Social Sciences for Windows Release (SPSS). The statistic for analysis in each part is as shown below:

3.4.1 The questionnaire in Part 1 used the descriptive statistics for analysis data in which the statistics consisted of frequency and percentage.

3.4.2 The questionnaire in Part 2.4 used descriptive statistics for analysis data in part 4 in which the statistics consisted of Mean and Standard Deviation (S.D.)

The researcher analyzed the data based on the interval level according to Best and Kahn (1993) as follows:

$$\begin{aligned}
 \text{The interval level} &= \frac{(Max - Min)}{n} \\
 &= \frac{(5 - 1)}{5} \\
 &= 0.80
 \end{aligned}$$

Therefore, the mean scores will be:

Mean Scores	Level of Opinion / Level of Commitment
4.21 – 5.00	Strongly agree / Very high
3.41– 4.20	Agree / High

2.61 – 3.40	Fair / Moderate
1.81 – 2.60	Slightly agree / Low
1.00 – 1.80	Disagree / Very low

3.4.3 Hypothesis research analysis: The hypotheses were analyzed by using the inferential statistics as following:

3.3.4.1 T-test was used in the analysis for comparison of the different mean values of factors in 2 groups at the significant level 0.05.

3.3.4.2 One-way ANOVA was used in the analysis which compared the different mean values of the factors more than 2 groups at the significant level 0.05 and compared the pair different mean value by Scheffe's Test Method at the significant level 0.05. This method is highly reliable and recognized for statistical analysis (Cohen & Cohen, 1983).

3.4.4.3 Measurement of the linear correlation between two variables by Pearson Product Moment Correlation Coefficient was at a statistical significant level 0.05.

The interpretation of Pearson Product Moment Correlation Coefficient was valued in r_{xy} between $-1 \leq r \leq 1$, which informs the level or relationship degree between two variables. The correlation coefficient values closing to -1 or 1 implied that two variables are in a high-relationship level. If the correlation coefficient ranges to 0, it implied that the two variables have no correlation and are divided by the correlation between variables as follows: (Hinkle, William and Stephen, 1998)

r value	Correlation level
0.09 – 1.00	Very high
0.70 – 0.90	High
0.50 – 0.70	Moderate
0.30 – 0.50	Low
0.00 – 0.30	Very low

CHAPTER 4

Results

This study aims at finding the factors affecting employee commitment for small independent hotel in Phuket Province. The researcher collected the questionnaires in the sampling among 400 persons. After received, the researcher checked the completeness, ran the numbers, recorded the data coming from the questionnaire in Statistical Package for the Social Sciences for Windows Release (SPSS), and analyzed data for the results shown as follows:

4.1 Result of the personal characteristics of respondents

4.2 Result of the job characteristics of the small independent hotels

4.3 Result of the organization characteristics of the small independent hotels

4.4 Result of the employee commitment for small independent hotels in

Phuket Province

4.5 Hypothesis

4.1 Result of the personal characteristics of respondents

Table 4 Frequency and percentage of the personal characteristics of respondents

Personal characteristic	Frequency (n=400)	Percentage (%)
1. Gender		
Male	97	24.20
Female	303	75.80
2. Age		
Not over 25 years old	89	22.20
26-35 years old	194	48.50
36-45 years old	80	20.00
46-55 years old	33	8.20
56-60 years old	4	1.00
3. Education		
Lower than Bachelor degree	386	96.50
Bachelor degree	14	3.50

Table 4 Continued

Personal characteristic	Frequency (n=400)	Percentage (%)
4. Marriage Status		
Single	247	61.80
Married	133	33.20
Divorce/Separate	20	5.00
5. Working position		
Manager	20	5.00
Assistant Manager	40	10.00
Supervisor	47	11.80
Operation level staff	293	73.20
6. Section		
Front office	260	65.00
Food and Drink	42	10.50
Kitchen	23	5.80
Housekeeping	75	18.80
7. Work experience for this hotel		
Less than 1 years	104	26.00
1-2 years	145	36.20
3-4 years	76	19.00
5-6 years	32	8.00
More than 6 years	43	10.80
8. Previous work experience		
Less than 1 years	96	24.00
1-2 years	118	29.50
3-4 years	72	18.00
5-6 years	44	11.00
More than 6 years	70	17.50
9. Average income		
Less than 10,000 Baht/Month	97	24.20
10,001-15,000 Baht/Month	219	54.80
15,001-20,000 Baht/Month	51	12.80

Table 4 Continued

Personal characteristic	Frequency (n=400)	Percentage (%)
20,001-25,000 Baht/Month	15	3.80
25,001-30,000 Baht/Month	10	2.50
More than 30,000 Baht/Month	8	2.00

Table 4 presents the personal characteristics of the respondents. The majority of the respondents were female (303 or 75.80 %), in the age of 26-35 years old (194 or 48.50%). 386 (96.50%) of respondents graduated in lower than a bachelor degree level. More than half of the respondents were single (247 or 61.80%) and worked in an operational position (293, 73.20%). 260 (65.00%) of the respondents were working in the front office section of the hotel. Less than half of the respondents had worked with the hotel for 1-2 years (145 or 36.20%), and 118 (29.50%) of respondents had previous work experience with the hotel for 1-2 years. More than half of respondents (219, 54.80%) had an average income of 10,001-15,000 baht/month.

4.2 Result of the job characteristic of the small independent hotels

In order to measure the job characteristics of the small independent hotels, the respondents were asked to rate five dimensions of job characteristics, namely: job responsiveness, completeness and achievement, understanding of job procedure, work reflection, and opportunity to coordinate with others. The following findings were as follows:

Table 5 Maximum, minimum, mean, and standard deviation of the employees' opinion of job responsiveness factor in the small independent hotel.

Job responsiveness Factor	Max	Min	Mean	S.D.	Level of Opinion
1. Staff must have good communication skills in foreign languages as well.	1	5	4.25	0.74	Strong agree
2. Employees must be able to work in shift duty and work overtime.	1	5	4.06	0.68	Agree
3. Scope and responsibility of work assigned allows me to mesh hobbies and interests.	1	5	3.77	0.87	Agree
Grand Mean	-	-	4.03	0.75	Agree

Table 5 shows the results of the employees' opinions about job responsiveness factors in their small independent hotels. They strongly agreed that staff must have good communication skills in foreign languages (mean 4.25 and S.D. 0.74). They agreed that employees must be able to work in shift duty and work overtime (mean 4.06 and S.D. 0.68), and the scope and responsibility of work assigned allowed employee to mesh their hobbies and interests (mean 3.77 and S.D. 0.87). For further analysis, the grand mean was calculated (mean 4.03 and S.D. 0.75). The Cronbach's Alpha Coefficient equaled 0.815.

Table 6 Maximum, minimum, mean, and standard deviation of the employees' opinion of completeness and achievement factor in the small independent hotel.

The completeness and achievement factor	Max	Min	Mean	S.D.	Level of Opinion
1. The hotel jobs intellectually and competently challenging	1	5	4.02	0.69	Agree
2. The possibility of having a higher income	1	5	3.99	0.75	Agree
3. The hotel jobs make the opportunity for advancement position.	1	5	3.81	0.77	Agree
Grand Mean	-	-	3.94	0.70	Agree

Table 6 presented the results of the employees' opinions about completeness and achievement factors in small independent hotels. They agreed that the hotel jobs were intellectually and competently challenging (mean 4.02 and S.D. 0.69), there was the possibility of having a higher income (mean 3.99 and S.D. 0.75), and the hotel jobs gave an opportunity for position advancement. (mean 3.81 and S.D. 0.77). For further analysis, the grand mean was calculated (mean 3.94 and S.D. 0.70). The Cronbach's Alpha Coefficient equaled 0.820.

Table 7 Maximum, minimum, mean, and standard deviation of the employees' opinion of understanding on job procedure factor in the small independent hotel.

Understanding on job procedure factor	Max	Min	Mean	S.D.	Level of Opinion
1. New employees will get on the job training before starting work for understanding roles and responsibilities of their tasks.	1	5	4.20	0.76	Agree
2. A monitoring and test about knowledge, understanding, and operating according to the procedure continues.	1	5	4.00	0.72	Agree
3. Processes in all positions are clearly defined.	2	5	3.98	0.73	Agree
Grand Mean	-	-	4.06	0.71	Agree

Table 7 reports the results of the employees' opinions to understanding on job procedure factors in the small independent hotels. They agreed that new employees receive on the job training before starting work for understanding roles and responsibilities of their tasks (mean 4.20 and S.D. 0.76), monitoring and testing about knowledge, understanding and operating according to the procedure continues (mean 4.00 and S.D. 0.72), and the processes in all positions are clearly defined (mean 3.98 and S.D. 0.73). For further analysis, the grand mean was calculated (mean 4.06 and S.D. 0.71). The Cronbach's Alpha Coefficient equaled 0.862.

Table 8 Maximum, minimum, mean, and standard deviation of the employees' opinion of work reflection factored in the small independent hotel.

