



**Psychological Empowerment, Job Satisfaction, and Employees Commitment
of Hotel Employees in Krabi**

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Master of Business Administration in Hospitality and Tourism Management
(International Program)**

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ABSTRACT

The objectives of this study were to (1) measure the hotel employees' job satisfaction, psychological empowerment and employee commitment in Krabi (2) investigate the impacts of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, psychological empowerment and employee commitment (3) investigate the impacts of job characteristics in terms of job level, department and hotel types on the employees' job satisfaction, psychological empowerment and employee commitment, and (4) examine the relationship between job satisfaction, psychological empowerment and employee commitment. The target of the study were the hotel employees in Krabi. Quantitative approach was applied. 480 questionnaires were distributed to hotel employees in Krabi. 376 completed questionnaire were return and usable. 141 were from independent hotels and 235 were from chain affiliated hotels.

The findings showed that the hotel employees in Krabi had reasonably high job satisfaction and high employee commitment. They also had a moderately high level of psychological empowerment which was measured in 3 dimensions: competence, meaning and influence. The demographic characteristics in terms of gender and age do not have any impact on job satisfaction, psychological empowerment and employee commitment whereas education and working experience had influenced on job satisfaction and psychological empowerment but no impact on employee commitment. The job characteristics (job levels, departments, and hotel types) had effect on job satisfaction, psychological empowerment and employee commitment.

Additionally, there were a positive relationship between job satisfaction (well-being at work and professional development), psychological empowerment (competence, meaning, and influence) and employee commitment. The results of this study will be useful for hotel managers to maintain their talented employees and reduce the turnover rate.

Key words: Job satisfaction, psychological empowerment, employee commitment, hotel employees, Krabi.

ชื่อวิทยานิพนธ์	การมอบอำนาจในงานเชิงจิตวิทยา ความพึงพอใจต่องาน และความผูกพันทางใจต่อองค์กร ของพนักงาน โรงแรมในจังหวัดกระบี่
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บทคัดย่อ

วัตถุประสงค์ของการศึกษาค้นคว้าครั้งนี้ คือ (1) ประเมินความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันของพนักงานต่อ โรงแรมในจังหวัดกระบี่ (2) วิเคราะห์ผลกระทบของลักษณะเฉพาะของพนักงานในด้าน เพศ อายุ การศึกษา และประสบการณ์การทำงาน ต่อความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันทางใจต่อ โรงแรมของพนักงาน (3) วิเคราะห์ผลกระทบของลักษณะเฉพาะของงานในด้าน ระดับตำแหน่งงาน แผนก และประเภทของโรงแรม ต่อความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันทางใจต่อ โรงแรมของพนักงาน และ (4) ประเมินความสัมพันธ์ระหว่างความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันทางใจต่อ โรงแรมของพนักงาน เป้าหมายของการศึกษาค้นคว้าครั้งนี้คือพนักงาน โรงแรมในจังหวัดกระบี่ ใช้การวิจัยเชิงปริมาณ จากแบบสอบถามทั้งหมด 480 ชุดที่ส่งไปให้พนักงานโรงแรมในจังหวัดกระบี่ มีแบบสอบถามที่ได้รับกลับมาและมีความสมบูรณ์สามารถใช้วิเคราะห์ได้จำนวน 376 ชุด จากพนักงาน โรงแรมอิสระจำนวน 141 ชุด และพนักงานโรงแรมในเครือจำนวน 235 ชุด

ผลการศึกษาค้นคว้าครั้งนี้ พบว่า พนักงานโรงแรมในจังหวัดกระบี่มีความพึงพอใจต่องานและความผูกพันทางใจต่อ โรงแรมอยู่ในระดับสูง นอกจากนี้ การมอบอำนาจในงานเชิงจิตวิทยา ซึ่งประเมินใน 3 มิติ คือ ความสามารถ ความสำคัญ และผลกระทบของงาน สำหรับพนักงานโรงแรมในจังหวัดกระบี่มีผลการประเมินอยู่ในระดับค่อนข้างสูง ลักษณะทางประชากรศาสตร์ในด้านเพศและอายุไม่มีผลต่อความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันทางใจต่อโรงแรม ในขณะที่ปัจจัยด้านการศึกษา และประสบการณ์การทำงาน มีอิทธิพลต่อความพึงพอใจต่องานและการมอบอำนาจในงานเชิงจิตวิทยา แต่ไม่มีผลต่อความผูกพันทางใจต่อโรงแรม สำหรับลักษณะเฉพาะของงาน ในด้านระดับตำแหน่งงาน แผนก และประเภทของ โรงแรม มีอิทธิพลต่อความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา และความผูกพันทางใจต่อ โรงแรม

นอกจากนี้ ผลการศึกษาครั้งนี้ ยังพบว่า ความพึงพอใจต่องาน 1)ความผาสุกในการทำงาน และโอกาสในการพัฒนาวิชาชีพ และ2)การมอบอำนาจในงานเชิงจิตวิทยา 3)ความสามารถ ความสำคัญ และผลกระทบของงาน 4) มีผลต่อความผูกพันทางใจต่อโรงแรมอย่างมีนัยสำคัญผล การศึกษานี้จะเป็นประโยชน์ต่อผู้จัดการ โรงแรมในการเก็บรักษาคนเก่งให้อยู่กับองค์กรและลด อัตราการเข้าออกของพนักงาน

คำสำคัญ : ความพึงพอใจต่องาน การมอบอำนาจในงานเชิงจิตวิทยา ความผูกพันทางใจต่อองค์กร พนักงาน โรงแรม กระบี่

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CONTENTS

	Page
หน้าอนุมัติ.....	ii
Abstract.....	v
บทคัดย่อภาษาไทย.....	vii
Acknowledgment.....	ix
Contents.....	x
Content of Figures.....	xii
Content of Tables.....	xiii
Chapter	
1. INTRODUCTION	1
1.1 Statement of the Problem.....	1
1.2 Research Questions	3
1.3 Objectives	3
1.4 Significance of the Study.....	3
1.5 Scope of the Study.....	4
1.6 Definitions of Key Terms	4
1.7 Hypothesis	5
2. LITERATURES REVIEW.....	6
2.1 Theoretical Foundation	6
2.2 Conceptual Framework	16
3. METHODOLOGY	18
3.1 Type of Research	18
3.2 Population, Sampling Selection and Sampling Method	18
3.3 Research Instruments	19
3.4 Data Collection	20
3.5 Data Analysis	21

CONTENTS (CONTINUE)

	Page
4. FINDINGS	22
Objective 1 : To measure the hotel employees' job satisfaction, empowerment, and employee commitment in Krabi.....	25
Objective 2 : To investigate the impacts of employee characteristics in terms of gender, age, education, and working experience on their job satisfaction, empowerment and employee commitment.....	30
Objective 3 : To investigate the impacts of job characteristics in terms of Job level, department and hotel type on the employees' job satisfaction, employee empowerment and employee commitment	44
Objective 4 : To examine the relationship between job satisfaction factors, employee empowerment dimension and employee commitment.....	61
5. CONCLUSIONS AND RECOMMENDATIONS	62
5.1 Conclusions and Discussion	62
5.2 Recommendations	65
5.3 Limitations and suggestion for further research.....	67
Bibliography.....	68
Appendix.....	74
- Questionnaires.....	75
- Letter of Acceptance.....	89
Vitae	90

CONTENT OF FIGURES

Figure	Page
2.1 Maslow's Hierarchy of Needs	9
2.2 Expectancy Theory.....	14
2.3 The impacts of Employee Characteristics and Job Characteristics on Job Satisfaction, Psychological Empowerment, and Employee Commitment.....	17
2.4 The relationship between Job Satisfaction factors and Psychological Empowerment and Employee Commitment.....	17
5.1 The influences of demographic and hotel characteristics on the Psychological Empowerment and Employee Commitment of hotel employees in Krabi.....	63
5. 2 The relationship between job satisfaction, Psychological Empowerment and Employee Commitment.....	64

CONTENT OF TABLES

Table	Page
2.1 Factors Affecting Job Satisfaction and Job Dissatisfaction.....	11
4.1 Respondents' Characteristics.....	23
4.2 Job Characteristics of the Respondents.....	24
4.3 Job Satisfaction of Hotel Employees.....	26
4.4 Psychological Empowerment of Hotel Employees.....	29
4.5 Employee Commitment.....	30
4.6 Gender VS Job Satisfaction.....	30
4.7 Gender VS Employee Empowerment.....	32
4.8 Gender VS Employee Commitment.....	33
4.9 Age VS Job Satisfaction.....	34
4.10 Age VS Employee Empowerment.....	35
4.11 Age VS Employee Commitment.....	36
4.12 Education VS Job Satisfaction.....	36
4.13 Multiple Comparison (LSD) between Education and Job Satisfaction Attributes.....	38
4.14 Education VS Employee Empowerment.....	39
4.15 Multiple Comparison (LSD) between Education and Employee Empowerment.....	40
4.16 Education VS Employee Commitment.....	40
4.17 Working Experience VS Job Satisfaction.....	41
4.18 Multiple Comparison (LSD) between Working Experience and Job Satisfaction Attributes.....	42
4.19 Work Experience VS Employee Empowerment.....	43
4.20 Work Experience and Employee Commitment.....	44
4.21 Job Level VS Job Satisfaction.....	45
4.22 Multiple Comparison (LSD) between Job Level and Job Satisfaction Attributes.....	48
4.23 Job Level VS Employee Empowerment.....	49
4.24 Multiple Comparison (LSD) between Job and Employee Empowerment.....	51

CONTENT OF TABLES (CONTINUE)

Table	Page
4.25 Job Level VS Employee Commitment.....	52
4.26 Multiple Comparison (LSD) between Job Level and Employee Commitment.....	53
4.27 Department VS Job Satisfaction.....	53
4.28 Department VS Employee Empowerment.....	55
4.29 Multiple Comparison (LSD) between Department and Employee Empowerment....	56
4.30 Department VS Employee Commitment.....	56
4.31 Hotel Type VS Job Satisfaction.....	57
4.32 Hotel Type VS Employee Empowerment.....	59
4.33 Hotel Type VS Employee Commitment.....	60
4.34 Results of Regression Analysis.....	61

1 INTRODUCTION

1.1 Statement of the Problem.

The need for close interaction and communication in service organizations generally threatens the satisfaction of the consumers, since the production and consumption process cannot be separated. The satisfaction of employees in the lodging organization is imperative for the accomplishment of guest satisfaction. It should be noted that job satisfaction is a key factor to maintaining high performance and efficient service, which will directly increase the productivity of the organization. Researchers have focused on job satisfaction and link this concept to other variables such as organizational commitment, stress and burnout, empowerment, organizational performance, motivation, turnover intention, and sometimes demographic and personal characteristics (Chen,2006; Fairbrother and Warn, 2003)

As hotel industries become more competitive, the importance of empowerment in service industries is increasingly recognized as a key to catering to more and more demanding customers (Boshoff and Allen, 2000) Employee empowerment is a wide – ranging activity, and the way that empowerment activities are practiced in accordance with its content brings up a relation between the task performed and the job satisfaction the employees will get. There has been strong emphasis on the relation between psychological empowerment and job satisfaction in hotel business in previous studies (Aryee and Chen, 2006).

In Krabi province, Thailand, the hotel industry has been recognized as a potential prospect in the hospitality industry. However, the growth is impeded by the high turnover rates of employees in the hotel industry. Many organizations in the hotel industry face difficulties in retaining employees since they are unable to identify the factors which contribute to job satisfaction and the organizational commitment (Aryee and Chen, 2006).

The management of many hotels developed their training program, benefit packages, performance appraisal and work system based on their company policy. Usually these policies are aimed at developing employee's commitment because this leads to a more lengthy tenure. The longer an employee works for a company, the more valuable they become, especially in the hospitality industry. On the other hand, there are some hotel businesses which would only be focusing on job satisfaction instead of organizational commitment (Aryee and Chen, 2006). It is

hoped that the findings of this study would assist hotels to create job satisfaction and organizational commitment.

This study aims to identify the factors which would actually make employees remain in their current working place. Additionally, the linkage between employee empowerment, job satisfaction and organizational commitment will be investigated.

The human management between chain hotels and individual hotels is also different. Chain hotels mostly use the standard or manually train base on the head quarter in order to set the same standard at every location of hotel. This is different from individual hotels, which train and manage base on management team of hotel (owner) in order to set the standard of hotel base on their own perception and need. Therefore employees in chain hotels and individual hotels will perceive different experience between these two types of hotel (Rushmore, 2001).

The framework of jobs and departments that make up any organization must be directed toward achieving the organization's objectives. In other words, the structure of the hotel business must be consistent with its strategy (Ramond J. et al, 1987). As hotel facilities grow in size, hotel managements are faced with the need to group certain jobs in order to ensure efficient coordination and control of activities. These job groupings are usually called departments. In general, departments might be grouped as a.) front of the house where employees have guest contact, such as front desk, and b.) back of the house where employees have little guest contact, such as accounting. However, separating departments by function is the most common of organizing a hotel business (Stutts, A.T. and Wortman J. F.,2006).

There are many degrees of job specialization within the hotel industry as there are types of organizations. Job specialization includes increased worker productivity and sufficiency, but it increases the need for managerial control and coordination. Work teams can be used to alleviate the routine caused by job specialization. A similar concept, the quality circle, can also enhance employee productivity (Stutts, A.T. and Wortman J. F.,2006).

In an attempt to reduce employee turnover, this study will investigate the impacts of job characteristics in term of job level, department and hotel type on the employees' job satisfaction, psychological empowerment, and employee commitment.

1.2 Research Questions

1.2.1 What is the perception of employee towards employee empowerment, job satisfaction, and organizational commitment in chain hotel and independent hotel?

1.2.2 What is the impact of hotel's characteristic in terms of chain hotel and independent hotel on employee empowerment, job satisfaction, and organizational commitment?

1.2.3 What is the relationship between psychological empowerment, job satisfaction and employee commitment?

1.3 Objectives

1.3.1 To measure the hotel employees' job satisfaction, psychological empowerment and employee commitment in Krabi.

1.3.2 To investigate the impacts of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, psychological empowerment and employee commitment.

1.3.3 To investigate the impacts of job characteristics in terms of job level, department and hotel type on the employees' job satisfaction, psychological empowerment and employee commitment.

1.3.4 To examine the relationship between job satisfaction, psychological empowerment and employee commitment.

1.4 Significance of the Study

The expected benefits of the research are as follows:

1.4.1 To be beneficial towards owner, and management of chain-affiliated hotels and independent hotels because it will help them understand how to encourage their employees to be more dedicated by developing job satisfaction. Moreover turnover of employee will reduce because chain-affiliated hotels and independent hotels will know the job satisfaction factor that the employees really want.

1.4.2 To be beneficial towards employee in chain - affiliated hotels and independent hotels because this research is focusing on understanding employee perception.

Therefore if hotel develop base on this research result, then employee's need will be respondent from hotel in Krabi.

1.4.3 To be beneficial to the academic students or people who will be able to use this research as a case study for further research.

1.5 Scope of the Study

1.5.1 Research Location

The study will focus on Krabi, because this province is well known in terms of relaxation, new beach tourist's attraction destination, and provides both chain hotels and independent hotels.

1.5.2 Research Period

Data period collection for this research took 5 months for the whole process, which started in October 2014 and was completed in February 2015.

1.5.3 Research population

The population of this research - were employees of hotels who are working in both chain hotels, and independent hotels in Krabi.

1.6 Definitions of Key Terms

“Employee”	A staff who are working in hotel (Frank, 2014)
“Empowerment”	An authority to make decision in the working place (Kotler, 1999)
“Job satisfaction”	the satisfaction of employee over the benefit that the hotel offers to them (Smith, 1994)
“Organizational Commitment”	The perception of employee that would support hotel in the long term (Kotler, 1999)
“Chain hotel”	The hotel which spread out to many locations and has the same standard service in local and international chain hotel. (Frank, 2014).

“Independent hotel”	The hotel which is owned and managed by someone or some groups of people in specific location. The standard is based on the owner and management (Frank, 2014).
“Perception”	A point of view of employees who are working in hotel (Kotler, 1999)

1.6 Hypothesis

Hypothesis of this research is based on conceptual framework.

Hypothesis 1: Employee characteristics in terms of gender, age, education and working experience have an impact on job satisfaction, empowerment and employee commitment.