Work reflection factor	Max	Min	Mean	S.D.	Level of Opinion
1. The job has prestige and status in the community	1	5	4.03	0.70	Agree
2. The characteristics of the hotel jobs mesh well with family life	1	5	3.76	0.82	Agree
3. A characteristic of hotel jobs are influential to the health and mental fatigue.	1	5	3.48	0.94	Agree
Grand Mean	-	-	3.75	0.87	Agree

Table 8 shows the results of the employees' opinion to work reflection factor in the small independent hotels. They agreed that the job had prestige and status in the community (mean 4.03 and S.D. 0.70), the characteristic of hotel jobs meshed well with family life (mean 3.76 and S.D. 0.82), and characteristics of hotel jobs influenced health and mental fatigue (mean 3.48 and S.D. 0.94). For further analysis, the grand mean was calculated (mean 3.75 and S.D. 0.87). The Cronbach's Alpha Coefficient equaled 0.902.

Table 9 Maximum, minimum, mean, and standard deviation of the employees' opinions of job opportunity coordinated with other factors in the small independent hotels.

Job opportunity to coordinate with others factor	Max	Min	Mean	S.D.	Level of Opinion
1. Opportunity to experience something different, diverse, exotic, and many different people.	2	5	4.28	0.64	Strongly Agree
2. Opportunity for advancement	2	5	3.90	0.69	Agree
3. Opportunity to make a difference in other people's lives	1	5	3.72	0.85	Agree
Grand Mean	-	-	3.96	0.65	Agree

Table 9 presents the results of the employees' opinions to job opportunity to coordinate with other factors in the small independent hotels. They strongly agreed that the opportunity to experience something different, diverse, exotic, and different people (mean 4.28 and S.D. 0.64). They agreed that there was opportunity for advancement (mean 3.90 and S.D. 0.69), and the opportunity to make a difference in other people's lives (mean 3.72 and S.D. 0.85). For further analysis, the grand mean was calculated (mean 3.96 and S.D. 0.65). The Cronbach's Alpha Coefficient equaled 0.898.

4.3 Result of the organization characteristics of the small independent hotels

In order to measure the organization characteristics of the small independent hotels, the respondents were asked to rate four dimensions of organizational characteristics, namely: organizational support factor, citizenship behavior factor, benefits of the organizational factor, and organization management factor. The findings are as follows:

Table 10 Maximum, minimum, mean, and standard deviation of the employees' opinions of organizational support factor in the small independent hotels.

Organizational support factor	Max	Min	Mean	S.D.	Level of Opinion
1. Shortage of essential resources	1	5	3.33	1.06	Fair
2. Lack of support from senior staff	1	5	3.08	1.09	Fair
3. Poor physical working conditions	1	5	2.71	1.10	Fair
Grand Mean	-	-	3.04	1.02	Fair

Table 10 presented the results of the employees' opinions to organizational support factor in the small independent hotels. They agree that the shortage of essential resources is at a fair level (mean 3.33 and S.D. 1.06), a lack of support from senior staff (mean 3.08 and S.D. 1.09), and a poor physical working condition (mean 2.71 and S.D. 1.10). For further analysis, the grand mean was calculated (mean 3.04 and S.D. 1.02). The Cronbach's Alpha Coefficient equaled 0.816.

Table 11 Maximum, minimum, mean, and standard deviation of the employees' opinions of citizenship behavior factor in the small independent hotels.

Citizenship behavior factor	Max	Min	Mean	S.D.	Level of Opinion
1. To respect and honor the seniors and juniors.	1	5	4.15	0.70	Agree
2. The teamwork and mutual assistance.	1	5	4.07	0.75	Agree
3. Supervisors and colleagues to support/help both business and personal.	1	5	4.04	0.76	Agree
Grand Mean	-	-	4.09	0.70	Agree

Table 11 presented the results of the employees' opinion to citizenship behavior factor in small independent hotels. They agreed in respect and honor of seniors and juniors. (mean

4.15 and S.D. 0.70), the teamwork and mutual assistance (mean 4.07 and S.D. 0.75), and the supervisors and colleagues supported and helped them in both business and personal capacities (mean 4.04 and S.D. 0.76). For further analysis, the grand mean was calculated (mean 4.09 and S.D. 0.70). A The Cronbach's Alpha Coefficient equaled 0.805

Table 12 Maximum, minimum, mean, and standard deviation of the employees' opinions on benefits of the organizational factor in small independent hotels.

Benefits the organization factor	Max	Min	Mean	S.D.	Level of Opinion
1. The hotel provides a legal holiday schedule similar to big hotels	1	5	3.91	0.83	Agree
2. Wage rates are adequate to current economic conditions.	1	5	3.65	0.94	Agree
3. The comprehensiveness of the hotel is appropriate and covers family care.	1	5	3.56	0.98	Agree
Grand Mean	-	-	3.71	0.88	Agree

Table 12 presented the results of the employees' opinions on benefits of the organizational factor in small independent hotels. They agreed that the hotel provides a legal holiday schedule similar to big hotels (mean 3.91 and S.D. 0.83), wage rates were adequate to current economic conditions (mean 3.65 and S.D. 0.94), and the comprehensiveness of the hotel was appropriate and covered family care (mean 3.56 and S.D. 0.98). For further analysis, the grand mean was calculated (mean 3.71 and S.D. 0.88).The Cronbach's Alpha Coefficient equaled 1.000.

Table 13 Maximum, minimum, mean, and standard deviation of the employees' opinions of the organizational management factor in small independent hotels.

Organization management factor	Max	Min	Mean	S.D.	Level of Opinion
1. I tend to agree with the hotel's policies on important matters relating to its employees.	1	5	3.97	0.77	Agree
2. Good management to security of employment	1	5	3.75	0.82	Agree
3. Lack of employee's participation in planning/decision making.	1	5	3.11	1.00	Fair
Grand Mean	-	-	3.61	0.90	Agree

Table 13 presented the results of the employees' opinions of organizational management factors in the small independent hotels. They agreed that their hotels' policies on important matters related to its employees (mean 3.97 and S.D. 0.77), there was good management for security of employment (mean 3.75 and S.D. 0.82), and there was a lack of employee participation in planning and decision making (mean 3.11 and S.D. 1.00). For further analysis, the grand mean was calculated (mean 3.61 and S.D. 0.90). The Cronbach's Alpha Coefficient equaled 0.902.

4.4 Result of the employee commitment for small independent hotels in Phuket Province

In order to measure the employee commitment of the small independent hotels, findings were as follows:

Table 14 Maximum, minimum, mean, and standard deviation of the employee commitment for small independent hotels in Phuket Province.

The employee commitment for small independent hotels	Max	Min	Mean	S.D.	Level of Commitment
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	1	5	4.06	0.73	High
2. I would accept almost any type of job assignment in order to keep working for this hotel.	1	5	3.85	0.79	High

Table 14 Continued

The employee commitment for small independent hotels	Max	Min	Mean	S.D.	Level of Commitment
3. I am proud to tell others that I am part of this hotel.	1	5	3.81	0.87	High
4. For me, this is the best of all possible hotels for which to work.	1	5	3.72	0.81	High
5. This hotel really inspires the very best in me in the way of job performance	1	5	3.72	0.84	High
6. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	5	3.62	0.93	High
7. This department has a great deal of personal meaning to me.	1	5	3.59	0.87	High
8. I really care about the fate of this hotel.	1	5	3.39	0.98	Moderate
9. I do not feel any obligation to remain with my current employer.	1	5	3.09	1.12	Moderate
10. It would take very little changes in my present circumstances to cause me to leave this hotel.	1	5	2.93	1.08	Moderate
Grand Mean	-	-	3.58	0.96	High

Table 14 presented the results of the employee commitment of small independent hotels in Phuket Province. The overall commitment of small independent hotels in Phuket Province was high (mean 3.58 and S.D. 0.96). The highest commitment variable was the willingness to put in a great deal of effort beyond that normally expected in order to help their hotel be successful (mean 4.06 and S.D. 0.73), followed by the acceptance of any type of job assignment in order to keep working for the hotel (mean 3.85 and S.D. 0.79), followed by pride to tell others that they are part of this hotel (mean 3.81 and S.D. 0.87), followed by the perception that the hotel inspires their best performance (mean 3.72 and S.D. 0.84), followed by the hotel is the best of all possible hotels for which to work (mean 3.72 and S.D. 0.81), followed by not leaving their organization at present because they had a sense of obligation to the people in it (mean 3.62 and S.D. 0.93), followed by the department had a great deal of personal meaning

(mean 3.59 and S.D. 0.87), followed by caring about the fate of their hotels in moderate commitment level (mean 3.39 and S.D. 0.98).

The respondents had moderate levels of commitment toward the following variables: not feeling any obligation to remain with their current employer (mean 3.09 and S.D. 1.12) and taking considerably few changes in the present circumstances to cause employees to leave the hotel (mean 2.93 and S.D.1.08). The Cronbach's Alpha Coefficient equaled 0.753.

4.5 Hypothesis

Hypothesis 1 Personal characteristics of employees including gender, age, education, marital status, working position, section, work experience for the hotel, previous work experience, and average income affect employee commitment to the organization of the small independent hotels in Phuket Province.

Hypothesis 1.1 Gender of employees affect employee commitment to the organization of the small independent hotels in Phuket Province.