Hypothesis 1.1 Employee characteristics in terms of gender, age, education and working experience have an impact on their job satisfaction.

Hypothesis 1.2 Employee characteristics in terms of gender, age, education and working experience have an impact on their empowerment

Hypothesis 1.3 Employee characteristics in terms of gender, age, education and working experience have an impact on their employee commitment.

Hypothesis 2: Job characteristics in terms of job level, department and hotel type have an impact on the employees’ job satisfaction, employee empowerment and employee commitment.

Hypothesis 2.1 Job characteristics in terms of job level, department and hotel type have an impact on the employees’ job satisfaction.

Hypothesis 2.2 Job characteristics in terms of job level, department and hotel type have an impact on the employees’ empowerment.

Hypothesis 2.3 Job characteristics in terms of job level, department and hotel type have an impact on the employees’ commitment.

Hypothesis 3: There is relationship between Job satisfaction factors, employee empowerment dimension and employee commitment.

2 LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 Psychological empowerment

Psychological empowerment refers to a motivational process that enhances employees' self-efficacy (Kim et al., 2012). It is also conceptualized as intrinsic task motivation based on four task-related employee work role cognitions resulting in a four-dimensional construct including meaning (the fit between values and job), competence (self-efficacy), self-determination (autonomy over task), and impact (influence over job outcomes) (Kim et al., 2012). Empirical studies show that empowerment enhances self-efficacy resulting in employee satisfaction and increased organizational commitment (OC) (Bhatnagar, 2007). Hospitality research has found positive relationships between *psychological empowerment* and job satisfaction among hotel workers (Chiang and Jang, 2008), restaurant workers (Gazzoliet al., 2010), and US hotel managers (Salazar et al., 2006) and between *psychological empowerment* and organizational commitment among hotel employees (Chiang and Jang, 2008) and upscale hotel restaurant employees (Kim et al., 2012). Therefore, there is adequate evidence showing that *psychological empowerment* leads to employee job satisfaction.

Psychological empowerment covers a wide range of activities and the most important one for this research is the relation to the job satisfaction that the employees will get. Psychological empowerment is thought to enhance job satisfaction. For example, He et al., (2010) show that psychological empowerment has positive effects on perceived service quality and job satisfaction. There has been a strong emphasis on the relation between psychological empowerment and job satisfaction in the studies performed (Wang and Lee, 2009). Behavioral empowerment provided by employers lead to a positive impact on job satisfaction (Yoon *et al.*, 2001)

2.1.2 Job Satisfaction

Locke (1969) defined job satisfaction and dissatisfaction in the following way: “job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values (Schwepker, 2001,)”. Job dissatisfaction is “the un-

pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values”

Job satisfaction means the degree in which an individual feels towards different facets of their job (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication) which determine their work performance. As stated by Spector (1997), “Job satisfaction is simply how people feel about their jobs and different aspects of their jobs.”

Job satisfaction is not the same as motivation although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations (Locke, 1976)

There are a plethora of definitions of job satisfaction, some of which are contradictory in nature. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work.

Spector (1997) presents three reasons to clarify the importance of job satisfaction. First, organizations can be directed by humanitarian values. Based on these values, they will attempt to treat their employees honorably and with respect. Job satisfaction assessment can then serve as an indicator of the extent to which employees are dealt with effectively. High levels of job satisfaction could also be a sign of emotional wellness or mental fitness. Second, organizations can take on a utilitarian position in which employees' behavior would be expected to influence organizational operations according to the employees' degree of job satisfaction/dissatisfaction. Job satisfaction can be expressed through positive behaviors and job dissatisfaction through negative behaviors. Third, job satisfaction can be an indicator of organizational operations. Spector (1997) believes that each one of the reasons is validation enough of the significance of job satisfaction and that the combination of the reasons provides an understanding of the focus on job satisfaction.

Schemerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasizes that likely causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organizational structure.

In contrast, Rue and Byars (1992) refer to job satisfaction as an individual's mental state about the job. Robbins et al (2003) add that an individual with high job satisfaction will display a positive attitude towards their job, and the individual who is dissatisfied will have a negative attribute about the job. This definition is expanded by Greenberg and Baron (1995) who define job satisfaction as an individual's cognitive, affective and evaluative reactions toward their jobs.

Theories related to Job Satisfaction

1. Maslow's Hierarchy of Needs

Abraham Maslow developed the Hierarchy of Needs model in the USA in the 1940s - 1950s, and his theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow's ideas about the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization) are today more relevant than ever. These can be applied to the study of job satisfaction, in order to determine the effects of an individual's attitude toward his or her job. Maslow's concept of self-actualization relates directly to the present day challenges, and opportunities for employers and organizations to provide real meaning, purpose and true personal development for their employees.

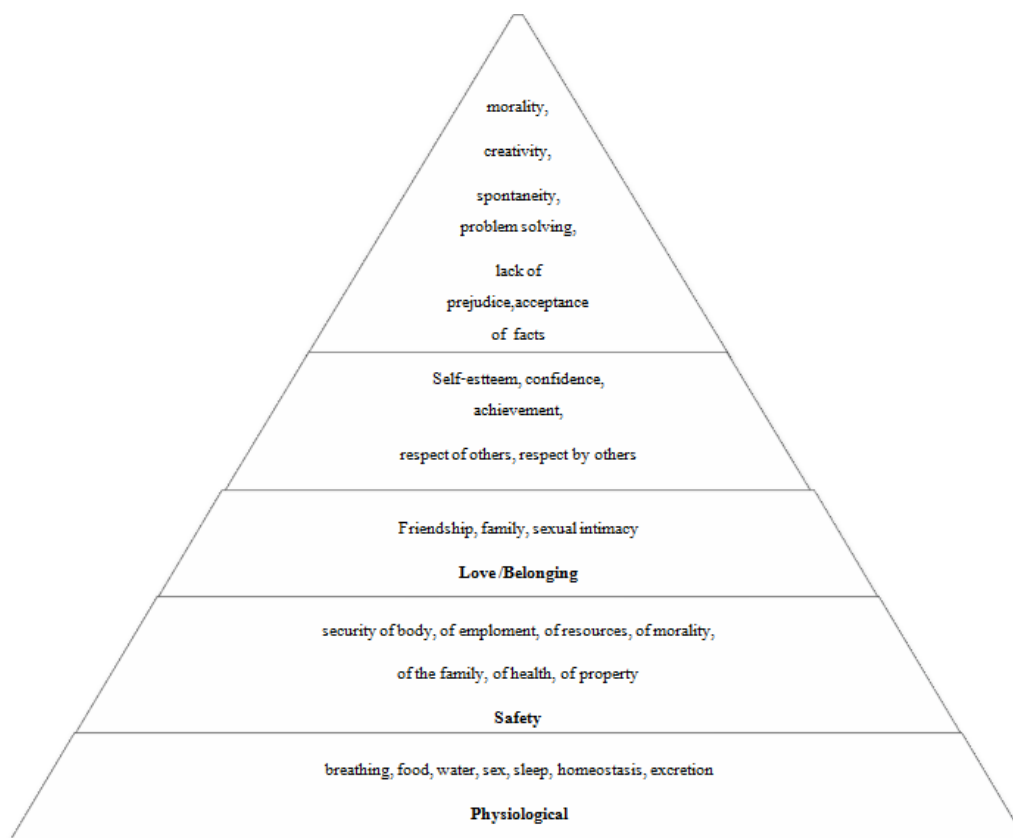


Figure 2.1 Maslow's Hierarchy of Needs

Source: http://psychology.about.com/od/theories_of_personality/a/hierarchyneeds.htm Retrieved 2010-12-10

There are five different levels in Maslow's Hierarchy of Needs:

- **Physiological Needs:** These include the most basic needs that are vital to survival, such as the need for water, air, food and sleep. Maslow believed that these needs are the most basic and instinctive needs in the hierarchy because all needs become secondary until these physiological needs are met.
- **Security Needs:** These include needs for safety and security. Security needs are important for survival, but they are not as demanding as physiological needs. Examples of security needs include a desire for steady employment, health insurance, safe neighborhoods and shelter from the environment.
- **Social Needs:** These include needs for belonging, love and affection. Maslow considered these needs to be less basic than physiological and security needs. Relationships such as friendships, romantic attachments and familial

relationships help fulfill this need for companionship and acceptance, as does involvement in social, community or religious groups.

- **Esteem Needs:** After the first three needs have been satisfied, esteem needs become increasingly important. These include the need for things that reflect on self-esteem, personal worth, social recognition and accomplishment.
- **Self-actualizing Needs:** This is the highest level of Maslow's hierarchy of needs. Self-actualizing people are self-aware, concerned with personal growth, less concerned with the opinions of others, and interested in fulfilling their potential.

Maslow's (1954) Hierarchy of Needs is most often displayed as a pyramid. The lowest levels of the pyramid are made up of the most basic needs, while the more complex needs are located at the top of the pyramid. Needs at the bottom of the pyramid are basic physical requirements including the need for food, water, sleep and warmth. Once these lower-level needs have been met, people can move on to the next level of needs, which are for safety and security. As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship and intimacy become important. Further up the pyramid, the need for personal esteem and feelings of accomplishment take priority. Maslow emphasized the importance of self-actualization, which is a process of growing and developing as a person to achieve individual potential.

However, some points in Maslow's needs theory have been questioned, as has supporting evidence for the hierarchy. Locke and Henne (1986) have noted that at least part of the difficulty is that Maslow's statement of the theory is rather vague, making it hard to design good tests of it. Robbins (2007) mentioned that Maslow provided no empirical substantiation, and several studies that sought to validate the theory found no support for it. Though the Maslow theory was not intended as an explanation of motivation in the workplace, many management theorists have nevertheless enthusiastically adopted it as such.

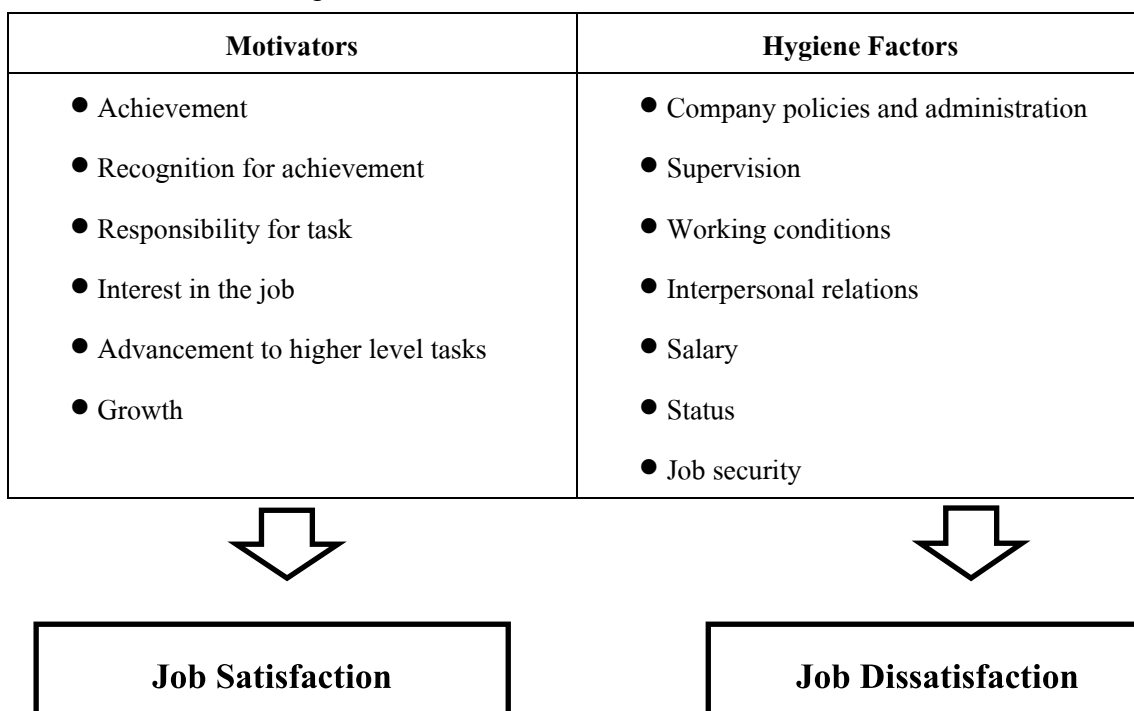
2. Herzberg's Motivation-Hygiene Theory (Two Factor Theory)

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused

satisfaction or dissatisfaction. The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction were different from those causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dis-satisfiers or hygiene factors. He used the term “hygiene” in the sense that they are considered maintenance factors, necessary to avoid dissatisfaction but not providing satisfaction by themselves.

- **Motivation Factors** are needed in order to motivate an employee into higher performance.
- **Hygiene Factors** are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction.

Table 2.1 Factors affecting Job Satisfaction and Job Dissatisfaction



Source: Frederick Herzberg (1959)

Herzberg argues that both factors are equally important, but that good hygiene will only lead to average performance, preventing dissatisfaction, but will not, by itself, create a positive attitude or motivation to work. To motivate the employee, management must enrich the content of the actual work they ask him or her to do - for example, by building into the task set a

greater level of responsibility and the opportunity to learn new skills. In advocating to make work more interesting, and improving the quality of the work experience for the individual, Herzberg coined the phrase “Quality of Working Life”.

Although the original studies have been repeated with different types of workers, and results have proved consistent with the original research, Herzberg’s theory has been criticized. Critics point out that a single factor may be a satisfier for one person, but cause job dissatisfaction for another. For example, increased responsibility may be welcomed by some, while being dreaded by others. The criticisms of the theory include the following:

1. The procedure that Herzberg used is limited by its methodology. When things are going well, people tend to take credit themselves. Contrarily, they blame failure on the extrinsic environment.

2. The reliability of Herzberg’s methodology is questioned. Raters have to make interpretations, so they may contaminate the findings by interpreting one response in a certain manner while treating a similar response differently.

No overall measure of satisfaction was utilized. A person may dislike part of a job yet still think the job is acceptable overall.

The theory is inconsistent with previous research. The two-factor theory ignores situational variables.

Herzberg assumed a relationship between satisfaction and productivity, but the research methodology he used looked only at satisfaction, not at productivity. To make such research relevant, one must assume a strong relationship between satisfaction and productivity.

Whatever the criticisms, Herzberg has drawn attention to the importance of job design in order to bring about job enrichment, emphasized in the phrase “Quality of Working Life”. Herzberg suggested that often work can and should be considered primarily in the following ways:

- Job Enlargement
- Job Rotation, and / or
- Job Enrichment

3. Vroom's Expectancy Theory

The Expectancy Theory of Victor Vroom deals with motivation and management. Vroom's (1964) Theory assumes that behavior results from conscious choices among alternatives, whose purpose is to maximize pleasure and minimize pain. Vroom presented the idea that people are influenced by the expected results of their actions. In one sense, what we do depends on what we believe we will gain from doing it.

The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance.
- Favorable performance will result in a desirable reward.
- The reward will satisfy an important need.
- The desire to satisfy the need is strong enough to make the effort worthwhile.

Vroom's theory is referred to three variables; (V) Valence - refers to the emotional orientations people hold with respect to outcomes (rewards), (E) Expectancy - Employees have different expectations and levels of confidence about what they are capable of doing, and (I) Instrumentality - The perception of employees as to whether they will actually get what they desire after it has been promised by a manager. Vroom suggests that an employee's beliefs about Valence, Expectancy, and Instrumentality interact psychologically to create a motivational force that employee acts in the ways that bring pleasure and avoid pain. Robbins (1997) supported that the Expectancy theory provided the explanation of motivation. An employee will be motivated to contribute more effort when he believes that it will lead to a good performance review. Then, a good performance review will lead to more rewards such as bonus, salary raise or promotion so that more rewards will satisfy the employee's personal goals.