Table 15 The comparison of gender and employee commitment

Employee commitment		N	Mean	S.D	t-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	Male	97	4.07	0.86	0.189	0.850
	Female	303	4.06	0.68		
A2: To accept almost any type of job assignment in order to keep working for this hotel.	Male	97	3.84	0.81	-0.142	0.887
	Female	303	3.85	0.79		
A3: This hotel really inspires the very best in the way of job performance	Male	97	3.74	0.89	0.265	0.791
	Female	303	3.72	0.83		

Table 15 Continued

Employee commitment	N	Mean	S.D	t-test	p-value
A4: It would take considerably little change in my present circumstances to cause leaving this hotel.					
Male	97	2.98	1.11	0.569	0.570
Female	303	2.91	1.07		
A5: Truly care about the fate of this hotel.					
Male	97	3.38	0.97	-0.041	0.967
Female	303	3.39	0.99		
A6: This is the best of all possible hotels for which to work.					
Male	97	3.80	0.81	1.208	0.228
Female	303	3.69	0.81		
A7: Proud to tell others that I am part of this hotel.					
Male	97	3.80	0.92	-0.109	0.913
Female	303	3.82	0.85		
A8: Do not feel any obligation to remain with my current employer.					
Male	97	3.14	1.15	0.546	0.585
Female	303	3.07	1.12		
A9: Would not leave my organization right now because of a sense of obligation to the people in it.					
Male	97	3.73	0.86	1.358	0.175
Female	303	3.58	0.96		
A10: This department has a great deal of personal meaning.					
Male	97	3.68	0.92	1.215	0.225
Female	303	3.56	0.85		

Based on the independent sample t-test, the result in table 15 showed that there were no significant differences between male and female toward employee

commitment. This suggested that gender has no effect on employee commitment to the organization of the small independent hotels in Phuket Province.

Hypothesis 1.2 Age of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

Table 16 The ANOVA comparison of age and employee commitment.

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	0.614	0.653
A2: To accept almost any type of job assignment in order to keep working for this hotel.	1.189	0.315
A3: This hotel truly inspires the best in the way of job performance	0.760	0.552
A4: It would take considerably little change in my present circumstances causing to leave this hotel.	0.928	0.447
A5: Truly care about the fate of this hotel	0.804	0.523
A6: This is the best of all possible hotels for which to work.	0.428	0.788
A7: Proud to tell others that I am part of this hotel.	0.669	0.614
A8: Do not feel any obligation to remain with my current employer.	0.852	0.493
A9: Would not leave my organization right now because of a sense of obligation to the people in it.	0.271	0.897
A10: This department has a great deal of personal meaning to me.	0.798	0.527

Based on One-way ANOVA, the result in table 16 showed that there were no significant differences between all groups of age toward employee commitment. This suggests that age has no effect on employee commitment to the organization of the small independent hotels in Phuket Province.

Hypothesis 1.3 Education of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province

Table 17 The comparison of education and employee commitment.

Employee commitment	N	Mean	S.D	t-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful					
Lower than Bachelor degree	386	4.08	0.72	2.580	0.010**
Bachelor degree	14	3.57	0.76		
A2: To accept almost any type of job assignment in order to keep working for this hotel.					
Lower than Bachelor degree	386	3.86	0.79	2.359	0.019*
Bachelor degree	14	3.36	0.84		
A3: This hotel really inspires the very best in the way of job performance					
Lower than Bachelor degree	386	3.74	0.84	2.306	0.022*
Bachelor degree	14	3.21	0.80		
A4: It would take very little change in my present circumstances causing me to leave this hotel.					
Lower than Bachelor degree	386	2.93	1.10	0.491	0.624
Bachelor degree	14	2.79	0.43		
A5: Truly care about the fate of this hotel					
Lower than Bachelor degree	386	3.39	0.98	0.108	0.914
Bachelor degree	14	3.36	1.01		
A6: This is the best of all possible hotels for which to work.					
Lower than Bachelor degree	386	3.73	0.82	1.020	0.308
Bachelor degree	14	3.50	0.65		
A7: Pride in telling others that I am part of this hotel.					
Lower than Bachelor degree	386	3.82	0.87	0.744	0.458
Bachelor degree	14	3.64	0.84		

Table 17 Continued

Employee commitment	N	Mean	S.D	t-test	p-value
A8: Do not feel any obligation to remain with my current employer.					
Lower than Bachelor degree	386	3.08	1.13	-1.147	0.252
Bachelor degree	14	3.43	1.02		
A9: Would not leave my organization right now because of a sense of obligation to the people in it.					
Lower than Bachelor degree	386	3.62	0.94	-0.093	0.926
Bachelor degree	14	3.64	0.84		
A10: This department has a great deal of personal meaning to me.					
Lower than Bachelor degree	386	3.59	0.88	0.385	0.701
Bachelor degree	14	3.50	0.52		

*p<0.05, **p<0.01

In term of respondents differing levels of education, the independent sample t-test in table 17 showed that there were substantial differences in respondents' levels of education and employee commitment in (1) Willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful ($p<0.01$), (2) To accept almost any type of job assignment in order to keep working for the hotel ($p<0.05$) and (3) The hotel truly inspires the best in the way of job performance ($p<0.05$).

Hypothesis 1.4 Marital status of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

Table 18 The ANOVA comparison of marital status and employee commitment.

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	4.180	0.016*
A2: To accept almost any type of job assignment in order to keep working for this hotel.	4.372	0.013*

Table 18 Continued

Employee commitment	F-test	p-value
A3: This hotel truly inspires the best in the way of job performance	3.330	0.037*
A4: It would take very little change in my present circumstances causing me to leave this hotel.	2.187	0.114
A5: Truly care about the fate of this hotel	1.554	0.213
A6: This is the best of all possible hotels for which to work.	6.003	0.003**
A7: Proud to tell others that I am part of this hotel.	5.730	0.004**
A8: Do not feel any obligation to remain with my current employer.	0.971	0.380
A9: Would not leave my organization right now because of a sense of obligation to the people in it.	3.840	0.022*
A10: This department has a great deal of personal meaning to me.	1.247	0.289

*p<0.05, **p<0.01

In term of respondents differing levels of marital status, the ANOVA in table 18 showed that there were substantial differences in respondents' levels of marital status and employee commitment in (1) Willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful (p<0.05), (2) To accept almost any type of job assignment in order to keep working for this hotel (p<0.05), (3) The hotel truly inspires the very best in the way of job performance (p<0.05), (4) This is the best of all possible hotels for which to work(p<0.01), (5) Proud to tell others that I am part of this hotel(p<0.01), and (6) Would not leave my organization right now because of a sense of obligation to the people in it(p<0.05).

Table 19 Sheffe's test comparison of marital status and employee commitment

Employee commitment	N	Mean	S.D	Letter*	
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful					
	Single	247	3.98	0.72	A
	Married	133	4.20	0.73	B
	Divorce/Separate	20	4.10	0.64	B

Table 19 Sheffe's test comparison of marital status and employee commitment

Employee commitment	N	Mean	S.D	Letter*
A2: To accept almost any type of job assignment in order to keep working for this hotel.				
Single	247	3.78	0.77	A
Married	133	4.00	0.77	B
Divorce/Separate	20	3.60	1.05	A
A3: This hotel really inspires the very best in the way of job performance.				
Single	247	3.64	0.82	A
Married	133	3.87	0.88	B
Divorce/Separate	20	3.75	0.79	A
A6: This is the best of all possible hotels for which to work.				
Single	247	3.61	0.81	A
Married	133	3.91	0.80	B
Divorce/Separate	20	3.75	0.72	A
A7: Proud to tell others that I am part of this hotel.				
Single	247	3.72	0.85	A
Married	133	4.02	0.86	B
Divorce/Separate	20	3.60	0.99	A
A9: Would not leave my organization right now because sense of obligation to the people in it.				
Single	247	3.57	0.94	A
Married	133	3.77	0.90	A
Divorce/Separate	20	3.25	0.91	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between marital status factor and variable levels of employee commitment, the researcher divided the respondents into three groups. The ANOVA analysis was calculated to investigate the

differences. The results in Table 19 showed that there were significant differences in six employee commitment variables among three groups of marital status.

For further analysis using Sheffe's test, Table 16 showed that the married or divorce/separated respondents were more willing to put in a great deal of effort beyond that normally expected in order to help their hotels be successful than the single respondents.

The marital status of single, divorced, and separated respondents had commitment (1) to accept almost any type of job assignment in order to keep working for their hotel, (2) their hotel truly inspires the best in the way of job performance, (3) theirs is the best of all possible hotels for which to work and (4) proud to tell others that they are part of the hotel more than the respondents who were in the marital status of married.

The single and married status of respondents had the commitment of not leaving their organization now because of a sense of obligation to the people in it more than the respondents who were divorced or separated.