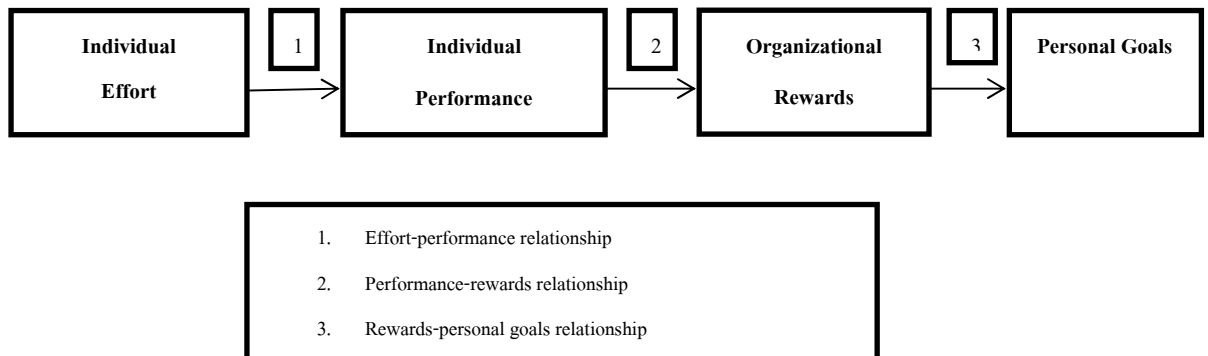


Figure 2.2 Expectancy Theory

Source Sumonmitr (2008)

The Expectancy theory focuses on three relationships.

- Effort-performance relationship: the probability perceived by the individual that exerting a given amount of effort will lead to good performance review.
- Performance-rewards relationship: the degree to which the individual believes that performing at a particular level will lead to attainment of a desired outcome.
- Rewards-personal goals relationship: the degree to which organizational rewards satisfy an individual's personal goals or needs, and the attractiveness of those potential rewards for the individual.

Attempts to validate Vroom's theory have been complicated by methodological, criteria, and measurement problems. As a result, many published studies that purport to support or negate the theory must be viewed with caution. Importantly, most studies have failed to replicate the methodology as it was originally proposed. For example, the theory proposes to examine different levels of effort from the same person under different circumstances, but almost all replication studies have looked at different people. Correcting this flaw has greatly improved support for the validity of expectancy theory. However, some critics suggest that the theory has only limited use, arguing that it tends to be more valid for predicting situations in which effort-performance and performance-rewards linkages are clearly perceived by the individual. Because few individuals perceive a high correlation between performance and rewards in their jobs, the theory tends to be idealistic. If organizations actually rewarded individuals for performance rather than according to

such criteria as seniority, effort, skill level, and job difficulty, then the theory's validity might be considerably greater (Robbins, 2007).

Summary of Theories related to Job Satisfaction

The earlier parts of this chapter have reviewed some theories related to job satisfaction which included Maslow's Hierarchy of Needs (1954), Herzberg's Motivation-Hygiene Theory (1959) and Vroom's Expectancy Theory (1964). The pyramid of needs displayed from the most basic to the complex needs at the top of the pyramid. Maslow emphasized the importance of self-actualization, which is a process of growing and developing as a person to achieve individual potential. The motivation-hygiene theory was credited with propelling and advancing research on job satisfaction. The premise of the theory was that jobs had specific factors which were related to job satisfaction or dissatisfaction. The factors that facilitate job satisfaction were achievement, recognition for achievement, responsibility for task, interest in the job, advancement to higher level tasks and growth. The factors as determinants of job dissatisfaction were company policies and administration, supervision, working conditions, interpersonal relations, salary, status and job security. Vroom's theory suggested that the employee's performance is based on individual factors and influenced by the expected results of their actions, what they do depends on what they believe they will gain from doing it.

Herzberg et al., (1959) defined the best known popular "theory of job satisfaction". Their two-factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors (dis-satisfiers) such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc. The theory suggests that job dissatisfaction is probable in the circumstances where hygiene factors do not exist in the working environment. In contrast, when hygiene needs are supplied, this does not necessarily result in full satisfaction. Only the dissatisfaction level is decreased (Furnham et al., 2002).

2.1.3 Organization Commitment

There have been various studies in the literature addressing the concept of organizational commitment. Mowday et al., (1979) underlined a concept named attitudinal commitment, whereas Price and Mueller (1986) defined it as behavioral commitment. Another

approach was that of Meyer and Allen (1991). This is one of the most widely recognized approaches in organizational commitment literature.

According to Mowday et al., (1979), organizational commitment is an attitude, which exists between the individual and the organization. That is why, it is considered as a relative strength of the individual's psychological identification and involvement with the organization (Jaramillo et al., 2005). Hence, this psychological conceptualization addresses affective commitment where it includes three factors: identification, involvement, and loyalty (Banaie et al., 2004). In addition to this earliest construct, some researchers such as Angle and Perry (1981), Hrebiniak and Alutto (1972) and McGee and Ford (1987) underlined another important dimension labeled as “continuance” commitment where an individual is committed to the organization not because of a general positive feeling but because of extraneous interests such as pensions, family concerns, etc. (Shaw et al., 2003).

Most of the research has treated job satisfaction as an independent and organizational commitment as a dependent variable (Jernigan et al., 2002). As Mowday et al. (1982) suggest, commitment and job satisfaction may be seen in several ways. Job satisfaction is a kind of response to a specific job or job-related issues; whereas commitment is a more global response to an organization. Therefore, commitment should be more consistent than job satisfaction over time and takes longer after one is satisfied with his/her job (Feinstein and Vondrasek, 2001). Feinstein and Vondrasek (2001) analyzed the effects of job satisfaction on organizational commitment among the restaurant employees and the findings proved that satisfaction level would predict their commitment to the organization. Gaertner (1999) also analyzed the determinants (pay workload, distributive justice, promotional chances, supervisory support, etc.) of job satisfaction and organizational commitment.

2.2 Conceptual framework

Based on the above explanation about the relationship between psychological empowerment, job satisfaction, and employee commitment, The research adds one more factor which is the type of hotel in terms of chain hotel, and independent hotel. Therefore the conceptual framework of this research can be seen in the Figure 2.3 and Figure 2.4.



Figure 2.3 The impacts of Employee Characteristics and Job Characteristics on Job Satisfaction, Psychological Empowerment, and Employee Commitment.

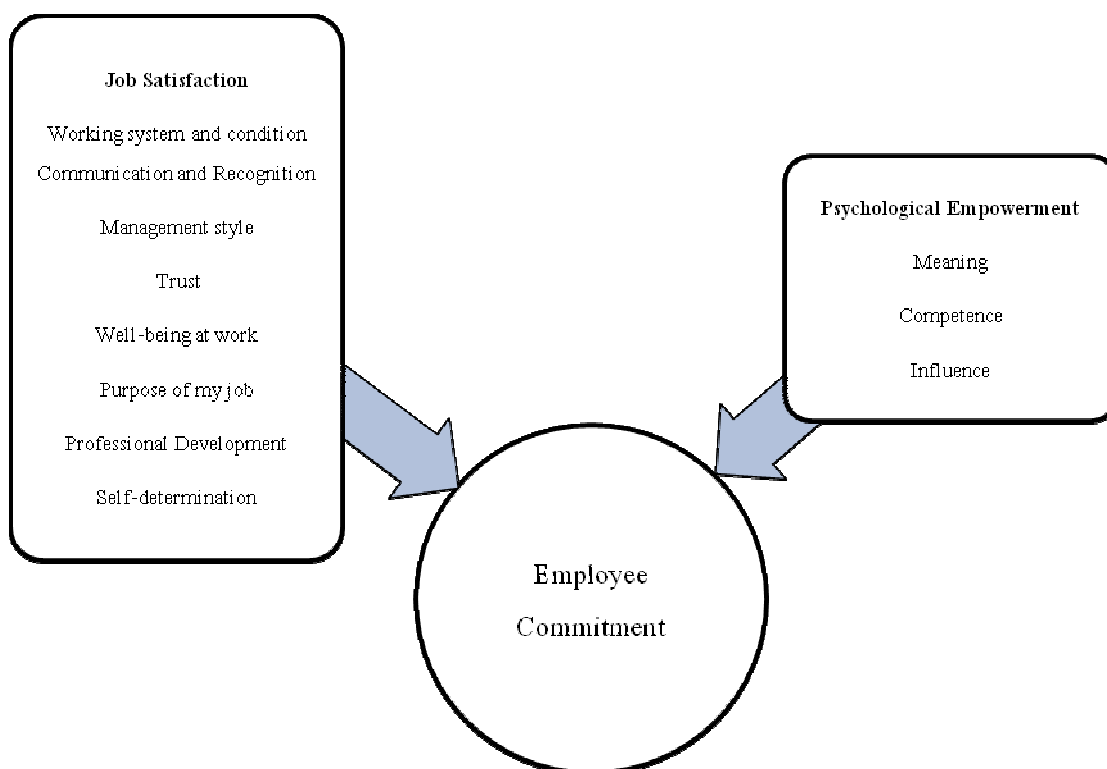


Figure 2.4 The relationship between Job Satisfaction factors and Psychological Empowerment and employee commitment.

3 METHODOLOGY

3.1 Type of Research

In this research, the researcher used the descriptive statistics to analyze the data in order to change the raw data into understandable format (Zikmund, 1993). This study applied quantitative approach by using questionnaire to collect data.

This survey research method was used as a research technique in this study because it is a method of primary data collection based on distribution of the questionnaire to the respondent and to cooperate with face to face participation with the respondent. Kumer, Aaker, and Day (1999) said that the advantage of this type of research is to obtain information from a respondent in a one-time participation, with quick, cheap, efficient and accurate information to explain the needs and desires of the population. Moreover, Zikmund (1993) stated that a survey is suitable when the study expected to obtain a representative sample of the target population.

3.2 Population, sampling selection and sampling method

3.2.1 Population of survey

The population of this research was the hotel employees in Krabi.

3.2.2 Sample size

The target respondents of this research were employees working in 4- 5star hotels in Krabi. According to the Krabi Hotel Association) 2014(, there were 29 4-5 star hotels in Krabi. The total number of rooms from these hotels was 3,100. From the researcher's managerial experiences in hotel industry in Krabi for many years, the estimated ratio between employees per room in Krabi was about 0.70:1, so there were about 2,170 employees working in those hotels.

The 95 percent confidence interval is applied on this research as it's the most widely accepted to predict a parameter value from sample data with the estimate to be accurate within +/- 0.05. The formula below to be used for getting the number of sample size. Yamane (1967) provides a simplified formula to calculate sample sizes as :

Where;

N = Population number

e = A desired precision level

n = Sample size

$$n = \frac{N}{(1 + Ne^2)}$$

$$n = \frac{2,170}{(1 + 2,170(0.05)^2)}$$

$$n = 337.5$$

Therefore, the sample size was 338.

8 domestic and international chain- affiliated hotels and 8 Independent hotels agreed to support this study. 30 sets of questionnaire were distributed to each of these hotels. In total, 480 sets of questionnaire were distributed.

3.3 Research instrument

Research instrument of questionnaire

Due to limitation of time, self-administered questionnaire is considered the best research instrument for this study and it is the primary source of data. One of the most commonly applied techniques used to obtain information from research subjects is a questionnaire (Schumacher & Mc Milan, 1993). In this study, respondents were asked to complete a set of questions containing two parts.

Part1: This part consisted of 9 questions asking about the demographic data in terms of gender, age, education background, working experience and job characteristics related questions.

Part2: This part consisted of 44 questions asking the degree to which each statement represents job satisfaction factors, employee empowerment dimension and employee commitment. The scale ranges from 4 strongly agree to 1 strongly disagree.

3.4 Data Collection

3.4.1 Primary Data

The primary data was collected by the questionnaire with employees who are working in chain and independent hotel in Krabi. Questionnaires were distributed to hotel employees in Krabi. Based on the personal connection, 8 chain affiliated hotels were selected. Out of 8 hotels, 4 were international chained hotels (Phuley Ritz Carlton, Sofitel Phokeethara, Sheraton Krabi Beach Resort, and Holiday Inn Krabi) and 4 were domestic chained hotels (Centara Anda Dhavee, Centara Grand, Amari Tubkaak Beach, and Deevana Plaza). Similarly, 8 independent hotels in Krabi were contacted and agreed to support the data collection. These 8 independent hotels were The Tubkaak, Buri Tara, Apasari, Krabi Resort, Ao Nang Villa, Ao Nang Cliff, Pavillion Krabi, and Pakasai. The selection criteria were based on the locations, well known by guests and local people with minimum as 4-star hotel standard level, and hotel with more than 70 rooms.

Quota Sampling was applied. The Questionnaires were sent to 8 chain affiliated hotels and 8 independent hotels with 30 sets to each hotel. In total 480 sets of questionnaire were distributed to collect data. The questionnaires were handed to Human Resource department of each hotel to be distributed to their employees. After 2 weeks from the delivery date, the researcher returned to collect the completed questionnaires from each hotel. Unfortunately, due to the limited timeframe, only 58.75% or 141 completed questionnaires were returned from the independent hotels and 98% or 235 completed questionnaires returned from chain affiliated hotels. The total of completed and usable questionnaires were 376.

3.4.2 Secondary Data

The secondary sources of data will be collated and concluded from previous studies, existing scholars' work, composition of books, journals, research papers, newspaper or general information which can be accessed, downloaded, printed, read, and analyzed and which can be reliably used for the purpose of this research.

3.5 Data Analysis

For this research, the researcher used descriptive statistics to analyze the data. This analysis was calculated to transform raw data into a form that makes it easy to understand and interpret. Describing responses or observations was typically the first form of analysis. Calculating averages, frequency distributions and percentage distributions were the most common ways of summarizing (Zikmund, 1993). The average or mean score would be separated into the Four point Likert scale which was applied to assess the perception of the respondent when 4 = Strongly agree, 3 = Agree, 2 = Disagree, 1 = Strongly Disagree.

The ranges between levels of agreement:

1.00 – 1.75 Strongly Disagree

1.76 – 2.50 Disagree

2.51 – 3.25 Agree

3.26 – 4.00 Strongly Agree

In order to determine the impact of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, empowerment and employee commitment, and the impact of job characteristics in terms of job level, department and hotel type on the employees' job satisfaction, employee empowerment and employee commitment. In order to test hypothesizes, Independent –Sample T-test (comparing the difference between two groups of respondents) and ANOVA or analysis of variance (comparing the independent groups that have more than two sub groups for nominal scale) were applied at 95% confidence level. Additionally, to investigate the relationship between job satisfaction, employee empowerment and employee commitment, the Multiple Regression was calculated at 95% confidence level.

4 FINDING

The aim of this study is to measure based on the object of this research which are (1) To measure the hotel employees' job satisfaction, empowerment and employee commitment in Krabi, (2) To investigate the impacts of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, empowerment and employee commitment, (3) To investigate the impact of job characteristics in terms of job level, department and hotel type on the employees' job satisfaction, employee empowerment and employee commitment, and (4) To examine the relationship between job satisfaction factors, psychological empowerment dimensions and employee commitment

Based on the 376 sets of data collection, the results of demographic of respondent are as follows; most of them were female with 62% and male with 38%. They were mostly aged between 25-34 years with 60% aged between 35-44 with 23%, aged less than 25 years old with 12%, and aged 45 or older with 5%. In term of marital status; most of them were single with 55%, followed by married with 38%, and widow with 7%. Education background; most of them were graduated bachelor degree with 51%, followed by vocational school diploma with 18%, and high school certificate with 15%, the least belong to primary, secondary school, and master degree level with total of 16% only. The Hometown; most of respondents are from Southern with 79%, other location is totally at 21% which is less than Southern. Most of employees have experience between 2-5 years with 37%, followed by experience 6 month or more but less than 2 years with 28%, then more than 5 years in hotel business with 24%, and employee who have experience less than 6 months with 11%. Lastly are the years of work in the current hotel; mostly work for more than 5 years with 46%, followed by 2-5 years- experience with 32%, 6 months or more but less than 2 years with 17%, and experience less than 6 months with 5%.

Table 4.1 Respondents' Characteristics

Respondents' Characteristics	Frequency	Percent
Gender		
Male	144	38
Female	232	62
Age		
<25 years old	46	12
25-34	227	60
35-44	85	23
45 or older	18	5
Marital Status		
Single	205	55
Married	143	38
Widow	28	7
Education Background		
Primary School Certificate	12	3
Secondary school Certificate	34	9
High school Certificate	56	15
Vocational school Diploma	68	18
Bachelor Degree	192	51
Master Degree	14	4
Hometown		
Northern	18	5
North Eastern	27	7
Central	30	8
Eastern	3	1
Southern	298	79

Table 4.1 Continue

Respondents' Characteristics	Frequency	Percent
Working experience in the industry		
Less than 6 months	41	11
6 months or more but less than 2 years	105	28
2-5 years	140	37
More than 5 years	90	24
Years of service in this hotel		
Less than 6 months	20	5
6 months or more but less than 2 years	62	17
2-5 years	122	32
More than 5 years	172	46

The result of job characteristics of the respondents in term of job level shown that most of them were operation (225 or 68%) followed by supervisor (76 or 20%), and manager or department head (45 or 12%). In term of department most of them were in Front Office (97 or 26%) and Food and Beverage (72 or 19%). There were 62 or 17% working in Housekeeping and 49 or 13% were in Accounting and Finance. Engineering and other departments were 96 or 25%. There were 235 or 62% working at chain affiliated hotels and 141 or 38% working at independent hotels.