Hypothesis 1.5 Working position of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province

Table 20 The comparison of working position and employee commitment

Employee commitment	N	Mean	S.D	t-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful					
Management Level	107	4.11	0.80	0.867	0.386
Operator Level	293	4.04	0.70		
A2: To accept almost any type of job assignment in order to keep working for this hotel.					
Management Level	107	3.94	0.84	1.512	0.131
Operator Level	293	3.81	0.77		

Table 20 Continued

Employee commitment	N	Mean	S.D	t-test	p-value
A3: This hotel really inspires the very best in the way of job performance.					
Management Level	107	3.93	0.86	3.069	0.002**
Operator Level	293	3.65	0.83		
A4: It would take very little change in my present circumstances causing me to leave this hotel.					
Management Level	107	2.90	1.20	-0.311	0.756
Operator Level	293	2.94	1.04		
A5: Truly care about the fate of this hotel.					
Management Level	107	3.59	0.89	2.519	0.012*
Operator Level	293	3.31	1.01		
A6: This is the best of all possible hotels for which to work.					
Management Level	107	3.80	0.81	1.285	0.200
Operator Level	293	3.69	0.81		
A7: Proud to tell others that I am part of this hotel.					
Management Level	107	3.96	0.81	2.098	0.037*
Operator Level	293	3.76	0.88		
A8: Do not feel any obligation to remain with my current employer.					
Management Level	107	3.20	1.31	1.142	0.254
Operator Level	293	3.05	1.05		
A9: Would not leave my organization right now because of a sense of obligation to the people in it.					
Management Level	107	3.77	0.93	1.900	0.058
Operator Level	293	3.57	0.93		

Table 20 Continued

Employee commitment	N	Mean	S.D	t-test	p-value
A10: This department has a great deal of personal meaning to me.					
Management Level	107	3.82	0.83	3.321	0.001***
Operator Level	293	3.50	0.86		

*p<0.05, **p<0.01, ***p<0.001

In term of respondents differing in levels of working positions, there was a separation in two levels consisting of Management level (i.e. Manager, Assistant manager, and Supervisor) and Operator level. The independent sample t-test in table 17 showed that there were substantial differences in respondents' levels of working position and employee commitment, namely: (1) The hotel truly inspires the best in the way of job performance(p<0.01), (2) True care for the fate of the hotel (p<0.05), (3) Pride in telling others about the affiliation with the hotel(p<0.05), and (4) The department has a great deal of personal meaning for them (p<0.001).

Hypothesis 1.6 Working section of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province

Table 21 The ANOVA comparison of section and employee commitment

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	0.373	0.773
A2: To accept almost any type of job assignment in order to keep working for this hotel	3.085	0.027*
A3: This hotel truly inspires the best in the way of job performance	0.607	0.611
A4: It would take very little change in my present circumstances causing me to leave this hotel.	3.371	0.019*
A5: Truly care about the fate of this hotel	1.790	0.148
A6: This is the best of all possible hotels for which to work.	1.057	0.367
A7: Pride in telling others about the affiliation with this hotel.	0.384	0.765

In order to test whether there were any significant differences between working section factor and variable levels of employee commitment, the researcher divided the respondents into four groups. The ANOVA analysis was calculated to investigate the differences. The results in Table 22 showed that there were significant differences in two employee commitment variables among four groups of section.

For further analysis using Sheffe's test, Table 19 showed that the food and drink section and kitchen section respondents were more willing to put in a great deal of effort beyond normally expected in order to help the hotel be successful than the front office section and housekeeper section of the respondents.

The food and drink section and housekeeper section had a commitment of accepting almost any type of job assignment in order to keep working for the hotel more than the respondents who were working in the front office section and kitchen section. The respondents who were working in the food and drink section and kitchen section had commitment in it, taking little change of present circumstances to cause them to leave the hotel more than respondents who were working in the front office section and housekeeper section.

Hypothesis 1.7 Work experience for this hotel of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province

Table 23 The ANOVA comparison of work experience for this hotel and employee commitment

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	0.842	0.432
A2: To accept almost any type of job assignment in order to keep working for this hotel.	1.445	0.237
A3: This hotel truly inspires the best in the way of job performance	0.987	0.374
A4: It would take little change in my present circumstances causing me to leave this hotel.	4.071	0.018*
A5: Truly care about the fate of this hotel	0.865	0.422
A6: This is the best of all possible hotels for which to work.	3.840	0.022*
A7: Pride in telling others of the affiliation with this hotel.	0.440	0.644

Table 23 Continued

Employee commitment	F-test	p-value
A8: Do not feel any obligation to remain with my current employer.	0.060	0.942
A9: Would not leave my organization right now because sense of obligation to the people in it.	2.340	0.098
A10: This department has a great deal of personal meaning to me.	0.500	0.607

*p<0.05

In term of respondents differing levels of work experience, the ANOVA in table 20 showed that there were substantial differences in respondents' levels of work experience and employee commitment, namely: (1) It would take little change in their present circumstances causing them to leave the hotel ($p<0.05$) and (2) This is the best of all possible hotels for which to work ($p<0.05$).

Table 24 Sheffe's test comparison of work experience for this hotel and employee commitment

Employee commitment	N	Mean	S.D	Letter*
A4: It would take little change in my present circumstances cause to leave this hotel.				
Less than 1 year	104	2.86	1.01	A
1-2 years	145	3.12	1.14	B
More than 2 years	151	2.78	1.05	A
A6: This is the best of all possible hotels for which to work.				
Less than 1 year	104	3.58	0.91	A
1-2 years	145	3.86	0.79	B
More than 2 years	151	3.68	0.74	A

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between work experience factor and variable levels of employee commitment, the researcher divided the respondents into three groups. The ANOVA analysis was calculated to investigate the differences. The results in Table 24 showed that there were significant differences in two employee commitment variables among three groups of section.

For further analysis using Sheffe's test, Table 21 showed that the respondents with 1-2 years of experience were more willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful than the less-than-1-year and more-than-2-years respondents.

The work experience of respondents with 1-2 years had the commitment that (1) It would take little change in their present circumstances causing them to leave the hotel and (2) Theirs was the best of all possible hotels for which to work, more than the respondents who had work experience of less than 1 year and more than 2 years.

Hypothesis 1.8 Previous work experience of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province

Table 25 The ANOVA comparison of previous work experience and employee commitment

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	2.299	0.077
A2: To accept almost any type of job assignment in order to keep working for this hotel.	1.053	0.369
A3: This hotel truly inspires the best in the way of job performance.	2.489	0.060
A4: It would take little change in my present circumstances cause to leave this hotel.	1.586	0.192
A5: Truly care about the fate of this hotel	0.396	0.756
A6: This is the best of all possible hotels for which to work.	1.549	0.201
A7: Pride in telling others of affiliation of this hotel.	1.805	0.146
A8: Do not feel any obligation to remain with my current employer.	2.585	0.053
A9: Would not leave my organization right now because sense of obligation to the people in it.	1.076	0.359
A10: This department has a great deal of personal meaning to me.	1.615	0.185

Based on One-way ANOVA, the results in table 22 showed that there were no significant differences between all groups of previous work experience toward employee

commitment. This suggested that previous work experience had no effect on employee commitment to the organization of the small independent hotels in Phuket Province.

Hypothesis 1.9 Average income of employees affecting employee commitment to the organization of the small independent hotels in Phuket Province.

Table 26 The ANOVA comparison of average income and employee commitment

Employee commitment	F-test	p-value
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	1.378	0.231
A2: To accept almost any type of job assignment in order to keep working for this hotel	0.619	0.685
A3: This hotel truly inspires the best in the way of job performance	0.956	0.445
A4: It would take little change in my present circumstances cause to leave this hotel.	1.404	0.222
A5: Truly care about the fate of this hotel	0.322	0.900
A6: This is the best of all possible hotels for which to work.	0.523	0.759
A7: Pride in telling others of the affiliation with this hotel.	0.559	0.731
A8: Do not feel any obligation to remain with my current employer.	0.645	0.666
A9: Would not leave my organization right now because sense of obligation to the people in it.	0.789	0.558
A10: This department has a great deal of personal meaning to me.	1.503	0.188

Based on One-way ANOVA, the result in table 26 showed that there were no significant differences between all groups of average income toward employee commitment. This suggests that average income has no affect on employee commitment to the organization of the small independent hotels in Phuket Province.

Hypothesis 2 The job characteristic factor were related to the employee commitment toward the organization of small independent hotels in Phuket Province.

Table 27 Pearson Product Moment Correlation Coefficient between the job characteristic factor and the levels of employee commitment

Employee commitment	The job characteristic factor			
	r	p-value	Direction	Relation level
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	0.45	0.000***	Positive	Low
A2: To accept almost any type of job assignment in order to keep working for this hotel	0.38	0.000***	Positive	Low
A3: This hotel truly inspires the best in the way of job performance	0.42	0.000***	Positive	Low
A4: It would take little change in my present circumstances causing me to leave this hotel.	0.24	0.000***	Positive	Very Low
A5: Truly care about the fate of this hotel	0.23	0.000***	Positive	Very Low
A6: This is the best of all possible hotels for which to work.	0.39	0.000***	Positive	Low
A7: Pride in telling others of the affiliation with this hotel	0.38	0.000***	Positive	Low
A8: Do not feel any obligation to remain with my current employer.	0.19	0.000***	Positive	Very Low
A9: Would not leave my organization right now because of a sense of obligation to the people in it.	0.29	0.000***	Positive	Very Low
A10: This department has a great deal of personal meaning to me.	0.31	0.000***	Positive	Low

***p<0.001

Based on Pearson Product Moment Correlation Coefficient, the result in table 27 showed that there was a significant relationship between that of the job characteristic factor toward the all items of employee commitment. This suggests that the job characteristic factor is

related to employee commitment toward the organization of small independent hotels in Phuket Province ($p < 0.001$).

Hypothesis 3 The organization characteristic factor were related to the employee commitment toward the organization of small independent hotels in Phuket Province

Table 28 Pearson Product Moment Correlation Coefficient between organization characteristic factor and the levels of employee commitment.

Employee commitment	The organization characteristic factor			
	r	p-value	Direction	Relation level
A1: Willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful	0.40	0.000***	Positive	Low
A2: To accept almost any type of job assignment in order to keep working for this hotel.	0.33	0.000***	Positive	Low
A3: This hotel truly inspires the best in the way of job performance	0.44	0.000***	Positive	Low
A4: It would take little change in my present circumstances causing me to leave this hotel.	0.36	0.000***	Positive	Low
A5: Truly care about the fate of this hotel	0.25	0.000***	Positive	Very Low
A6: This is the best of all possible hotels for which to work.	0.46	0.000***	Positive	Low
A7: Pride in telling others of the affiliation with this hotel	0.40	0.000***	Positive	Low
A8: Do not feel any obligation to remain with my current employer.	0.32	0.000***	Positive	Low
A9: Would not leave my organization right now because sense of obligation to the people in it.	0.33	0.000***	Positive	Low
A10: This department has a great deal of personal meaning to me.	0.35	0.000***	Positive	Low

*** $p < 0.001$

Based on Pearson Product Moment Correlation Coefficient, the result in Table 25 showed that there were significant correlations between the organizational characteristic factors and employee commitments. This suggests that the organizational characteristic factor correlates to the employee commitment to the organization of small independent hotels in Phuket Province($p < 0.001$).

CHAPTER 5

Conclusions and Discussions

5.1 Conclusions and Discussions

The objectives of this study were to (1) investigate the levels of employee commitment to the organization of small independent hotels in Phuket Province, (2) compare the average levels of employee commitment to the organization of the small independent hotels in Phuket Province separated by personal characteristic, and (3) investigate the relationship between job characteristic factors, organizational characteristic factors and levels of employee commitment to the organization of small independent hotels in Phuket Province. The summaries of finding are presented as follow:

Objective 1: investigate the levels of employee commitment to the organization of small independent hotels in Phuket Province

Small independent hotel employees in Phuket have strong commitment to the organization. They are willing to put in a great deal of effort to help their hotels be successful. They would accept almost any type of job assignment in order to keep working for their hotels. In addition, they had pride in the affiliation with their hotels. The results support Meyer & Allen (2000) who noted that committed employees would perform their job well. Also, Gardner & Wright (1998) confirmed that committed employees always demonstrate a willing adherence to company policies and have lower turnover rates, which are directly related to employee retention.

Objective 2: compare the level of employee commitment to the organization of the small independent hotels in Phuket Province separate by personal characteristics.

In terms of the personal characteristics of the small independent hotel employees in Phuket, the majority of them were female, single, had lower than a bachelor degree, the age of 35 years or younger, and working in operational level in front office section. Most of them had 1-2 year working experience. More than half of the small independent hotel employees received 10,001-15,000 baht per month salary.

Figure 5 The factors affecting employee commitment for small independent hotels in Phuket

Province

Personal characteristics

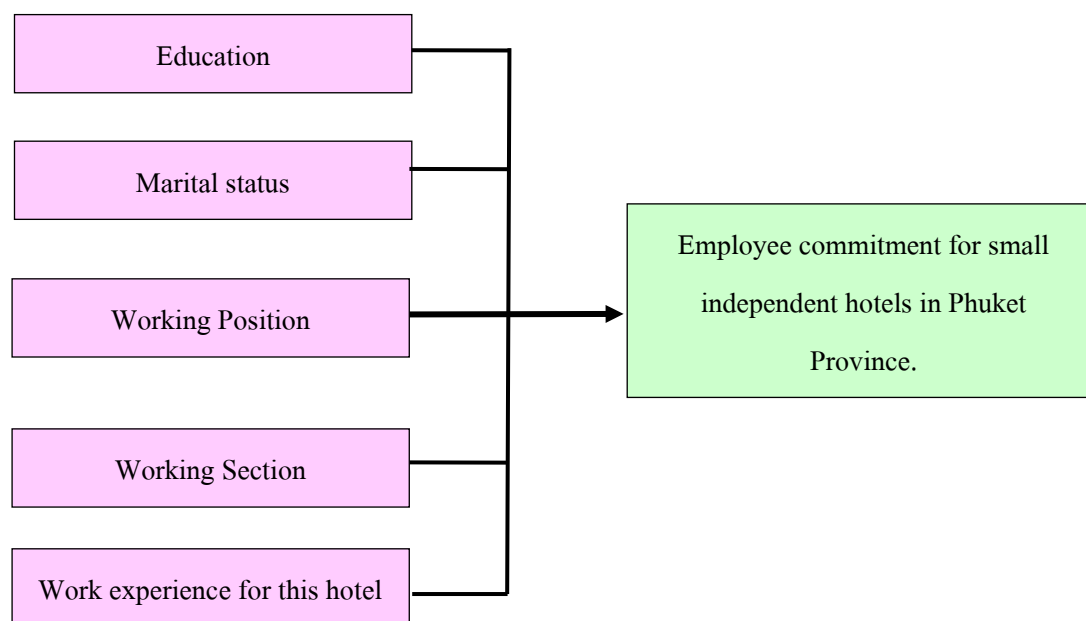


Figure 5 showed that education; marital status, working position, working section, and work experience had effects on employee commitment to the small independent hotels in Phuket Province. In contrast, the personal characteristics in terms of gender, age, previous work experience, and average income had no effect on employee commitment. This study partially supports Morrow (1983), Bardi (2007), Wong (2010), and Cohen (1992), who found that the personal characteristics such as age, tenure, gender, level of education, position in the company, and years of working experience explained most of the variation in employee commitment to the organization. The personal characteristics affecting employee commitment to the organization of the small independent hotels in Phuket Province can be discussed as followed:

1. The employees who have an education lower than a Bachelor degree had higher commitment to the organization than the employees that had a Bachelor degree level. The reason might be that employees with lower than a Bachelor degree might have lower expectation upon their employers and have lower job opportunity. Therefore, they would tend to

have high job commitment and have stronger intention to work harder to show their capabilities and get recognition leading to promotions.

2. The married employees had commitment to the organization more than the single and divorced or separated employees did. It is further apparent that most married employees in this study are the ones who had lower than a Bachelor degree of education. Since they have to take myriad responsibilities in their family, they had high loyalty with small independent hotels. In fact, they might feel unsure whether they would have a chance to join with big hotels or chain hotels; therefore, a way to make their family and personal life most secured is to be happy with the present position and stability in small independent hotels. This is in accordance to the affective commitment of Tung, et al., (2014) and Biljana, (2004) who stated that employees would be more committed to their current employers when realizing that it is very difficult to find a new job elsewhere.

3. The employees at management levels tend to have stronger commitment than employees at operational levels. This may be attributed to several explanations. As the organization structure of small independent hotels tends to be relatively simple, thus it is likely that managers in such hotels would work very closely with the hotel owners thereby developing closer relationship with the owners. Another reason for the higher commitment among employees at management level is owing to a fact that many of the owners of these hotels also take managerial roles at the hotels as well. Undoubtedly, they are highly committed to ensure that hotels are sustainably and profitably operated, and these feelings would not be as strong when they are merely the managers on payroll.

4. The back-of-the-house employees had more commitment to their organization than the front-of-the-house employees did. This may be because back-of-the-house employees have a lower chance to interact with customers which lead to lower stress than front line employees. With lower stress level, they would feel happier, and be likely to stay at the same organization for a longer period of time (Turner&Lawrence, 1965). Furthermore, most employees of small independent hotels have a relatively little working experience (1-2 years working experience), which is likely that this may be their first job. Hence, at this stage of their career they are excited, eager to learn and would not mind working in small independent hotels, however

those in older aged groups may be more concerned with career advancement in larger hotels that can offer them better pay and work stability (Sheldon 1971).

Objective 3: investigate the relationship between job characteristic factors, organization characteristic factors and level of employee commitment to the organization of small independent hotels in Phuket Province

Figure 6 The factors that affecting employee commitment for small independent hotel in Phuket Province

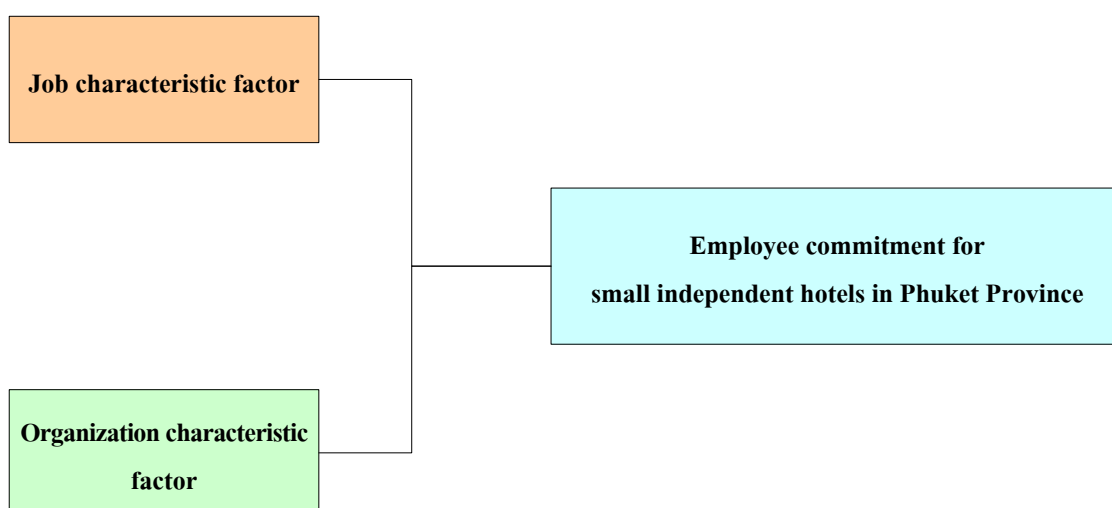


Figure 6 presented the factors affecting employee commitment for small independent hotel in Phuket Province. This study found that the job-characteristic factors and the organizational-characteristics factors had a positive correlation with employee commitment. This study supports Dunja (2014) who found strong positive correlations between organizational commitment and job characteristics. This study also supports Narumon and Gerard (2008) who found the employees committed were demonstrating the organizational brand values. Furthermore, this study supports Steven (2007) and Biljana (2004) who found that organizational change affected employee attitude including employee commitment.