Table 4.2 Job Characteristics of the Respondents

Job Characteristics	Frequency	Percent
Job level		
Operation	255	68
Supervisor	76	20
Manager/Department Head	45	12

Table 4.2 Continue

Job Characteristics	Frequency	Percent
Department		
Food and Beverage	72	19
Front Office	97	26
Housekeeping	62	17
Accounting and Finance	49	13
Engineering	31	8
Others	65	17
Hotel Type		
Independent	141	38
Chain Affiliated	235	62

Objective 1 To measure the hotel employees' job satisfaction, empowerment and employee commitment in Krabi.

Job Satisfaction of hotel employees in Krabi

8 job satisfaction factors were investigated to measure the hotel employees' job satisfaction. 28 attributes were rated using 4-point Likert scale when 1 represents "strongly disagree" and 4 represents "strongly agree". The results were shown in Table 3.

Work Organization and Condition: 4 attributes were rated to measure "work organization and condition" factor. The highest mean belongs to "I enjoy working with my colleagues" (3.44), followed by "My manager encourages teamwork" (3.43), "I am provided with good working conditions" (3.34), and the lowest mean was "In my service, the organization of work allows everyone to do their job properly" (3.24).

Communication and Recognition: 3 attributes were rated. The highest mean belongs to "I feel valued for my contribution/input to my business unit" (3.37), follow by "My manager gives me regular feedback on my work" (3.24), and the lowest mean was "My total pay/compensation is fair when compared to similar jobs in other companies" (3.13).

Management Style: 3 attributes were rated. The highest mean belongs to “My managers set a good example” (3.30), followed by “I am satisfied with the level of autonomy I have in my job” (3.28), and the lowest mean was “I am encouraged to use my initiative” (3.27).

Trust: 3 attributes were rated. The highest mean belongs to “I trust my manager” (3.33), followed by “I have confidence in the decisions made by the senior management” (3.31), and the lowest mean was “There is a strong mutual respect within my team” (3.30).

Well-being at Work: 4 attributes were rated. The highest mean belongs to “I manage to balance my work life and my personal life” (3.28) and the lowest mean was “My entity is genuinely interested in the wellbeing of its employees” (3.12).

Purpose of My Job: 3 attributes were rated to measure. The highest mean belongs to “My experience at work reflects the hotel values” (3.36) and the lowest mean was “My business unit implements actions to support sustainable development” (3.24).

Professional Development: 4 attributes were rated. The highest mean belongs to “My job enables me to improve my skills” (3.43) and the lowest mean was “I feel confident about my professional future at this hotel” (3.23).

Overall Job Satisfaction: the “Overall, I am satisfied with my current job.” attribute was rated. The respondents strongly agreed that they were satisfied with their currency job (3.42).

Table 4.3 Job Satisfaction of Hotel Employees

Job Satisfaction Factors	Mean	S.D.	Agreement level
<i>Work Organization and Condition</i>			
In my service, the organization of work allows everyone to do their job properly.	3.24	0.63	Agree
My manager encourages teamwork.	3.43	0.65	Strongly agree
I enjoy working with my colleagues.	3.44	0.62	Strongly agree
I am provided with good working conditions	3.34	0.65	Strongly agree

Table 4.3 Continue

Job Satisfaction Factors	Mean	S.D.	Agreement level
<i>Communication and Recognition</i>			
My manager gives me regular feedback on my work.	3.24	0.69	Agree
I feel valued for my contribution/input to my business unit.	3.37	0.63	Strongly agree
My total pay/compensation is fair when compared to similar jobs in other companies	3.13	0.76	Agree
<i>Management Style</i>			
I am satisfied with the level of autonomy I have in my job.	3.28	0.65	Strongly agree
My managers sets a good example.	3.30	0.69	Strongly agree
I am encouraged to use my initiative.	3.27	0.67	Strongly agree
<i>Trust</i>			
There is a strong mutual respect within my team.	3.30	0.69	Strongly agree
I trust my manager.	3.33	0.73	Strongly agree
I have confidence in the decisions made by the senior management.	3.31	0.74	Strongly agree
<i>Well-being at Work</i>			
I feel respected as an individual.	3.19	0.63	Agree
I am able to manage the level of stress related to my job.	3.26	0.58	Strongly agree
I manage to balance my work life and my personal life.	3.28	0.61	Strongly agree
My entity is genuinely interested in the wellbeing of its employees.	3.12	0.75	Agree
<i>Purpose of My Job</i>			
I understand how my job contributes to the performance of my business unit.	3.31	0.65	Strongly agree
My business unit implements actions to support sustainable development.	3.24	0.72	Strongly agree
My experience at work reflects the hotel values.	3.36	0.58	Strongly agree

Table 4.3 Continue

Job Satisfaction Factors	Mean	S.D.	Agreement level
<i>Professional Development</i>			
My job enables me to improve my skills.	3.43	0.58	Strongly agree
The training I have received has helped me to improve my work performance.	3.34	0.62	Strongly agree
Hotel gives me an opportunity to grow professionally.	3.28	0.67	Strongly agree
I feel confident about my professional future at this hotel.	3.23	0.70	Agree
<i>Overall Job Satisfaction</i>			
Overall, I am satisfied with my current job.	3.42	0.65	Strongly agree

Psychological Empowerment of Hotel Employees

4 psychological empowerment factors were investigated to measure the perception of hotel employees in Krabi. The respondents were asked to rate 12 attributes using 4-point Likert scale when 1 represent “strongly disagree” and 4 represents “strongly agree”. The results were shown in Table 4.

Meaning: 3 attributes were rated to measure “meaning” factor. The highest mean belongs to “The work I do is very important to me” (3.39), follow by “The work I do is meaningful to me” (3.32), and the lowest mean was “My job activities are personally meaningful to me” (3.23).

Competence: 3 attributes were rated to measure “Competence” factor. The highest mean belongs to “I am confident about my ability to do my job” (3.38), followed by “I am self-assured about my capability to perform my work activities” (3.35), and the lowest mean was “I have mastered the skills necessary for my job” (3.23).

Self-Determination: 3 attributes were rated. “I have significant autonomy in determining how I do my job” and “I can decide on my own how to go about doing my work” got the highest mean (3.19). The lowest mean belongs to “I have considerable opportunity for independence and freedom on how I do my job” (3.18).

Influence: 3 attributes were rated to measure “Influence” factor. The highest mean belongs to “My impact on what happens in my department is large” (3.27), followed by “I have a great deal of control over what happens in my department” (3.10), and the lowest mean was “I have significant influence over what happens in my department” (2.94).

Table 4.4 Psychological Empowerment of Hotel Employees

Psychological Empowerment Dimensions	Mean	S.D.	Agreement level
<i>Meaning</i>			
The work I do is very important to me.	3.39	0.61	Strongly agree
My job activities are personally meaningful to me.	3.23	0.60	Agree
The work I do is meaningful to me.	3.32	0.60	Strongly agree
<i>Competence</i>			
I am confident about my ability to do my job.	3.38	0.55	Strongly agree
I am self-assured about my capability to perform my work activities.	3.35	0.56	Strongly agree
I have mastered the skills necessary for my job.	3.23	0.57	Agree
<i>Self-Determination</i>			
I have significant autonomy in determining how I do my job.	3.19	0.63	Agree
I can decide on my own how to go about doing my work.	3.19	0.63	Agree
I have considerable opportunity for independence and freedom on how I do my job.	3.18	0.66	Agree
<i>Influence</i>			
My impact on what happens in my department is large.	3.27	0.69	Strongly agree
I have a great deal of control over what happens in my department.	3.10	0.74	Agree
I have significant influence over what happens in my department.	2.94	0.83	Agree

Employee Commitment

Employee commitment factors were investigated to measure the hotel employees’ commitment. 3 attributes were rated. The results were shown in Table 4. The highest mean belongs to “I feel proud to work for my hotel” (3.41), followed by “I have confidence in the

future of my hotel” (3.32), and the lowest mean was “I would recommend employment with my hotel to a friend” (3.28).

Table 4.5 Employee Commitment

Employee commitment	Mean	S.D.	Agreement level
I have confidence in the future of my hotel.	3.32	0.64	Strongly agree
I feel proud to work for my hotel.	3.41	0.64	Strongly agree
I would recommend employment with my hotel to a friend.	3.28	0.74	Strongly agree
Overall	3.35	0.57	Strongly agree

Objective 2 To investigate the impacts of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, empowerment and employee commitment.

Gender and Job Satisfaction

The independent sample t-test was calculated to test whether there were any significant differences between male and female respondents toward their job satisfaction factors. The results in Table 4.6 showed that there were no significant differences between male and female respondents (p value > 0.05).

Table 4.6 Gender VS Job Satisfaction

Job Satisfaction Factors	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
<i>Work Organization and Condition</i>					
In my service, the organization of work allows everyone to do their job properly.	3.26	0.62	3.19	0.65	0.31
My manager encourages teamwork.	3.43	0.63	3.43	0.68	0.95
I enjoy working with my colleagues.	3.43	0.58	3.46	0.67	0.63
I am provided with good working conditions	3.33	0.64	3.35	0.67	0.75

Table 4.6 Continue

Job Satisfaction Factors	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
<i>Communication and Recognition</i>					
My manager gives me regular feedback on my work.	3.21	0.65	3.27	0.75	0.49
I feel valued for my contribution/input to my business unit.	3.34	0.60	3.42	0.68	0.23
My total pay/compensation is fair when compared to similar jobs in other companies	3.13	0.70	3.13	0.84	0.96
<i>Management Style</i>					
I am satisfied with the level of autonomy I have in my job.	3.26	0.63	3.30	0.67	0.60
My managers sets a good example.	3.29	0.63	3.31	0.79	0.82
I am encouraged to use my initiative.	3.28	0.62	3.24	0.75	0.50
<i>Trust</i>					
There is a strong mutual respect within my team.	3.27	0.68	3.33	0.72	0.40
I trust my manager.	3.30	0.65	3.38	0.83	0.32
I have confidence in the decisions made by the senior management.	3.32	0.66	3.29	0.85	0.70
<i>Well-being at Work</i>					
I feel respected as an individual.	3.18	0.65	3.20	0.61	0.72
I am able to manage the level of stress related to my job.	3.28	0.54	3.23	0.64	0.40
I manage to balance my work life and my personal life.	3.30	0.58	3.24	0.64	0.36
My entity is genuinely interested in the wellbeing of its employees.	3.13	0.75	3.11	0.74	0.82
<i>Purpose of My Job</i>					
I understand how my job contributes to the performance of my business unit.	3.28	0.64	3.36	0.66	0.24
My business unit implements actions to support sustainable development.	3.20	0.71	3.29	0.73	0.24
My experience at work reflects the hotel values.	3.35	0.58	3.37	0.58	0.81

Table 4.6 Continue

Job Satisfaction Factors	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
<i>Professional Development</i>					
My job enables me to improve my skills.	3.44	0.57	3.42	0.61	0.85
The training I have received has helped me to improve my work performance.	3.30	0.65	3.39	0.58	0.19
Hotel gives me an opportunity to grow professionally.	3.25	0.66	3.33	0.69	0.24
I feel confident about my professional future at this hotel.	3.22	0.69	3.24	0.71	0.80
<i>Overall Job Satisfaction</i>					
Overall, I am satisfied with my current job.	3.41	0.59	3.44	0.75	0.69

Gender and Psychological Empowerment

The results in Table 4.7 showed that there was a significant difference between male and female respondents toward “I have a great deal of control over what happens in my department” attribute (p value < 0.05). Male respondents perceived stronger than female respondents that they had a great deal of control over what happened in their department.

Table 4.7 Gender VS Employee Empowerment

Psychological Empowerment Dimensions	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
<i>Meaning</i>					
The work I do is very important to me.	3.36	0.58	3.43	0.65	0.27
My job activities are personally meaningful to me.	3.21	0.58	3.26	0.62	0.41
The work I do is meaningful to me.	3.29	0.60	3.34	0.59	0.43
<i>Competence</i>					
I am confident about my ability to do my job.	3.36	0.53	3.39	0.56	0.61
I am self-assured about my capability to perform my work activities.	3.32	0.56	3.38	0.55	0.36

Table 4.7 Continue

Psychological Empowerment Dimensions	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
I have mastered the skills necessary for my job.	3.21	0.53	3.25	0.63	0.52
<i>Self-Determination</i>					
I have significant autonomy in determining how I do my job.	3.16	0.62	3.24	0.64	0.24
I can decide on my own how to go about doing my work.	3.15	0.60	3.26	0.69	0.13
I have considerable opportunity for independence and freedom on how I do my job.	3.16	0.61	3.21	0.74	0.47
<i>Influence</i>					
My impact on what happens in my department is large.	3.26	0.65	3.28	0.73	0.77
I have a great deal of control over what happens in my department.	3.03	0.76	3.21	0.69	0.02*
I have significant influence over what happens in my department.	2.91	0.79	2.96	0.88	0.59

Gender and Employee Commitment

The results in Table 4.8 showed that there were no significant differences between male and female respondents (p value > 0.05).

Table 4.8 Gender VS Employee Commitment

Employee commitment	Female		Male		p-value
	Mean	S.D.	Mean	S.D.	
I have confidence in the future of my hotel.	3.32	0.59	3.30	0.69	0.79
I feel proud to work for my hotel.	3.40	0.62	3.43	0.65	0.70
I would recommend employment with my hotel to a friend.	3.23	0.74	3.34	0.72	0.15
Overall	3.32	0.56	3.36	0.57	0.50

Age and Job Satisfaction, Psychological Empowerment and Employee Commitment

The ANOVA results in Table 4.9, 4.10 and 4.11 showed that there were no significant differences between the respondents' age groups and their perceptions toward job satisfaction, psychological empowerment and employee commitment (p value > 0.05).