5.2 Recommendation

Taking into considerations the key findings and above discussions, a number of recommendations are outlined below:

1. The executive and/or human resource division should be improving the levels of employee commitment by (1) offering foreign language communication courses to improve their skills and (2) providing employees the opportunities to work in diverse, exotic and challenging jobs, for example rotating employees to work in different departments so that they can have multi-task skills.

2. The executive and/or human resource division should prepare staff for any organizational change. This can be done by having procedures in place to prepare for any change, for example before making any announcements to the whole of employees, surveying opinions of employee should be done to obtain their general opinions before informing them any changes that could affect to the morale of the employees.

3. Education, marital status, working position, section, and work experience have effects toward employee commitment levels to the organization of small independent hotels. Therefore, specific human resource management plans should be in place to deal with employees with different demographic profiles.

4. Job-characteristic factors and the organizational characteristic factors have relationship with the employee commitment. Therefore, the executive and/or human resource division should provide organizational management (e.g. the organization structure, roles and responsibilities, working condition, and atmosphere) with consideration of the job-characteristic factors and the organizational-characteristic factors. The recommendations of each factor are as follows:

4.1 Job rotation and scheduling should be appropriate carried out while taking into consideration employees' life cycle to ensure that staff can balance between work and personal life.

4.2 Provide employees advice in terms of career paths.

4.3 Create manuals and standard working procedures for all departments. It is also important that employees are properly informed and trained about these procedures.

4.4 Provide the appropriate annual leave in accordance with Thai Labor Law.

4.5 Provide a happy and healthy workplace. Ensure that employees are working under appropriate working conditions which meet the requirements specified by the relevant law.

4.6 Develop activities to encourage better employer-employee relationship by including employee's families in the activities, setting up a medical clinic to provide basic medical treatment and advice for family planning, and etc.

4.7 Offer an opportunity for employees to be involved and participate in the meeting of setting up a yearly plan and key performance indicators (KPIs). By allowing them to be involved, their sense of belonging would be enhanced.

4.8 Provide them better job stability in order to increase staff motivation.

5.3 Limitation of the study and suggestion for further research

When looking at the personal characteristics of the respondents in this study, it is obvious that most of them were female with lower than a Bachelor degree education and working in the operational level job position. Moreover, almost half of them were in the age of 26-34 years, so this might create biased results. Thus, future research should separate the sampling group according to gender, education, job position, age, and working experience to represent equally all sub-groups of small independent hotel employees.

In terms of future research, the researcher recommends future studies on career path and retirement plan for employees of small independent hotels in Phuket Province. This is because most of hotels will want younger employees who have high inspiration to work. The survey results found the employees of small independent hotels worried about the opportunity for advancement in positions including the stability in the work. If small independent hotels want to maintain their employees; they must do this research and apply it to run their hotels.

References

- กฤษฎาบุญทาวงศ์. (2556). *ธุรกิจโรงแรมในจังหวัดภูเก็ต*. กรุงเทพฯ: ธนาคารแลนด์แอนด์เฮาส์จำกัด (มหาชน).
- พวงเพชรวัชรอยู่. (2537). *แรงจูงใจในการทำงาน*. กรุงเทพฯ: โอเดียนสโตร์.
- มหาวิทยาลัยสุโขทัยธรรมมาธิราช. (2550). *ธุรกิจในอุตสาหกรรมท่องเที่ยว*. นนทบุรี: มหาวิทยาลัย.
- ศูนย์วิจัยกสิกรไทย. (2557). *แนวโน้มธุรกิจโรงแรมปี57. ฐานเศรษฐกิจ*. สืบค้นเมื่อ 28 เมษายน 2557, จาก <http://www.thannews.th.com/>
- สุพัฒนาคิวานนท์. (2545). *ความสัมพันธ์ระหว่างคุณภาพชีวิตการทำงานความผูกพันต่อองค์กร และผลการปฏิบัติงานของพนักงานโรงงานอุตสาหกรรมอิเล็กทรอนิกส์. วิทยานิพนธ์บริหารธุรกิจมหาบัณฑิต*. กรุงเทพฯ : มหาวิทยาลัยเกษตรศาสตร์.
- สำนักงานตรวจคนเข้าเมืองและกรมการท่องเที่ยว. (2557). *สรุปสถานการณ์นักท่องเที่ยว*. (มกราคม- ธันวาคม 2556). กรุงเทพฯ : กรมการท่องเที่ยวกระทรวงการท่องเที่ยวและกีฬา.
- ผู้จัดการออนไลน์. (2553). *ภูเก็ตตั้งคณะทำงานกลั่นกรองดันโรงแรมเกินกว่า 400 แห่งเข้าระบบ*. สืบค้นเมื่อ 30 เมษายน 2557, จาก http://www.phuketall.com/news/Phuketnews-2010-09-10_03.php
- AmenaShahid. (2013). Gaining employee commitment: linking to organizational effectiveness. *Journal of Management Research*. 5(1). N/D
- Bardi, J. A. (2007). *Hotel Front Office Management*. 4th ed. New Jersey : John Wiley & Sons.
- Becker, H.S. (1960). Notes on the Concept of Commitment. *American Journal of Sociology*. 66. pp 32–42.
- Becker, T.E., and Billings, R.S. (1993). Profiles of Commitment; An Empirical Tests. *Journal of Organization Behavior*. pp 77-190.
- Best, J. W. (1997). *Research in Education*. New Jersey: Prentice Hall.
- BiljanaDordevic. (2004). Employee commitment in times of radical organization change. *Economics and Organization*. 2(2). pp 111 – 117.
- Brown, R.B. (1996). Organizational commitment: clarifying the concept and simplifying the existing construct typology. Retrieved May 10, 2014. from <http://www.sciencedirect.com/science/article/pii/S0001879196900421>

- Buchanan, B. (1974). Building Organizational commitment: The Socialization of Managers in Work Organizations. *Administrative Science Quarterly*. 19(4).
- Business. (2014). Hotel. Retrieved 10 May 2014, from: <http://www.businessdictionary.com/definition/hotel.html#ixzz31PISdcoF>
- Chao, K.. (2011). Relationship among Organizational commitment, Job Characteristics, Job Satisfaction, and Turnover Intention within Kindergartens: An Empirical Study in Malaysia. *Division of General Education. Yung-Ta Institute of Technology and commerce*. pp.183.
- Cochran, W.G. (1977). *Sampling Techniques*. 3rd ed. New York : John Wiley and Sons.
- Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Cohen. A. (1992). Antecedents of Organizational commitment Across Occupational Groups: A Meta-Analysis. *Journal of Organizational Behaviour*. 13. pp.539-558.
- Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*. 16 (3)
- Elias, S. (2007). Employee commitment in times of change: assessing the importance of attitudes toward organizational change. *Journal of Management*. 35, February 2009. 1 37-155.
- Jorgensen, F., etal. (2013). Developing organizational commitment via employee-driven HRM in a knowledge-intensive firm. *ACAD Manage Proc*. January 2013.
- Hinkle, D.E, William ,W. and Stephen G. J. (1998). *Applied Statistics for the Behavior Sciences*. 4th ed. New York : Houghton Mifflin.
- Kaufman, J. D., Stamper, C. L., & Tesluk, P. E. (2001). Do supportive organizations make for good corporate citizens. *Journal of Managerial Issues*. 73(4), pp.436-439.
- Kimpakorn, N. and Tocquer, G. (2008). Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand. *Journal of Brand Management*. pp.16.
- Likert, R. (1967). *The Human Organization: Its Management and Value*. New York: McGraw-Hill.
- Meyer, J. & Allen, N. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*. 1. pp. 61–89.