Table 4.9 Age VS Job Satisfaction

Job Satisfaction Factors	F-value	P-value
<i>Work Organization and Condition</i>		
In my service, the organization of work allows everyone to do their job properly.	1.05	0.35
My manager encourages teamwork.	0.15	0.86
I enjoy working with my colleagues.	0.28	0.76
I am provided with good working conditions	0.36	0.70
<i>Communication and Recognition</i>		
My manager gives me regular feedback on my work.	1.51	0.22
I feel valued for my contribution/input to my business unit.	1.27	0.28
My total pay/compensation is fair when compared to similar jobs in other companies	2.20	0.11
<i>Management Style</i>		
I am satisfied with the level of autonomy I have in my job.	0.48	0.62
My managers sets a good example.	0.94	0.39
I am encouraged to use my initiative.	1.08	0.34
<i>Trust</i>		
There is a strong mutual respect within my team.	0.19	0.82
I trust my manager.	0.44	0.64
I have confidence in the decisions made by the senior management.	0.43	0.65
<i>Well-being at Work</i>		
I feel respected as an individual.	0.13	0.88
I am able to manage the level of stress related to my job.	0.34	0.71
I manage to balance my work life and my personal life.	0.17	0.84
My entity is genuinely interested in the wellbeing of its employees.	0.77	0.46
<i>Purpose of My Job</i>		
I understand how my job contributes to the performance of my business unit.	1.31	0.27

Table 4.9 Continue

Job Satisfaction Factors	F-value	P-value
My business unit implements actions to support sustainable development.	0.20	0.82
My experience at work reflects the hotel values.	0.33	0.72
<i>Professional Development</i>		
My job enables me to improve my skills.	0.48	0.62
The training I have received has helped me to improve my work performance.	1.05	0.35
Hotel gives me an opportunity to grow professionally.	0.26	0.77
I feel confident about my professional future at this hotel.	1.40	0.25
<i>Overall Job Satisfaction</i>		
Overall, I am satisfied with my current job.	0.21	0.81

Table 4.10 Age VS Employee Empowerment

Psychological Empowerment Dimensions	F-value	P-value
<i>Meaning</i>		
The work I do is very important to me.	1.60	0.20
My job activities are personally meaningful to me.	1.91	0.15
The work I do is meaningful to me.	0.20	0.82
<i>Competence</i>		
I am confident about my ability to do my job.	1.88	0.15
I am self-assured about my capability to perform my work activities.	0.32	0.73
I have mastered the skills necessary for my job.	2.15	0.12
<i>Self-Determination</i>		
I have significant autonomy in determining how I do my job.	0.42	0.66
I can decide on my own how to go about doing my work.	0.75	0.47
I have considerable opportunity for independence and freedom on how I do my job.	2.25	0.11
<i>Influence</i>		
My impact on what happens in my department is large.	2.92	0.06
I have a great deal of control over what happens in my department.	2.48	0.09
I have significant influence over what happens in my department.	2.91	0.06

Table 4.11 Age VS Employee Commitment

Employee commitment	F-value	P-value
I have confidence in the future of my hotel.	0.63	0.64
I feel proud to work for my hotel.	0.65	0.62
I would recommend employment with my hotel to a friend.	1.94	0.10
Overall	1.12	0.34

Education and Job Satisfaction

The ANOVA results in Table 4.12 showed that there were significant differences between the respondents' education levels and their perception toward "I feel valued for my contribution/input to my business unit" attribute under "Communication and Recognition" factor ($p < 0.05$), "My entity is genuinely interested in the well-being of its employees" attribute under "Well-being at Work" factor ($p < 0.05$), and "I understand how my job contributes to the performance of my business unit" attribute under "Purpose of my job" factor ($p < 0.05$)

Table 4.12 Education VS Job Satisfaction

Job Satisfaction Factors	F-value	P-value
<i>Work Organization and Condition</i>		
In my service, the organization of work allows everyone to do their job properly.	2.52	0.08
My manager encourages teamwork.	1.28	0.28
I enjoy working with my colleagues.	1.30	0.27
I am provided with good working conditions	2.63	0.07
<i>Communication and Recognition</i>		
My manager gives me regular feedback on my work.	0.85	0.43
I feel valued for my contribution/input to my business unit.	4.15	0.02*
My total pay/compensation is fair when compared to similar jobs in other companies	0.23	0.79
<i>Management Style</i>		
I am satisfied with the level of autonomy I have in my job.	1.71	0.18
My managers set a good example.	1.18	0.31
I am encouraged to use my initiative.	1.01	0.36

Table 4.12 Continue

Job Satisfaction Factors	F-value	p-value
<i>Trust</i>		
There is a strong mutual respect within my team.	2.27	0.10
I trust my manager.	0.44	0.64
I have confidence in the decisions made by the senior management.	0.30	0.74
<i>Well-being at Work</i>		
I feel respected as an individual.	1.70	0.18
I am able to manage the level of stress related to my job.	0.92	0.40
I manage to balance my work life and my personal life.	0.09	0.91
My entity is genuinely interested in the well-being of its employees.	3.07	0.05*
<i>Purpose of My Job</i>		
I understand how my job contributes to the performance of my business unit.	3.33	0.04*
My business unit implements actions to support sustainable development.	0.88	0.41
My experience at work reflects the hotel values.	0.57	0.56
<i>Professional Development</i>		
My job enables me to improve my skills.	0.30	0.74
The training I have received has helped me to improve my work performance.	0.57	0.57
Hotel gives me an opportunity to grow professionally.	1.69	0.19
I feel confident about my professional future at this hotel.	1.36	0.26
<i>Overall Job Satisfaction</i>		
Overall, I am satisfied with my current job.	0.98	0.38

For further analysis using LSD, Table 4.13 showed that, under the “communication and recognition” factor, the respondents who got bachelor or higher degree felt stronger than the respondents who got diploma and school certificate that they felt valued for their contribution/input to their business unit. They also have stronger perception of the purpose of their job since they understood better how their job contributed to the performance of their business unit than the respondents who got school certificate. In term of well-being at work, the respondents who got bachelor or higher degree and those who got diploma felt that their entity was genuinely interested in the well-being of its employees than the respondents who got school certificate.

Table 4.13 Multiple Comparison (LSD) between Education and Job Satisfaction Attributes

Job Satisfaction	School Certificate (N=102)		Diploma (N=68)		Bachelor or above (N=206)	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
	<u>Communication and Recognition</u>					
I feel valued for my contribution/input to my business unit.	3.27 ^a	0.73	3.28 ^a	0.59	3.46 ^b	0.57
<u>Well-being at Work</u>						
My entity is genuinely interested in the wellbeing of its employees.	2.97 ^a	0.84	3.22 ^b	0.67	3.17 ^b	0.71
<u>Purpose of My Job</u>						
I understand how my job contributes to the performance of my business unit.	3.18 ^a	0.83	3.31 ^{ab}	0.50	3.38 ^b	0.57

Remark: Mean with the same letter are not significant different at 5% level.

Education and Employee Empowerment

Table 4.14 showed that there were significant differences between the respondents' education levels and their perception toward "My job activities are personally meaningful to me" attribute under "Meaning" factor ($p < 0.05$), "I have mastered the skills necessary for my job" attribute under "Competence" factor ($p < 0.05$), and "I have significant influence over what happens in my department" attribute under "Influence" factor ($p < 0.05$)

Table 4.14 Education VS Employee Empowerment

Psychological Empowerment Dimensions	F-value	p-value
<i>Meaning</i>		
The work I do is very important to me.	1.73	0.18
My job activities are personally meaningful to me.	3.41	0.03*
The work I do is meaningful to me.	2.35	0.10
<i>Competence</i>		
I am confident about my ability to do my job.	1.25	0.29
I am self-assured about my capability to perform my work activities.	2.88	0.06
I have mastered the skills necessary for my job.	4.16	0.02*
<i>Self-Determination</i>		
I have significant autonomy in determining how I do my job.	1.14	0.32
I can decide on my own how to go about doing my work.	2.62	0.07
I have considerable opportunity for independence and freedom on how I do my job.	0.59	0.56
<i>Influence</i>		
My impact on what happens in my department is large.	0.96	0.38
I have a great deal of control over what happens in my department.	2.29	0.10
I have significant influence over what happens in my department.	3.15	0.04*

* p-value \leq 0.05

Table 4.15 showed that under “meaning” factor, the respondents who got bachelor or higher degree felt stronger that their job activities are personally meaningful to them than the respondents who got school certificate. Under “competence” factor, the respondents who got bachelor or higher degree felt stronger that they have mastered the skills necessary for their job than the respondents who got diploma. Under “influence” factor, the respondents who got bachelor or higher degree and those who got diploma felt that they had significant influence over what happened in their department than the respondents who got school certificate.

Table 4.15 Multiple Comparison (LSD) between Education and Employee Empowerment Attributes

Employee Empowerment	School Certificate (N=102)		Diploma (N=68)		Bachelor or above (N=206)	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
<u>Meaning</u>						
My job activities are personally meaningful to me.	3.12 ^a	0.68	3.19 ^{ab}	0.51	3.30 ^b	0.58
<u>Competence</u>						
I have mastered the skills necessary for my job.	3.22 ^{ab}	0.65	3.06 ^a	0.45	3.29 ^b	0.55
<u>Influence</u>						
I have significant influence over what happens in my department.	2.77 ^a	1.03	2.91 ^{ab}	0.71	3.02 ^b	0.74

Remark: Mean with the same letter are not significant different at 5% level.

Education and Employee Commitment

The ANOVA results in Table 4.16 showed that there were no significant differences between the respondents who got different education background and their perception toward the employee commitment attributes.

Table 4.16 Education VS Employee Commitment

Employee commitment	F-value	p-value
I have confidence in the future of my hotel.	2.19	0.11
I feel proud to work for my hotel.	2.91	0.06
I would recommend employment with my hotel to a friend.	0.98	0.37
Overall	2.60	0.08

Working Experience and Job Satisfaction

Table 4.17 showed that there were significant differences between the respondents' working experience and their perception toward "I enjoy working with my colleagues" attribute

under “Work Organization and Condition” factor ($p < 0.05$), and “My managers set a good example” attribute under “Management Style” factor ($p < 0.05$)

Table 4.17 Working Experience VS Job Satisfaction

Job Satisfaction Factors	F-value	p-value
<i>Work Organization and Condition</i>		
In my service, the organization of work allows everyone to do their job properly.	0.99	0.39
My manager encourages teamwork.	1.51	0.21
I enjoy working with my colleagues.	4.98	0.00**
I am provided with good working conditions	2.52	0.06
<i>Communication and Recognition</i>		
My manager gives me regular feedback on my work.	1.94	0.12
I feel valued for my contribution/input to my business unit.	1.06	0.37
My total pay/compensation is fair when compared to similar jobs in other companies	1.05	0.37
<i>Management Style</i>		
I am satisfied with the level of autonomy I have in my job.	0.68	0.56
My managers set a good example.	3.52	0.02*
I am encouraged to use my initiative.	0.93	0.42
<i>Trust</i>		
There is a strong mutual respect within my team.	0.53	0.66
I trust my manager.	1.09	0.35
I have confidence in the decisions made by the senior management.	2.29	0.08
<i>Well-being at Work</i>		
I feel respected as an individual.	0.10	0.96
I am able to manage the level of stress related to my job.	0.18	0.90
I manage to balance my work life and my personal life.	1.02	0.38
My entity is genuinely interested in the wellbeing of its employees.	1.36	0.25
<i>Purpose of My Job</i>		
I understand how my job contributes to the performance of my business unit.	0.20	0.89
My business unit implements actions to support sustainable development.	1.20	0.31

Table 4.17 Continue

Job Satisfaction Factors	F-value	p-value
My experience at work reflects the hotel values.	1.19	0.31
<i>Professional Development</i>		
My job enables me to improve my skills.	0.58	0.62
The training I have received has helped me to improve my work performance.	1.11	0.34
Hotel gives me an opportunity to grow professionally.	1.52	0.21
I feel confident about my professional future at this hotel.	0.77	0.51
<i>Overall Job Satisfaction</i>		
Overall, I am satisfied with my current job.	0.48	0.69

* p-value \leq 0.05** p-value \leq 0.01

Table 4.18 showed that in term of work organization and condition, the respondents who had experience more than 5 years and the ones who had less than 6 months felt stronger than the respondents who had experience 6 months to 5 years that they enjoyed working with their colleagues. In term of Management Style, the respondents who had experience less than 6 months and the respondents who had more than 5 years working experience felt stronger than the respondents who had 2-5 years' experience that their managers set a good example.

Table 4.18 Multiple Comparisons (LSD) between Working Experience and Job Satisfaction

Job Satisfaction Attributes	Mean			
	Less than 6 months (N=41)	6 months or more but less than 2 years (N=105)	2 -5 years (N=140)	More than 5 years (N=90)
<i>Work Organization and Condition</i>				
I enjoy working with my colleagues.	3.68 ^a	3.38 ^b	3.34 ^b	3.56 ^a
<i>Management Style</i>				
My managers set a good example.	3.51 ^a	3.31 ^{ab}	3.16 ^b	3.38 ^a

Remark: Mean with the same letter are not significant different at 5% level.

Work Experience and Employee Empowerment

Table 4.19 showed that there were no significant differences between the respondents who got different work experience and their perception toward the employee empowerment.

Table 4.19 Work Experience VS Employee Empowerment

Psychological Empowerment Dimensions	F-value	p-value
<i>Meaning</i>		
The work I do is very important to me.	1.91	0.13
My job activities are personally meaningful to me.	1.05	0.37
The work I do is meaningful to me.	0.08	0.97
<i>Competence</i>		
I am confident about my ability to do my job.	0.93	0.43
I am self-assured about my capability to perform my work activities.	0.11	0.95
I have mastered the skills necessary for my job.	1.80	0.15
<i>Self-Determination</i>		
I have significant autonomy in determining how I do my job.	1.22	0.30
I can decide on my own how to go about doing my work.	1.37	0.25
I have considerable opportunity for independence and freedom on how I do my job.	0.27	0.84
<i>Influence</i>		
My impact on what happens in my department is large.	1.53	0.20
I have a great deal of control over what happens in my department.	0.54	0.65
I have significant influence over what happens in my department.	0.34	0.79

* p-value \leq 0.05

Work Experience and Employee Commitment

Table 4.20 showed that there were no significant differences between the respondents who got different work experience and their perception toward the employee commitment.

Table 4.20 Work experience and Employee Commitment

Employee commitment	F-value	p-value
I have confidence in the future of my hotel.	0.94	0.42
I feel proud to work for my hotel.	1.30	0.27
I would recommend employment with my hotel to a friend.	0.39	0.75
Overall	0.86	0.46

* p-value \leq 0.05** p-value \leq 0.01

Objective 3 To investigate the impacts of job characteristics in terms of job level, department and hotel type on the employees' job satisfaction, employee empowerment and employee commitment.

Job level and Job Satisfaction

The ANOVA results in Table 4.21 showed that there were significant differences between the respondents' job level and their perception toward 2 attributes under "Work Organization and Condition" factor which were "In my service, the organization of work allows everyone to do their job properly" ($p < 0.05$), and "My manager encourages teamwork" attribute ($p < 0.01$). There were significant differences in 2 attributes ("My manager gives me regular feedback on my work" and "I feel valued for my contribution/input to my business unit") under "communication and recognition" factor ($p < 0.01$).

Additionally, 2 attributes under "Trust" factor were perceived significantly different between the respondents in the different job level which were "There is a strong mutual respect within my team" ($p < 0.05$) and "I trust my manager" ($p < 0.01$). Also, 2 attributes were significant different in "Well-being at Work" factor ("I feel respected as an individual" ($p < 0.01$) and "My entity is genuinely interested in the well-being of its employees" ($p < 0.05$)). 2 attributes ("Hotel gives me an opportunity to grow professionally" and "I feel confident about my professional future at this hotel") under "Professional Development" factor were significant different ($p < 0.05$)

All attributes under "Management Style" were significantly different ($p < 0.05$). Similarly, all attributes under "Purpose of My Job" factor were significantly different ($p < 0.01$). There was also significant difference in overall job satisfaction ($p < 0.05$).

Table 4.21 Job level VS Job Satisfaction

Job Satisfaction Factors	F-value	p-value
<i>Work Organization and Condition</i>		
In my service, the organization of work allows everyone to do their job properly.	3.91	0.02*
My manager encourages teamwork.	5.64	0.00**
I enjoy working with my colleagues.	2.80	0.06
I am provided with good working conditions	1.74	0.18
<i>Communication and Recognition</i>		
My manager gives me regular feedback on my work.	6.43	0.00**
I feel valued for my contribution/input to my business unit.	9.80	0.00**
My total pay/compensation is fair when compared to similar jobs in other companies	2.20	0.11
<i>Management Style</i>		
I am satisfied with the level of autonomy I have in my job.	3.22	0.04*
My managers sets a good example.	4.04	0.02*
I am encouraged to use my initiative.	5.23	0.00**
<i>Trust</i>		
There is a strong mutual respect within my team.	3.47	0.03*
I trust my manager.	7.05	0.00**
I have confidence in the decisions made by the senior management.	0.94	0.39
<i>Well-being at Work</i>		
I feel respected as an individual.	8.00	0.00**
I am able to manage the level of stress related to my job.	2.83	0.06
I manage to balance my work life and my personal life.	1.45	0.23
My entity is genuinely interested in the wellbeing of its employees.	4.59	0.01*
<i>Purpose of My Job</i>		
I understand how my job contributes to the performance of my business unit.	10.27	0.00**
My business unit implements actions to support sustainable development.	8.20	0.00**
My experience at work reflects the hotel values.	8.77	0.00**

Table 4.21 Continue

Job Satisfaction Factors	F-value	P-value
<i>Professional Development</i>		
My job enables me to improve my skills.	2.60	0.08
The training I have received has helped me to improve my work performance.	1.52	0.22
Hotel gives me an opportunity to grow professionally.	3.89	0.02*
I feel confident about my professional future at this hotel.	4.25	0.02*
<i>Overall Job Satisfaction</i>		
Overall, I am satisfied with my current job.	3.41	0.03*

* p-value \leq 0.05** p-value \leq 0.01

For further analysis using LSD, Table 4.22 showed that:

Work Organization and Condition

The respondents who worked as manager/head felt stronger than the respondents who worked as operation that in their service, the organization of work allows everyone to do their job properly. The respondents who worked as manager/head felt stronger than the respondents who worked as operation and supervisor that their manager encourages teamwork.

Communication and Recognition

The respondents who worked as manager/head and supervisor felt stronger that their manager gives them regular feedback on their work and they feel valued for their contribution/input to their business unit than the respondents who worked as operation.

Management Style

The respondents who worked as manager/head felt more satisfied with the level of autonomy they have in their job and they are encouraged to use their initiative more than the respondents who worked as operation. The respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that their managers set a good example.

Trust

The respondents who worked as supervisor felt stronger than the respondents who worked as operation that there is a strong mutual respect within their team. The respondents who worked as manager/head felt stronger than the respondents who worked as supervisor and operation that they trust their manager.

Well-being at Work

The respondents who worked as manager/head, and supervisor felt stronger than the respondents who worked as operation that they were respected as an individual and their entity was genuinely interested in the wellbeing of its employees.

Purpose of My Job

The respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that they understand how employee's job contributes to the performance of their business unit, their business unit implements actions to support sustainable development, and their experience at work reflects the hotel values.

Professional Development

The respondents who worked as manager/head, and supervisor felt stronger than the respondents who worked as operation that hotel gives them an opportunity to grow professionally and they feel confident about their professional future at this hotel.

Overall Job Satisfaction

The respondents who worked as manager/head were more satisfied with their current job than the respondents who worked as operation.

Table 4.22 Multiple Comparison (LSD) between job level and job satisfaction attributes

Job Satisfaction Attributes	Mean		
	Operation (N=255)	Supervisor (N=76)	Manager/Head (N=45)
<i>Work Organization and Condition</i>			
In my service, the organization of work allows everyone to do their job properly.	3.18a	3.30ab	3.44b
My manager encourages teamwork.	3.37a	3.46a	3.71b
<i>Communication and Recognition</i>			
My manager gives me regular feedback on my work.	3.15a	3.41b	3.44b
I feel valued for my contribution/input to my business unit.	3.28a	3.53b	3.64b
<i>Management Style</i>			
I am satisfied with the level of autonomy I have in my job.	3.22a	3.34ab	3.47b
My managers sets a good example.	3.23a	3.41b	3.49b
I am encouraged to use my initiative.	3.20a	3.33ab	3.53b
<i>Trust</i>			
There is a strong mutual respect within my team.	3.23a	3.45b	3.40ab
I trust my manager.	3.26a	3.37a	3.69b
<i>Well-being at Work</i>			
I feel respected as an individual.	3.10a	3.36b	3.40b
My entity is genuinely interested in the wellbeing of its employees.	3.04a	3.28b	3.31b
<i>Purpose of My Job</i>			
I understand how my job contributes to the performance of my business unit.	3.21a	3.47b	3.60b
My business unit implements actions to support sustainable development.	3.14a	3.49b	3.38b
My experience at work reflects the hotel values.	3.27a	3.53b	3.56b

Table 4.22 Continue

Job Satisfaction Attributes	Mean		
	Operation (N=255)	Supervisor (N=76)	Manager/Head (N=45)
<i>Professional Development</i>			
Hotel gives me an opportunity to grow professionally.	3.22a	3.42b	3.42b
I feel confident about my professional future at this hotel.	3.16a	3.36b	3.42b
<i>Overall Job Satisfaction</i>			
Overall, I am satisfied with my current job.	3.36a	3.53ab	3.58b

Remark: Mean with the same letter are not significant different at 5% level.

Job Level and Employee Empowerment

The ANOVA results in Table 4.23 showed that there were significant differences between the respondents' job level and their perception toward all attributes in "Meaning", "Competence", "Self-determination" and "Influence" factors ($p \leq 0.01$)

Table 4.23 Job Level VS. Employee Empowerment

Psychological Empowerment Dimensions	F-value	p-value
<i>Meaning</i>		
The work I do is very important to me.	12.24	.00**
My job activities are personally meaningful to me.	5.97	0.00**
The work I do is meaningful to me.	5.47	0.01**
<i>Competence</i>		
I am confident about my ability to do my job.	16.07	0.00**
I am self-assured about my capability to perform my work activities.	11.60	0.00**
I have mastered the skills necessary for my job.	7.62	0.00**
<i>Self-Determination</i>		
I have significant autonomy in determining how I do my job.	6.15	0.00**
I can decide on my own how to go about doing my work.	6.42	0.00**

Table 4.23 Continue

Psychological Empowerment Dimensions	F-value	p-value
I have considerable opportunity for independence and freedom on how I do my job.	8.92	0.00**
<i>Influence</i>		
My impact on what happens in my department is large.	15.00	0.00**
I have a great deal of control over what happens in my department.	9.34	0.00**
I have significant influence over what happens in my department.	10.47	0.00**

* p-value \leq 0.05** p-value \leq 0.01

For further analysis using LSD, Table 4. 24 showed that:

Meaning

The respondents who worked as manager/head felt strongest whereas the supervisors felt stronger than the operational level that the work they do is very important to them. The respondents who worked as manager/head felt stronger than the respondents who worked as supervisor and operation that their job activities are personally meaningful to them. Lastly, the respondents who worked as manager/head felt stronger than the respondents who worked as operation that the work they do is meaningful to them.

Competence

The respondents who worked as manager/head felt strongest whereas the respondents who worked as supervisor felt stronger than the respondent who worked as operation that they are confident about their ability to do their job. The respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that they are self-assured about their capability to perform their work activities and they have mastered the skills necessary for their job.

Self-Determination

The respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that employees have significant autonomy in determining how they do their job and they can decide on their own how to go about doing their work. Among 3 job levels, the respondents who worked as manager/head felt strongest that they

have considerable opportunity for independence and freedom on how they do their job whereas the supervisor respondents felt stronger than the operation respondents for this attributes.

Influence

The respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that their impact on what happens in their department is significant and they have a great deal of control over what happens in their department. The respondents who worked as manager/head felt stronger than the respondents who worked as supervisor and operation that they have significant influence over what happens in their department.

Table 4.24 Multiple Comparison (LSD) between Job Level and Employee Empowerment

Employee Empowerment	Mean		
	Operation (N=255)	Supervisor (N=76)	Manager/Head (N=45)
<i>Meaning</i>			
The work I do is very important to me.	3.30a	3.51b	3.73c
My job activities are personally meaningful to me.	3.18a	3.24a	3.51b
The work I do is meaningful to me.	3.25a	3.38ab	3.56b
<i>Competence</i>			
I am confident about my ability to do my job.	3.28a	3.49b	3.73c
I am self-assured about my capability to perform my work activities.	3.26a	3.49b	3.62b
I have mastered the skills necessary for my job.	3.15a	3.37b	3.42b
<i>Self-Determination</i>			
I have significant autonomy in determining how I do my job.	3.14a	3.21b	3.49b
I can decide on my own how to go about doing my work.	3.12a	3.29b	3.44b
I have considerable opportunity for independence and freedom on how I do my job.	3.09a	3.26b	3.51c

Table 4.24 Continue

Employee Empowerment	Mean		
	Operation (N=255)	Supervisor (N=76)	Manager/Head (N=45)
<i>Influence</i>			
My impact on what happens in my department is large.	3.15a	3.49b	3.62b
I have a great deal of control over what happens in my department.	3.00a	3.28b	3.42b
I have significant influence over what happens in my department.	2.83a	3.00a	3.42b

Remark Mean with the same letter are not significant different at 5% level.

Job Level and Employee Commitment

The ANOVA results in Table 4.25 showed that there were significant differences between the respondents' job level and their perception toward all attributes ($p < 0.01$) except "I would recommend employment with my hotel to a friend".

Table 4.25 Job Level VS. Employee Commitment

Employee commitment	F-value	p-value
I have confidence in the future of my hotel.	9.25	0.00**
I feel proud to work for my hotel.	6.33	0.00**
I would recommend employment with my hotel to a friend.	2.27	0.10
Overall	7.13	0.00**

* $p\text{-value} \leq 0.05$ ** $p\text{-value} \leq 0.01$

For further analysis using LSD, Table 4.26 showed that the respondents who worked as manager/head and supervisor felt stronger than the respondents who worked as operation that they have confidence in the future of their hotel, they feel proud to work for their hotel. As a result, the overall commitment of managers and supervisors was higher than the operational level respondents.

Table 4.26 Multiple Comparison (LSD) between Job Level and Employee Commitment

Employee Commitment	Mean		
	Operation (N=255)	Supervisor (N=76)	Manager/Head (N=45)
I have confidence in the future of my hotel.	3.22a	3.47b	3.58b
I feel proud to work for my hotel.	3.34a	3.51b	3.67b
Overall	3.27a	3.43b	3.58b

Remark: Mean with the same letter are not significant different at 5% level.

Department and Job Satisfaction

Table 4.27 showed that there were no significant differences between the respondents who work in different departments and their perception toward job satisfaction.

Table 4.27 Department VS Job Satisfaction

Job Satisfaction Factors	F-value	p-value
<i>Work Organization and Condition</i>		
In my service, the organization of work allows everyone to do their job properly.	1.47	0.23
My manager encourages teamwork.	0.37	0.69
I enjoy working with my colleagues.	0.71	0.49
I am provided with good working conditions	1.14	0.32
<i>Communication and Recognition</i>		
My manager gives me regular feedback on my work.	1.15	0.32
I feel valued for my contribution/input to my business unit.	2.06	0.13
My total pay/compensation is fair when compared to similar jobs in other companies	0.14	0.87
<i>Management Style</i>		
I am satisfied with the level of autonomy I have in my job.	1.31	0.27
My managers sets a good example.	0.48	0.62
I am encouraged to use my initiative.	1.95	0.14

Table 4.27 Continue

Job Satisfaction Factors	F-value	p-value
<i>Trust</i>		
There is a strong mutual respect within my team.	0.67	0.51
I trust my manager.	0.83	0.43
I have confidence in the decisions made by the senior management.	1.00	0.37
<i>Well-being at Work</i>		
I feel respected as an individual.	0.01	0.99
I am able to manage the level of stress related to my job.	0.22	0.80
I manage to balance my work life and my personal life.	0.004	0.99
My entity is genuinely interested in the wellbeing of its employees.	0.45	0.64
<i>Purpose of My Job</i>		
I understand how my job contributes to the performance of my business unit.	0.39	0.67
My business unit implements actions to support sustainable development.	0.16	0.85
My experience at work reflects the hotel values.	0.92	0.40
<i>Professional Development</i>		
My job enables me to improve my skills.	0.14	0.87
The training I have received has helped me to improve my work performance.	2.08	0.13
Hotel gives me an opportunity to grow professionally.	0.10	0.90
I feel confident about my professional future at this hotel.	0.09	0.91
<i>Overall Job Satisfaction</i>		
Overall, I am satisfied with my current job.	1.20	0.30

* p-value \leq 0.05** p-value \leq 0.01

Department and Employee Empowerment

Table 4.28 showed that there were significant differences between the respondents' departments and their perception toward "I have significant influence over what happens in my department" attribute under "Influence" factor ($p \leq 0.05$).

Table 4.28 Department VS Employee Empowerment

Psychological Empowerment Dimensions	F-value	p-value
<i>Meaning</i>		
The work I do is very important to me.	1.45	0.23
My job activities are personally meaningful to me.	0.26	0.76
The work I do is meaningful to me.	0.97	0.38
<i>Competence</i>		
I am confident about my ability to do my job.	1.28	0.28
I am self-assured about my capability to perform my work activities.	0.96	0.38
I have mastered the skills necessary for my job.	2.84	0.06
<i>Self-Determination</i>		
I have significant autonomy in determining how I do my job.	0.62	0.53
I can decide on my own how to go about doing my work.	1.22	0.30
I have considerable opportunity for independence and freedom on how I do my job.	0.79	0.45
<i>Influence</i>		
My impact on what happens in my department is large.	0.12	0.89
I have a great deal of control over what happens in my department.	2.78	0.06
I have significant influence over what happens in my department.	3.06	0.05*

* p-value \leq 0.05** p-value \leq 0.01

For further analysis using LSD, Table 4.29 showed that the respondents who worked in Food and Beverage department felt stronger than the respondents who worked in Room Division and other departments that they have significant influence over what happens in their department.

Table 4.29 Multiple Comparison (LSD) between Department and Employee Empowerment

Employee Empowerment	Mean		
	F&B (N=72)	Room Division (N=159)	Others (N=145)
<u>Influence</u>			
I have significant influence over what happens in my department.	3.15a	2.88b	2.89b

Department and Employee Commitment

The ANOVA results in Table 4.30 showed that there were no significant differences between the respondents in different departments and their perception toward the employee commitment.

Table 4.30 Department VS. Employee Commitment

Employee commitment	F-value	p-value
I have confidence in the future of my hotel.	0.82	0.44
I feel proud to work for my hotel.	0.11	0.89
I would recommend employment with my hotel to a friend.	1.33	0.26
Overall	0.28	0.75

* p-value \leq 0.05** p-value \leq 0.01

Hotel Type and Job Satisfaction

Table 4.31 showed that there were significant differences between the respondents' hotel type and their perception toward "I trust my manager" attribute under "trust" factor ($p < 0.05$). The respondents who worked in independent hotel trusted their manager more than the respondents who worked in chain affiliated hotels.

Table 4.31 Hotel Type VS Job Satisfaction

Job Satisfaction Factors	Independent Hotel		Chain Affiliated		p-value
	(N=141)		Hotel (N=235)		
	Mean	S.D.	Mean	S.D.	
<i>Work Organization and Condition</i>					
In my service, the organization of work allows everyone to do their job properly.	3.21	0.64	3.25	0.62	0.57
My manager encourages teamwork.	3.42	0.63	3.42	0.65	0.95
I enjoy working with my colleagues.	3.44	0.60	3.43	0.62	0.85
I am provided with good working conditions	3.37	0.60	3.31	0.68	0.42
<i>Communication and Recognition</i>					
My manager gives me regular feedback on my work.	3.26	0.59	3.22	0.74	0.60
I feel valued for my contribution/input to my business unit.	3.34	0.55	3.39	0.66	0.43
My total pay/compensation is fair when compared to similar jobs in other companies	3.05	0.70	3.17	0.78	0.15
<i>Management Style</i>					
I am satisfied with the level of autonomy I have in my job.	3.21	0.63	3.31	0.65	0.19
My managers sets a good example.	3.38	0.60	3.24	0.73	0.06
I am encouraged to use my initiative.	3.24	0.61	3.27	0.70	0.69
<i>Trust</i>					
There is a strong mutual respect within my team.	3.34	0.61	3.26	0.73	0.33
I trust my manager.	3.43	0.60	3.27	0.78	0.04*
I have confidence in the decisions made by the senior management.	3.39	0.57	3.26	0.82	0.08
<i>Well-being at Work</i>					
I feel respected as an individual.	3.13	0.57	3.21	0.66	0.21
I am able to manage the level of stress related to my job.	3.25	0.57	3.26	0.58	0.88

Table 4.31 Continue

Job Satisfaction Factors	Independent Hotel		Chain Affiliated		p-value
	(N=141)		Hotel (N=235)		
	Mean	S.D.	Mean	S.D.	
I manage to balance my work life and my personal life.	3.27	0.63	3.28	0.59	0.95
My entity is genuinely interested in the wellbeing of its employees.	3.11	0.74	3.12	0.74	0.86
<i>Purpose of My Job</i>					
I understand how my job contributes to the performance of my business unit.	3.30	0.59	3.31	0.68	0.89
My business unit implements actions to support sustainable development.	3.19	0.72	3.25	0.71	0.43
My experience at work reflects the hotel values.	3.37	0.55	3.34	0.59	0.66
<i>Professional Development</i>					
My job enables me to improve my skills.	3.42	0.52	3.43	0.61	0.89
The training I have received has helped me to improve my work performance.	3.26	0.59	3.37	0.63	0.11
Hotel gives me an opportunity to grow professionally.	3.27	0.57	3.28	0.72	0.91
I feel confident about my professional future at this hotel.	3.26	0.67	3.21	0.71	0.51
<i>Overall Job Satisfaction</i>					
Overall, I am satisfied with my current job.	3.42	0.62	3.41	0.67	0.90

* p-value \leq 0.05** p-value \leq 0.01

Hotel Type and Employee Empowerment

Table 4.32 showed that there were significant differences between the respondents' hotel type and their perception toward "I have mastered the skills necessary for my job" attribute ($p \leq 0.01$) under "competence" factor and "I have a great deal of control over what happens in my

department” attribute ($p < 0.05$) under “influence” factor. The respondents who worked in chain affiliated hotels have more opportunity to master the skills necessary for their job and they have a greater deal of control over what happens in their department than the respondents who worked in independent hotels.