- Meyer, J. P. Allen, N. J. Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*.78(4). pp.538-552.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks, CA : Sage Publications.
- Meyer, J. P. & Catherine, A. S. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*.17(4).319-331.
- Morrow, P. (1983). Concept redundancy in organization research: the case of work commitment. *Academy of Management Review*. 8, pp.486-500.
- MostafaEmami.(2012). Organizational commitment and the implications for employees and organizations.*Elixir Psychology*.49.
- Mowday, R.T., Porter, L.W. and Steers, R.M. (1982). *Employee-Organization linkages*. New York : Academic Press.
- Mowday, R. T., Richard M. Steers, and Lyman W. Porter.(1979). The measurement of organizational commitment.*Journal of vocational behavior*.14(2). pp.224-247.
- Nguyen, T. N. et al. (2014).Factors affecting employees' organizational commitment.*Journal of Advanced Management Science*.2(1).
- Nunnally, J. C. (1978). *Psychometric theory*. 2nd ed) NY: McGraw-Hill.
- O'Reilly III, C., & Chatman, J. (1986).Organizational commitmentand psychological attachment: The effects of compliance, identification, and internalization on prosaically behavior. Retrieved May 10, 2014, from: <http://psycnet.apa.org/psycinfo/1986-29987-001>
- Organ, D. W., Podsakoff, P. M., &MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., &Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3).
- Porter, L.W., Steers, R.M., Mowday, R.T., &Boulian, P.V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Retrieved May 10, 2014, from <http://www.scirp.org/journal/PaperInformation.aspx?PaperID=48883>

- Rutherford, D. (2005). *Hotel Management and Operations*. 5th ed. United States : James Madison University.
- Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*. 6.589-599.
- Schultz and Schultz. 1998. Develop by Job engagement. Retrieved May 10, 2014. from: <http://www.schultzandschultz.com/>
- ShrutiLamba. (2013). Impact of HRM practices on organizational commitment of employees. *International Journal of Advancements in Research & Technology*. 2(4), pp. 418.
- Tourism Authority of Thailand Phuket Office.(2015). *Accommodation in Phuket*. Bangkok : Thailand tourism and sports ministry.
- Steers, R.M. (1977). Antecedents and Outcomes of Organizational commitment. *Administrative Science Quarterly*. 22(1). pp.46-56.
- T. Gardner and P. Wright. (1998). Employee commitment in times of radical change: further evidence of a changing psychological contract. *Basic and Applied Social Psychology*. 20. pp.320.
- The Ken Blanchard Companies.(2009b). Engagement to Work Passion. Perspective. Retrieved January 1, 2014 from: http://www.kenblanchard.com/img/pub/Blanchard_From_Engagement_to_Work_Passion.pdf
- Turner, A. N., & Lawrence, P. R. (1965). *Industrial jobs and the worker*. Cambridge, MA: Harvard University.
- VujicicDunja. (2014). The relation between job insecurity, job satisfaction and organizational commitment among employees in the tourism sector in Novi Sad. *Economic and Industrial Democracy*. pp.31
- Wong Siew Lee (2010). The relationship between job characteristic and job satisfaction toward affective commitment: the case of engineers in SepakatsetiaPerunding SDN BHD. *Master Degree Research*. Malaysia : University Saints Malaysia.

Appendix

Appendix A : Questionnaire

Factors Affecting Employee Commitment for Small Independent Hotel in Phuket Province

Explanation

This questionnaire was a part of the graduate study in the degree of Master of Business Administration in Hospitality and Tourism Management (International Program), Prince of Songkla University. The objectives of this research were to (1) to investigate the levels of employee commitment to the organization of small independent hotels in Phuket. (2) to compare the levels of employee commitment to the organization of the small independent hotels in Phuket Province in regard to personal characteristics, and (3) to investigate the relationship between the job-characteristic factors, organization-characteristic factors and the level of employee commitment to the organization of small independent hotels in Phuket province. It will take about 15-20 minutes of your time in completing this survey. Your responses will be kept completely confidential. No individual respondent will be identified to any other person or in any written form. The results of this study would be beneficial for further improvement and development of work-life balance of small independent hotel managers in Phuket Province.

Thank you very much for your cooperation. Your response will be greatly appreciated. If you have any further questions, please contact me at my email address (thepraima@gmail.com) or call me at 084-445-0101.

Thank You with regards,
Ms. Praima Seneetantikun

9. Average Income

1. () Less than 10,000 Baht/Month 2. () 10,001-15,000 Baht/Month
 3. () 15,001-20,000 Baht/Month 4. () 20,001-25,000 Baht/Month
 5. () 25,001-30,000 Baht/Month 6. () More than 30,000 Baht/Month

Part 2 the job characteristic of the small independent hotels

Please write symbol ✓ in front the answer that closely your realistic of situation.

The answers in part 2 was the rating that divided into the measurement of 5 levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree

Question about the job characteristic of the small independent hotels	Level of Opinion				
	Strongly agree	Agree	Fair	Slightly agree	Disagree
Job responsiveness factor					
1. Scope and responsibility of work assigned allows me to mesh hobbies and something interests.					
2. Employees must be able to work in shift duty and work overtime.					
3. Staff must have good communication skills in foreign languages as well.					
The completeness and achievement factor					
4. The possibility of having a higher income					
5. The hotel jobs is intellectually and competence challenging					

Question about the job characteristic of the small independent hotels	Level of Opinion				
	Strongly agree	Agree	Fair	Slightly agree	Disagree
6. The hotel jobs make the opportunity for advancement position.					
Understanding on job procedure factor					
7. Processes in all positions are clearly defined.					
8. New employees will get on the job training before starting work for understanding to role and responsibility of their tasks.					
9. A monitoring and test about knowledge, understanding and operating according to the procedure continues.					
Work reflection factor					
10. A job have prestige and status in the community					
11. A characteristic of hotel jobs that meshes well with family life					
12. A characteristic of hotel jobs influence to the fatigue of health and mental.					
Job Opportunity to coordinate with others factor					
13. Opportunity for advancement.					
14. Opportunity to make a difference in other people's lives.					
15. Opportunity to experience something different, diverse, exotic and many different people.					

Part 3 the Organization Characteristics of the small independent hotels

Please write symbol \surd in front the answer that closely your realistic of situation.

The answers in part 3 was the rating that divided into the measurement of 5 levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree

Question about the Organization Characteristics of the small independent hotels	Level of Opinion				
	Strongly agree	Agree	Fair	Slightly agree	Disagree
Organizational support factor					
1. Shortage of essential resources					
2. Lack of support from senior staff					
3. Poor physical working conditions					
Citizenship behavior factor					
4. The teamwork and mutual assistance.					
5. To respect and honor the seniors and juniors.					
6. Supervisors and colleagues to support/help both business and personal.					
Benefits the organization factor					
7. Wage rates are adequate to current economic conditions.					
8. The comprehensive of the hotel is appropriate and covers family care.					
9. The hotel provides a legal holiday schedule and similar to big hotels					

Question about the Organization Characteristics of the small independent hotels	Level of Opinion				
	Strongly agree	Agree	Fair	Slightly agree	Disagree
Organization management factor					
10. I find to agree with this hotel's policies on important matters relating to its employees.					
11. Lack of employee's participation in planning/decision making.					
12. Good management to security of employment					

Part 4 the employee commitment for small independent hotels in Phuket Province

Please write symbol \surd in front the answer that closely your realistic of situation.

The answers in part 4 was the rating that divided into the measurement of 5 levels as follows:

Interval Scale	Level of Commitment
5	Very high
4	High
3	Moderate
2	Low
1	None/Disagree

Question about the employee commitment for small independent hotels in Phuket Province	Level of Commitment				
	Very high	High	Moderate	Low	None/Disagree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful					
2. I would accept almost any type of job assignment in order to keep working for this hotel.					

Question about the employee commitment for small independent hotels in Phuket Province	Level of Commitment				
	Very high	High	Mod erate	Low	None/ Dis agree
3. This hotel really inspires the very best in me in the way of job performance					
4. It would take very little changes in my present circumstances to cause me to leave this hotel.					
5. I really care about the fate of this hotel					
6. For me this is the best of all possible hotels for which to work.					
7. I am proud to tell others that I am part of this hotel.					
8. I do not feel any obligation to remain with my current employer.					
9. I would not leave my organization right now because I have a sense of obligation to the people in it.					
10. This department has a great deal of personal meaning for me.					

Part 5 the recommendation and suggestion

.....

.....

.....

.....

.....

.....

.....

Thank you for taking the time to answer a query.

แบบสอบถาม

ปัจจัยที่มีผลต่อความผูกพันต่อองค์กรของพนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต

คำชี้แจง

การวิจัยในครั้งนี้เป็นส่วนหนึ่งในการศึกษาของนักศึกษาหลักสูตรปริญญาโทบริหารธุรกิจ สาขาวิชาการจัดการการบริการและการท่องเที่ยว(หลักสูตรนานาชาติ)มหาวิทยาลัยสงขลานครินทร์ ซึ่งมีวัตถุประสงค์เพื่อ (1) เพื่อสืบค้นระดับความผูกพันของพนักงานต่อโรงแรมขนาดเล็กในจังหวัดภูเก็ต (2) เพื่อเปรียบเทียบค่าเฉลี่ยระดับความผูกพันของพนักงานองค์กรในโรงแรมขนาดเล็กในจังหวัดภูเก็ต (3) และเพื่อสืบค้นความสัมพันธ์ระหว่างลักษณะของงาน ขององค์กร และระดับความผูกพันของพนักงานต่อโรงแรมขนาดเล็กในจังหวัดภูเก็ต ผู้วิจัยใคร่ขอความอนุเคราะห์ท่านใช้เวลาประมาณ 15 – 20 นาทีในการทำแบบสอบถามชุดนี้ผู้วิจัยขอรับรองว่าจะเก็บข้อมูลของท่านเป็นความลับและไม่นำข้อมูลส่วนตัวของท่านไปเผยแพร่ ผลการศึกษาในครั้งนี้จะเป็นประโยชน์ต่อโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ตในการทำให้พนักงานเกิดความผูกพันและลดการลาออก

ผู้วิจัยขอขอบพระคุณสำหรับความร่วมมือของท่านที่กรุณาใช้เวลาตอบแบบสอบถาม ทั้งนี้ หากท่านมีคำถามหรือข้อสงสัยประการใด กรุณาติดต่อผู้วิจัยได้ทางอีเมล (thepraima@gmail.com) หรือทางโทรศัพท์ที่หมายเลข 084-445-0101

ขอขอบพระคุณมา ณ ที่นี้
นางสาวไปรมา เสนิตันติกุล

คุณลักษณะของงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก	เห็นด้วย	เฉยๆ	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
5. งานโรงแรมเป็นงานที่ทำทายความสามารถและสติปัญญา ของข้าพเจ้า					
6. งานโรงแรมมีโอกาสก้าวหน้าในการเลื่อนตำแหน่งงาน					
ปัจจัยด้านความเข้าใจในขั้นตอนการทำงาน					
7. ขั้นตอนการทำงานในแต่ละตำแหน่งงานได้มีการระบุไว้ อย่างชัดเจน					
8. พนักงานใหม่ทุกคนจะต้องผ่านการฝึกอบรมก่อนเริ่มงาน เพื่อให้มีความเข้าใจในบทบาทและความรับผิดชอบใน หน้าที่ของตนเอง					
9. โรงแรมมีการติดตามทดสอบความรู้ความเข้าใจ และ กระบวนการปฏิบัติงานของพนักงานอย่างต่อเนื่อง					
ปัจจัยด้านผลสะท้อนในงาน					
10. งานโรงแรมเป็นงานที่มีเกียรติและได้รับการยอมรับใน สังคม					
11. ลักษณะของงานโรงแรมมีความเหมาะสม เข้ากันได้ดีกับ ชีวิตครอบครัว					
12. ลักษณะงานโรงแรมมีผลทำให้เกิดความเหนื่อยล้าทั้ง สุขภาพกายและใจ					
ปัจจัยด้านโอกาสในการประสานงานกับผู้อื่น					
13. การทำงานโรงแรมมีโอกาสประสบความสำเร็จ และ ความก้าวหน้าในหน้าที่การงาน					
14. การทำงานโรงแรมมีโอกาสในการดำเนินชีวิตที่แตกต่าง กับบุคคลในอาชีพอื่นๆ					
15. การทำงานโรงแรมทำให้ได้มีประสบการณ์แปลกใหม่ และได้พบเจอผู้คนหลากหลาย					

ส่วนที่ 3 คุณลักษณะขององค์กร

กรุณาทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยแบ่งเกณฑ์การวัดระดับความคิดเห็นออกเป็น 5 ระดับดังนี้

คะแนน	ระดับความคิดเห็น
5	เห็นด้วยอย่างมาก
4	เห็นด้วย
3	เฉยๆ
2	ไม่เห็นด้วย
1	ไม่เห็นด้วยอย่างมาก

คุณลักษณะขององค์กร	ระดับความคิดเห็น				
	เห็นด้วยอย่างมาก	เห็นด้วย	เฉยๆ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
ปัจจัยที่สนับสนุนองค์กร					
13. โรงแรมของข้าพเจ้าขาดแคลนทรัพยากรที่จำเป็น					
14. ขาดการสนับสนุน คำจูงจูงจากพนักงานรุ่นพี่/พนักงานอาวุโส					
15. โรงแรมของข้าพเจ้ามีสภาพแวดล้อมการทำงานที่ไม่ดี					
ปัจจัยพฤติกรรมของคนในองค์กร					
16. โรงแรมของข้าพเจ้าเน้นการทำงานเป็นทีม และคอยให้ความช่วยเหลือกันเป็นอย่างดี					
17. โรงแรมของข้าพเจ้ามีการให้เกียรติและมีการแสดงความเคารพรุ่นพี่ตามความอาวุโส					
18. หัวหน้า/ผู้บังคับบัญชาและเพื่อนร่วมงานให้การสนับสนุน และช่วยเหลือเป็นอย่างดีทั้งในด้านการทำงานและชีวิตส่วนตัว					
ปัจจัยผลประโยชน์ที่ได้รับองค์กร					
19. อัตราค่าจ้างมีความเหมาะสมในสภาพเศรษฐกิจปัจจุบัน					
20.สวัสดิการของโรงแรมมีความเหมาะสม และเพียงพอในการใช้จ่ายดูแลครอบครัว					
21. โรงแรมมีวันหยุด วันลาต่างๆ ตามกฎหมาย และใกล้เคียงกับโรงแรมขนาดใหญ่					
ปัจจัยด้านการบริหารองค์กร					
22. ข้าพเจ้าเห็นด้วยกับนโยบายของโรงแรมในเรื่องต่างๆ ที่					

คุณลักษณะขององค์กร	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก	เห็นด้วย	เฉยๆ	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
เกี่ยวข้องกับพนักงาน					
23. โรงแรมไม่ให้พนักงานมีส่วนร่วมในการวางแผนและการตัดสินใจ					
24. โรงแรมมีการจัดการที่ดีทำให้พนักงานรู้สึกมีความมั่นคงในงาน					

ส่วนที่ 4 ความผูกพันของพนักงานที่มีต่อโรงแรมขนาดเล็กในจังหวัดภูเก็ต

กรุณาทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความรู้สึกของท่านมากที่สุด โดยแบ่งเกณฑ์การวัดระดับความผูกพันออกเป็น 5 ระดับดังนี้

คะแนน	ระดับความผูกพัน
5	ผูกพันมากที่สุด
4	ผูกพันมาก
3	ผูกพันปานกลาง/เฉยๆ
2	ผูกพันน้อย
1	ไม่ผูกพัน/ไม่เห็นด้วย

ความผูกพันของพนักงาน	ระดับความผูกพัน				
	มากที่สุด	มาก	ปานกลาง	น้อย	ไม่ผูกพัน/ เห็นด้วย
1. ข้าพเจ้ามีความยินดีที่จะทุ่มเททำงานอย่างหนัก เพื่อช่วยให้โรงแรมนี้ประสบความสำเร็จ					
2. ข้าพเจ้ายอมทำงานได้ทุกอย่างที่ได้รับมอบหมายเพื่อให้ได้อยู่ที่โรงแรมนี้					
3. โรงแรมนี้สร้างแรงบันดาลใจให้ข้าพเจ้าได้ค้นพบความสามารถพิเศษของตัวเองในงานที่ทำ					
4. หากมีการเปลี่ยนแปลงแม้เพียงเล็กน้อย ก็อาจทำให้ข้าพเจ้าลาออกจากโรงแรม					
5. ข้าพเจ้ามีความรู้สึกเป็นห่วงต่ออนาคตของโรงแรมนี้					
6. ข้าพเจ้ามีความรู้สึกที่โรงแรมแห่งนี้เป็นที่ทำงานที่ดีที่สุด					

ความผูกพันของพนักงาน	ระดับความผูกพัน				
	มากที่สุด	มาก	ปานกลาง	น้อย	ไม่ผูกพัน/ เห็นด้วย
7. ข้าพเจ้ามีความรู้สึกภูมิใจที่จะบอกผู้อื่นว่าทำงานอยู่ที่ โรงแรมแห่งนี้					
8. ข้าพเจ้าไม่รู้สึกผูกพันต่อนายจ้างจนทำให้อยากอยู่ทำงาน ต่อไป					
9. ข้าพเจ้าไม่อยากจะลาออกจากโรงแรมนี้ เพราะมีความรู้สึก ผูกพันกับผู้บังคับบัญชา/เพื่อนร่วมงาน					
10. การทำงานในแผนก ทำให้ข้าพเจ้ามีความรู้สึกว่าเป็นคน สำคัญ					

ส่วนที่ 5 ข้อคิดเห็นและข้อเสนอแนะเพิ่มเติม

.....

.....

.....

.....

.....

.....

.....

.....

ขอขอบพระคุณสำหรับเวลาของท่านที่ช่วยตอบแบบสอบถาม

Appendix B : Certificate



JOURNAL OF
INTERNATIONAL STUDIES
Faculty of International Studies, Prince of Songkla University

December 9, 2015

Letter of Acceptance

Manuscript No.: 2015-03

Author: Praima Seneetantikun

Title: "Factors affecting small independent hotel employee commitment in Phuket"

Dear Miss Praima Seneetantikun

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled "**Factors affecting small independent hotel employee commitment in Phuket**" has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue Journal of International Studies, Prince of Songkla University, **Vol. 5 No. 2, July – December 2015**.

Kind regards,

Dr. Supachai Jeangjai

Executive Editor (Journal of International Studies)

Associate dean for Research and Development

VITAE

Name: Ms.Praima Seneetantikun

Student ID: 5630120011

Education Attainment

Degree:	Name of Institution:	Year of Graduation:
Bachelor of Business Administration	Assumption University	2003
Master of Business Administration	University of Wales, Newport	2008

Last work position and Address:

Director, Nitipong Law Firm

12/9 Moo.1, Chaofa Road, Chalong, Phuket, Thailand

List of Publication and Proceedings

Praima Seneetantikun. (2015) Factors Affecting Employee Commitment for Small Independent Hotels inPhuket Province. Journal of International Studes, Prince of Songkal University. 5(2) (July – December 2015)