Table 4.32 Hotel Type VS Employee Empowerment

Employee Empowerment	Independent Hotel (N=141)		Chain Affiliated Hotel (N=235)		p-value
	Mean	S.D.	Mean	S.D.	
<i>Meaning</i>					
The work I do is very important to me.	3.42	0.56	3.37	0.63	0.43
My job activities are personally meaningful to me.	3.20	0.54	3.24	0.63	0.50
The work I do is meaningful to me.	3.29	0.56	3.33	0.62	0.52
<i>Competence</i>					
I am confident about my ability to do my job.	3.37	0.51	3.37	0.56	0.96
I am self-assured about my capability to perform my work activities.	3.32	0.55	3.36	0.56	0.55
I have mastered the skills necessary for my job.	3.12	0.57	3.28	0.55	0.01**
<i>Self-Determination</i>					
I have significant autonomy in determining how I do my job.	3.14	0.61	3.22	0.63	0.21
I can decide on my own how to go about doing my work.	3.12	0.61	3.22	0.63	0.13
I have considerable opportunity for independence and freedom on how I do my job.	3.12	0.61	3.20	0.68	0.28

Table 4.32 Continue

Employee Empowerment	Independent Hotel		Chain Affiliated		p-value
	(N=141)		Hotel (N=235)		
	Mean	S.D.	Mean	S.D.	
<i>Influence</i>					
My impact on what happens in my department is large.	3.27	0.69	3.26	0.67	0.91
I have a great deal of control over what happens in my department.	2.99	0.78	3.17	0.70	0.02*
I have significant influence over what happens in my department.	2.87	0.88	2.97	0.79	0.26

* p-value \leq 0.05** p-value \leq 0.01

Hotel Type and Employee Commitment

Table 4.33 showed that there were not significant differences between the respondents' hotel type and their perception toward employee commitment.

Table 4.33 Hotel Type VS Employee Commitment

Employee Commitment	Independent Hotel		Chain Affiliated		p-value
	(N=141)		Hotel (N=235)		
	Mean	S.D.	Mean	S.D.	
I have confidence in the future of my hotel.	3.32	0.61	3.31	0.64	0.82
I feel proud to work for my hotel.	3.41	0.67	3.41	0.61	0.93
I would recommend employment with my hotel to a friend.	3.28	0.68	3.27	0.76	0.89
Overall	3.34	0.56	3.33	0.57	0.91

* p-value \leq 0.05** p-value \leq 0.01

Objective 4 To examine the relationship between job satisfaction factors, employee empowerment dimension and employee commitment.

Multiple regression analysis was calculated using employee commitment as a dependent variable, while job satisfaction factors and employee empowerment dimensions were independent variables. The derived model could explain 61.7% of the variance in employee commitment level.

Table 4.34 showed that “Development”, “Well-being at work”, “Meaning”, “Competence” and “Influence” exerted positive correlation with the employee commitment level ($p < 0.05$). “Development” scored highest beta value (0.37), followed by “Meaning” (0.22), “Well-being at work” (0.15), “Competence” (0.11) and “Influence” (0.09). If hotels provide their employees the development opportunity and implement the concept of employee empowerment for “Meaning”, “Competence” and “Influence” dimensions, this could enhances their employee commitment level.

Table 4.34 Results of Regression Analysis

Model	Unstandardized		Standardized	t	Significance
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
(Constant)	-0.08	0.15		-0.54	0.59
Development	0.41	0.05	0.38	7.89	0.00*
Meaning	0.25	0.06	0.22	4.50	0.00*
Wellbeing	0.17	0.05	0.15	3.16	0.00*
Competence	0.14	0.06	0.11	2.42	0.01*
Influence	0.08	0.04	0.09	2.16	0.03*

*indicates statistically significant differences at $p \leq 0.05$

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions and Discussion

Objective 1 To measure the hotel employees' job satisfaction, empowerment and employee commitment in Krabi.

The results of this study show that the hotel employees in Krabi are satisfied with their work condition, communication and recognition, and management style exercised by their immediate supervisors. They trust and have confidence in their manager. They are happy with their well-being at work. They have a clear perception on how their work contributes to the hotel's success. They are also satisfied with the development opportunities and the independence and freedom on how to do their job. The overall job satisfaction and commitment are reasonably high.

The empowerment score for the hotel employees in Krabi indicated that they believe they could have a moderately high level of psychological empowerment. They believe they have the competence to perform their job in a proficient manner. They also indicate that the job has meaning for them. Their responses on the factors related to the dimension of influence indicate that they believe they could have more influence on the nature of their job.

Objective 2 To investigate the impacts of employee characteristics in terms of gender, age, education and working experience on their job satisfaction, empowerment and employee commitment.

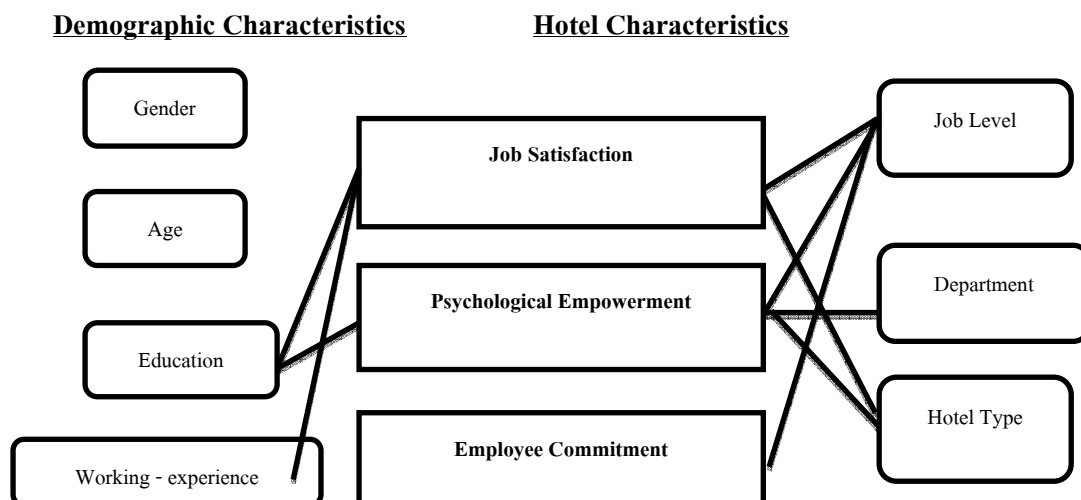


Figure 5.1 The influences of demographic and hotel characteristics on the

Psychological empowerment and employee commitment of hotel employees in Krabi.

Figure 5.1 shows the influence of demographic characteristics and job characteristics on job satisfaction, psychological empowerment and employee commitment. In this study, the demographic characteristics in term of gender and age do not have any impact on job satisfaction, psychological empowerment and employee commitment. In contrast, education and work experience have influence on the hotel employees' job satisfaction. Education also has influence on their psychological empowerment. The results support Price and Mueller (1986) who explained that people with different characteristic influence commitment and psychological empowerment. Locke (1969) also stated that demographic characteristics influence job satisfaction in service business.

Objective 3 To investigate the impacts of job characteristics in terms of job level, department and hotel type on the employees' job satisfaction, employee empowerment and employee commitment.

The hotel characteristics in term of job levels have an impact on the job satisfaction, psychological empowerment and employee commitment. This result supported Rue and Byars (1992), Schwepker, (2001), and Ellickson and Logsdon (2002) who explained that different job levels would influence different levels of job satisfaction, psychological empowerment and employee commitment. Additionally, this study found that hotel type has an impact on job satisfaction and psychological empowerment while the department they work for has an impact

on their psychological empowerment. Surprisingly, both demographic characteristics and hotel characteristics do not have influence on employee commitment.

Objective 4 To examine the relationship between job satisfaction factors, employee empowerment dimension and employee commitment.

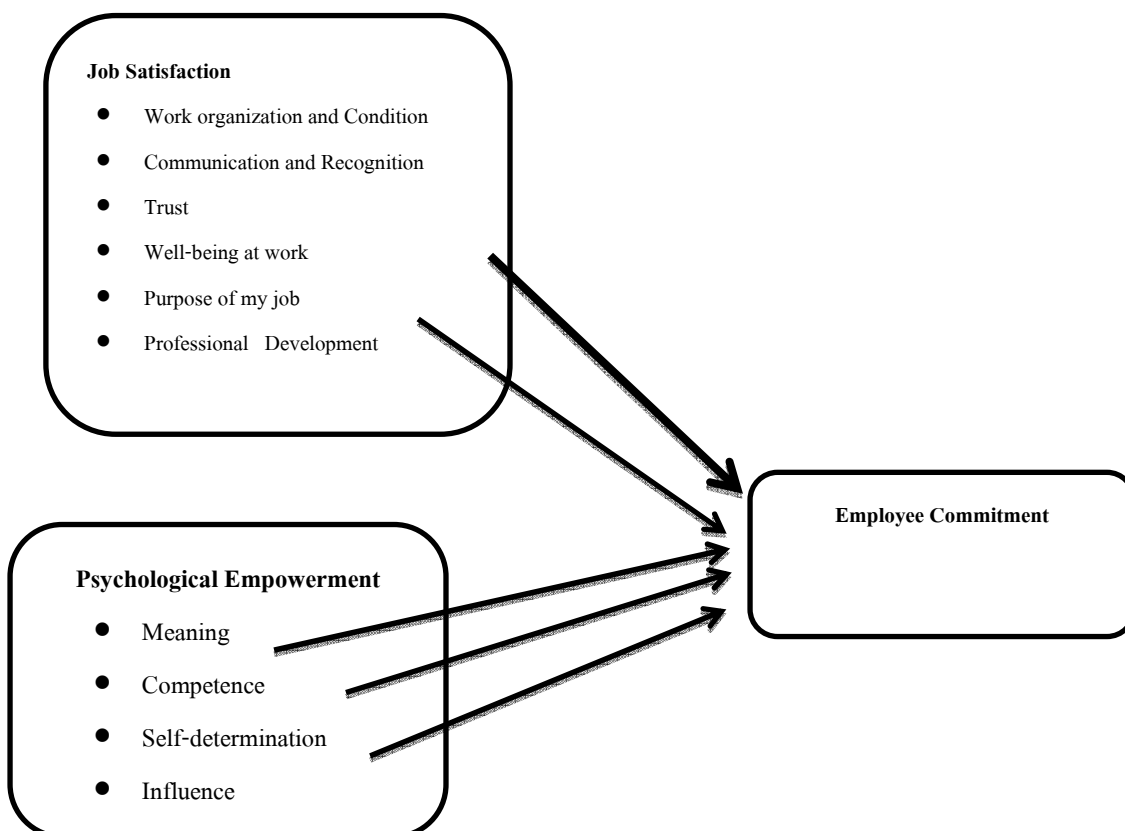


Figure 5.2 The relationship between job satisfaction, psychological empowerment and employee commitment.

As can be seen in Figure 5.2, the findings of this study support Yoon et al. (2001), Wang and Lee (2009), and He et al. (2010) that the psychological empowerment has positive effects on employee commitment. In this study, all psychological empowerment dimensions have effect on the employee commitment. Additionally, job satisfaction factors (well-being at work and professional development) have influence on employee commitment. These findings partially supports Mowday et al. (1982), Feinstein and Vondrasek (2001), Gaertner (1999) and Jernigan et al., (2002)

5.2. Recommendation

According to the results of the measurement of hotel employees' job satisfaction, empowerment and employee commitment in Krabi, the researcher would recommend the hotel managements in Krabi to maintain the working organization and condition, and to develop the supervisor to be a good role model to their employee as well as focus on their employees' needs by communicating among hotels to provide similar benefits to the hotels with employees who have a positive attitude. Furthermore, career development for existing employees in their hotel is also required as employees were satisfied with the hotel that they were working for. This can prevent the turnover rate.

Regarding the impacts of employee characteristics in terms of gender, age, education, and working experience on job satisfaction, empowerment, and commitment, the researcher would highlight the importance of the education level and working experience of employee who would have an authority, the decision maker, supervisor level and above should be well educated or develop themselves continually. However, hotels in Krabi could recruit their employee with any gender and age that suit the positions available and their ability if necessary and they would enjoy working in the hotel.

In connection to the impact of job characteristics in terms of job level, department, and hotel type on the employees' job satisfaction, employee empowerment, and employee commitment, the research would suggest hotels in Krabi to communicate with their employee for clearly understanding that all the job levels and positions are important to hotel and its clients. Hotels should continue to develop the hotel conditions, services, and employees' benefit to be similar to others to keep their staff working with them in long term especially the good performance employees.

The discussion result between the factors that had relationship with employee commitment has shown that "Professional Development", "Well-being at work", "Meaning", "Competence" and "Influence" had positive relationship with employee commitment.

In terms of professional development, both independent hotels and chain hotels are supposed to focus on items which got highest mean score because these items show that employee perceived it at highest level of their perception. The first was "job enables them to improve their skill", followed by "the training that employee got need to support their work

performance”, and “hotel give opportunity to growth”. This means that hotels should rotate their work and train employee to have a variety of skills in order to improve their skills such as training in standard of services, and useful languages (Chinese, Japanese, English, and language on majority guest of hotel) for guests contract employees. Some training would need to be attended outside the hotel to join with other organization, or invite professionals to train employees in order to support their work performance further. Moreover, hotels should have a fair evaluation process for employees in order to provide an opportunity to promote their growth while they are working in the hotel, which is better than hiring employees from other hotels to be a manager. This is costly and does not provide opportunity to grow for employees working currently in hotel.

In terms of well-being at work both independent hotel and chain hotel should focus on “managing to balance my work life and my personal life”, “Managing stress to their job”, and “respect” which were three of the highest items. Therefore both independent hotel and chain hotel need to provide flexible or planning of working schedule, which allows employees to request their break time or vacation in the future. The, manager should manage the amount of employee in each day in the future because, once employees can manage their working day and time, and break period or holidays, then work life balance will occur. Once work life balance occurs, hotels also need to provide service of psychologist at least once a year to provide recommendation not only for lower level of employee but also for the management level to understand what employees want and what stresses them in work life. The last item is the respect in the work place. Hotels need to provide promotions or celebrate employees who have been voted for employee of the month in order to let them be proud in their life while they are working in hotel. Following these recommendations will improve the well-being of employees.

In terms of Meaning, both independent hotel and chain hotel should focus on “the work that they did was important to them”, “the work they did is meaningful”, and “job activities are personally meaningful to them”. These items were very important because based on researcher experience employees quit easily because they did not know their importance in the hotel. Hotels need to explain day by day to employees in order to let them know how important their work is for the hotel. For example, the front officer is the first person to communicate with customer, therefore they are representative of hotel to meet customers, if they did not act well or did not look professional, it would directly affect the hotel in a negative way.

In terms of Competence, both independent hotel and chain hotel should focus on “confident about ability to work”, “self-assured about their capability to work”, and “mastered the skill that necessary for work”. These items were related toward the self-confidence. It is important for hotels to promote employees’ skills by using training and testing in order to let the employee understand their skill to work. For example, hotels need to test the English skill for each position that require different levels of English skill for example level 5 is for manager, level 4 is for front employee, level 3 and lower for others position. But everyone needs to do the test to let them know their skill and if they would like to retest they need to train first by trainer organized by hotel.

In terms of Influence, both independent hotel and chain hotel should focus on “employee impact to department”, “employees have great deal over what happen in their department”, “employee have significant influence over what happens in their department”. This is consistent with meaning factor that everyone in hotel would like to be important and meaningful in hotel. Therefore each department needs to suggest and explain the importance and influence of each duty toward department. Therefore, everyone needs to work for their department in order to create a good result for their department and hotel.

In conclusion, once these recommendations have been followed, the result will affect the employee commitment to work with both independent hotel and chain hotel for long run in the future.

5.3 Limitations and suggestion for further research

This research can separate the limitations into 2 main points.

The first limitation is size of sample which is maybe too small. It is the minimum rate of the sample size, because this research will interpret for the whole population working in both independent hotel and chain hotel in Krabi.

Next is the specification in terms of location of respondents. This research is a study in Krabi province, Thailand, but it addresses independent hotel and chain hotel all around Thailand. Therefore further research should be done in other provinces in order to compare with the results of this research.

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APPENDIX

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาในระดับปริญญาโท สาขาวิชาการจัดการ การบริการ และการท่องเที่ยวของมหาวิทยาลัยสงขลานครินทร์ โดยมีวัตถุประสงค์ในการวัดระดับการมอบอำนาจในงานเชิงจิตวิทยา ความพึงพอใจในงาน และความผูกพันทางใจต่อองค์กรของพนักงานโรงแรมในจังหวัดกระบี่ และท่านได้รับเกียรติเข้าร่วมเป็นส่วนหนึ่งของโครงการนี้ ข้าพเจ้าขอรับรองว่าข้อมูลทุกประการจะถูกเก็บเป็นความลับ

กรุณาทำเครื่องหมายกากบาท (x) หน้าคำตอบที่เป็นจริงที่สุด

ส่วนที่ 1 ข้อมูลทั่วไป

A. กรุณาระบุระดับตำแหน่งหน้าที่ในการทำงานของท่าน

- พนักงานระดับปฏิบัติการ
 หัวหน้างาน
 หัวหน้าแผนก
 EAM หรือ RM หรือผู้จัดการ โรงแรม
 ผู้จัดการทั่วไป

B. ท่านทำงานในโรงแรมแห่งนี้หรือกลุ่มนี้มาเป็นระยะเวลาเท่าไร(รวมระยะเวลาการโอนย้าย/การเลื่อนระดับ ภายในกลุ่มโรงแรมและภูมิภาค)

- น้อยกว่า 6 เดือน
 6 เดือน แต่น้อยกว่า 2 ปี
 2 ปี แต่น้อยกว่า 5 ปี
 มากกว่า 5 ปี

C. กรุณาระบุเพศของท่าน

- หญิง ชาย

D. สถานภาพทางครอบครัวของท่าน

- โสด หม้าย แต่งงาน

E. กรุณาระบุแผนกในการทำงานของท่าน

- แผนกบริการอาหารและเครื่องดื่ม
- แผนกครัว / ทำความสะอาดส่วนครัวและอุปกรณ์
- แผนกต้อนรับ
- แผนกแม่บ้าน / ซักรีด / ทำความสะอาดทั่วไป
- แผนกสันตนาการ
- ฝ่ายขายและการตลาด / ฝ่ายบริหารรายได้
- แผนกช่าง แผนกดูแลสวน
- แผนกทรัพยากรบุคคล แผนกฝึกอบรม แผนก
- แผนกรักษาความปลอดภัย
- แผนกการเงินและบัญชี ธุรกิจ งานบริหาร

F. กรุณาระบุอายุของท่าน

- ต่ำกว่า 25 ปี
- ระหว่าง 25 - 34 ปี
- ระหว่าง 35 - 44 ปี
- ระหว่าง 45 - 54 ปี
- มากกว่า 55 ปี

G. การศึกษาระดับสูงสุดของท่าน

- ชั้นประถมศึกษา
- ชั้นมัธยมศึกษาตอนต้น
- ชั้นมัธยมศึกษาตอนปลาย
- สายอาชีพ (ปวช หรือ ปวส)
- ปริญญาตรี
- ปริญญาโท
- อื่น ๆ โปรดระบุ _____

H. ประสบการณ์ในการทำงาน ท่านทำงานในโรงแรมมานานเท่าไรแล้ว

- น้อยกว่า 6 เดือน
 6 เดือน แต่น้อยกว่า 2 ปี
 2 ปี แต่น้อยกว่า 5 ปี
 5 ปี แต่น้อยกว่า 8 ปี
 8 ปี แต่น้อยกว่า 11 ปี
 มากกว่า 11 ปี

I. ภูมิภาคเดิมของท่าน

- ภาคเหนือ
 ภาคตะวันออกเฉียงเหนือ
 ภาคกลาง
 ภาคตะวันออก
 ภาคใต้

กรุณาระบุชื่อโรงแรมของท่าน

เพื่อการเก็บรักษาข้อมูลเป็นความลับ ท่านไม่ต้องระบุชื่อของโรงแรม หากท่านดำรงตำแหน่ง EAM, RM, ผู้จัดการโรงแรม, ผู้จัดการทั่วไป เพียงระบุว่า ท่านทำงาน
 โรงแรมในเครือ _____ หรือ โรงแรม อิสระ _____

แบบสอบถาม

ส่วนที่ 2 ข้อมูล ความคิดเห็น ข้อเท็จจริงที่เกิดขึ้นในงานและโรงแรมที่ท่านปฏิบัติงานอยู่
กรุณาทำเครื่องหมายกากบาท (x) ในกล่องสี่เหลี่ยมที่ตรงกับความคิดเห็นของท่านมากที่สุด

ระดับคะแนนตามความคิดเห็น

(4) เห็นด้วยอย่างยิ่ง (3) เห็นด้วย (2) ไม่เห็นด้วย (1) ไม่เห็นด้วยอย่างยิ่ง (0) ไม่ทราบ/ ไม่มี

ความเกี่ยวข้อง

ตัวชี้วัด	ระดับคะแนนความคิดเห็น				
	4	3	2	1	0
เกี่ยวกับลูกค้า(ทั้งผู้ร่วมงานภายในและ/หรือลูกค้าภายนอกโรงแรมของท่าน)					
1. ในหน่วยงานของข้าพเจ้าเราพร้อมที่จะปรับปรุงการบริการของเราให้ตรงกับความต้องการของลูกค้า					
2. ในทีมของข้าพเจ้าเราพยายามนำเสนอนวัตกรรมและสิ่งใหม่ๆเพื่อมอบให้กับลูกค้าของเรา					
3. ลูกค้ามีความพึงพอใจกับบริการที่เราแนะนำเสนอ					
ระบบการจัดการและสภาพแวดล้อมขององค์กร					
4. ในหน่วยงานบริการของข้าพเจ้าระบบการจัดการขององค์กรทำให้พนักงานทุกคนสามารถทำงานได้อย่างเหมาะสม					
5. ผู้จัดการของข้าพเจ้าส่งเสริมการทำงานเป็นทีม					
6. ข้าพเจ้ามีความสุขในการทำงานกับเพื่อนร่วมงานของข้าพเจ้า					
7. ข้าพเจ้ามีสภาพแวดล้อมในการทำงานที่ดี					
การสื่อสารและข่าวสารต่างๆ					
8. ผู้จัดการของข้าพเจ้าแสดงความคิดเห็นต่อผลงานของข้าพเจ้าเสมอ					
9. ข้าพเจ้ารู้สึกภูมิใจกับสิ่งที่ข้าพเจ้าทุ่มเท/สิ่งที่ทำประโยชน์ให้กับหน่วยงานของข้าพเจ้า					

ตัวชี้วัด	ระดับคะแนนความ คิดเห็น				
	4	3	2	1	0
10. ค่าตอบแทนทั้งหมดที่ข้าพเจ้าได้รับเป็นไปอย่างยุติธรรมเมื่อเปรียบเทียบกับงานในลักษณะเดียวกันกับบริษัทอื่นๆ					
รูปแบบการบริหารจัดการ					
11.ข้าพเจ้าพึงพอใจกับสิทธิในการจัดการหรือการตัดสินใจที่เกี่ยวข้องกับหน้าที่และบทบาทในการทำงานของข้าพเจ้า					
12.ผู้จัดการของข้าพเจ้าปฏิบัติเป็นแบบอย่างที่ดีข้าพเจ้าต่อพนักงาน					
13.ข้าพเจ้าได้รับการส่งเสริมให้ริเริ่มทำสิ่งใหม่ๆ					
ความไว้วางใจ					
14. ในทีมของข้าพเจ้ามีความเคารพซึ่งกันและกันเป็นอย่างดี					
15. ข้าพเจ้าเชื่อมั่นในผู้จัดการของข้าพเจ้า					
16.ข้าพเจ้ามีความมั่นใจในการตัดสินใจของผู้บริหารระดับอาวุโส					
สวัสดิภาพในการทำงาน					
17. ข้าพเจ้ารู้สึกว่าได้รับการเคารพและการยอมรับจากบุคคลอื่น					
18.ข้าพเจ้าสามารถจัดการกับความเครียดที่เกิดขึ้นจากการทำงานของข้าพเจ้าได้					
19.ข้าพเจ้าสามารถสร้างความสมดุลระหว่างชีวิตการทำงานและชีวิตส่วนตัวได้					
20. องค์กรของข้าพเจ้าให้ความใส่ใจอย่างแท้จริงในเรื่องความเป็นอยู่ที่ดีของพนักงาน					
ความเข้าใจในงานของข้าพเจ้า					
21.ข้าพเจ้า เข้าใจเป็นอย่างดีว่างานของข้าพเจ้ามีส่วนสนับสนุนในความสำเร็จของหน่วยงานเพียงใด					
22. การปฏิบัติงานของหน่วยงานของข้าพเจ้าส่งเสริมให้เกิดการพัฒนาอย่างยั่งยืน (ต่อสิ่งแวดล้อมการประหยัดพลังงานการจัดการด้านของเสีย การบำบัดเรื่องน้ำส่งเสริมการพัฒนาของชุมชนท้องถิ่น เป็นต้น)					

ตัวชี้วัด	ระดับคะแนนความ คิดเห็น				
	4	3	2	1	0
23. ข้าพเจ้านำแนวทางปฏิบัติ (ค่านิยม) ของโรงแรมเช่นความคิดสร้างสรรค์ ความมุ่งมั่นเพื่อความสำเร็จความสามารถในการทำงานการให้ความเคารพ ความไว้วางใจซึ่งกันและกันมาใช้ในการทำงานหรืออื่นๆ					
ความหลากหลาย					
24.หน่วยงานของข้าพเจ้ากระตุ้นหรือรื้อฟื้นให้เกิดความหลากหลายในการทำงาน (เช่นสร้างความเสมอภาคทางเพศไม่กีดกันทางด้านอายุยอมรับในความต่างทาง วัฒนธรรม)					
การพัฒนาด้านอาชีพ					
25. งานของข้าพเจ้าสามารถทำให้ฉันได้พัฒนาทักษะและความสามารถในการ ทำงาน					
26. การฝึกอบรมที่ข้าพเจ้าได้รับช่วยพัฒนาให้การทำงานของฉันดีขึ้น					
27. โรงแรมให้โอกาสข้าพเจ้าเจริญก้าวหน้าอย่างมืออาชีพ					
28. ข้าพเจ้ามีความมั่นใจในอนาคตการทำงานของข้าพเจ้ากับ โรงแรมแห่งนี้					
ความผูกพันที่มีต่อโรงแรมของข้าพเจ้า					
29. ข้าพเจ้ามีความมั่นใจในอนาคตของ โรงแรมของข้าพเจ้า					
30.ข้าพเจ้าภูมิใจที่ได้ทำงานกับ โรงแรมของข้าพเจ้า					
31.ข้าพเจ้าจะแนะนำให้เพื่อนของข้าพเจ้ามาร่วมงานกับ โรงแรมของข้าพเจ้า					
ความสำคัญ					
32. งานที่ข้าพเจ้าทำมีความสำคัญต่อข้าพเจ้าเป็นอย่างมาก					
33.ทุกกิจกรรมในงานของฉันทำให้ฉันรู้สึกว่าคุณมีความสำคัญ					
34. งานที่ฉันทำเป็นงานที่น่าข้าพเจ้าสนใจสำหรับข้าพเจ้า					
ความสามารถ/ความชำนาญ					
35.ข้าพเจ้ามั่นใจในความสามารถในการทำงานของข้าพเจ้า					
36.ข้าพเจ้าเชื่อมั่นในขีดความสามารถของข้าพเจ้าในการปฏิบัติหน้าที่ ในกิจกรรมงานต่างๆที่รับผิดชอบ					

ตัวชี้วัด	ระดับคะแนนความ คิดเห็น				
	4	3	2	1	0
37. ข้าพเจ้ามีความเชี่ยวชาญในทักษะต่างๆที่จำเป็นต่องานของข้าพเจ้า					
ความมุ่งมั่น					
38. ข้าพเจ้ามีสิทธิมากพอในการกำหนดว่าข้าพเจ้าจะทำงานของข้าพเจ้าอย่างไร					
39. ข้าพเจ้าสามารถตัดสินใจด้วยตัวเองว่าจะทำอะไรในงานของข้าพเจ้า					
40. ข้าพเจ้า มีโอกาสในการพิจารณาอย่างอิสระว่าข้าพเจ้าจะทำงานอย่างไร					
ผลกระทบ					
41. งานที่ทำข้าพเจ้ามีความสำคัญและมีผลต่อแผนกของข้าพเจ้าอย่างมาก					
42. ข้าพเจ้า สามารถควบคุม ได้เป็นอย่างดีต่อสิ่งที่เกิดขึ้นในแผนกของข้าพเจ้า					
43. ข้าพเจ้ามีอิทธิพลอย่างมากต่อสิ่งที่เกิดขึ้นในแผนกของข้าพเจ้า					
ข้อมูลทั่วไปเพิ่มเติม					
44. โดยรวมแล้วข้าพเจ้าพึงพอใจกับงานปัจจุบันของข้าพเจ้า					

กรุณาอ่านข้อความดังต่อไปนี้ และ เลือกคำตอบ (โดยใช้เครื่องหมาย X) ที่อธิบายถึงสถานการณ์ที่
เกี่ยวข้องกับตัวท่านได้ดีที่สุด

45. ในช่วง 12 เดือนที่ผ่านมาข้าพเจ้า ได้รับการฝึกอบรมอย่างน้อย 1 ครั้ง (อาทิ การฝึกอบรมผ่านระบบเครือข่ายทางคอมพิวเตอร์หรือการเรียนรู้ผ่านแผ่นซีดีหรือการฝึกอบรมที่เกิดขึ้นระหว่างการปฏิบัติงานจริง เป็นต้น)

ได้ ไม่ได้ ไม่ได้ เนื่องจากยังทำงานไม่ครบ 1 ปี

46. ในช่วง 12 เดือนที่ผ่านมาข้าพเจ้าได้รับการประเมินผลการทำงานโดยผู้จัดการของข้าพเจ้า

ได้ ไม่ได้ ไม่ได้ เนื่องจากยังทำงานไม่ครบ 1 ปี

► ขอขอบพระคุณในการตอบแบบสอบถามและให้ความร่วมมือ

QUESTIONNAIRE - IN ENGLISH

PART 1 GENERAL INFORMATION

Please mark (X) in front of the correct answer

A. What is your job lever?

- Operation
- Supervisor
- Manager/ Head of Department
- EAM or RM or Hotel Manager
- General Manager

B. How long have you been working for this hotel or this group of hotel? Including transfers/promoted with in hotels or Regions.

- Less than 6 months
- 6months to 2 years
- 2years to 5 years
- 5 years or more

C. Are you?

- Female
- Male

D. Your family status?

- Single
- Widow
- Married

E. Where do you work/what is your department in the hotel?

- Food & Beverage Department
- Kitchen / Food Preparation Department
- Front Office Department
- Housekeeping Department
- Sport and Activity Department
- Sales & Marketing Department

Engineering or Gardening Department

Human Resources Department

Security Department

Finance or Administration Department

F. What is your age?

Lower than 25 years old

Between 25-34 years old

Between 35-44 years old

Between 45-54 years old

Over than 55 years old

G. What is your highest education?

Primary School

Secondary School

High School

Vocational College

Bachelor's Degree

Master's Degree and above

Other, please specific

H. Your working experience, How long have you been working in Hotel?

Less than 6 months

6months to 2 years

2years to 5years

5years to 8 years

8years to 11years

11 years and more

I. If you are Thai, where do you original from ?

___ Northern Part

___ North Eastern Part

___ Central Part

___ Eastern Part

___ Southern Part

What is the name of your hotel?, please specific your hotel name in block letter.

(HOTEL NAME)

For confidentiality reason, if you are EAM, RM, Hotel Manager, or General Manager. Please do not indicate your hotel name.

Please advise only if you are working for

_____ Chain – Affiliated Hotel

_____ Independent Hotel

Questionnaire

Part 2 The information concerning to your job in the hotel and currently duty.

Please tick in the box that reflect the best on your opinion.

Level of your opinion

(4) Strongly Agree(3) Agree(2) Disagree(1)Strong disagree 0) No comment/not concerned

Indicators	Level of your opinion				
	4	3	2	1	0
<i>CLIENTS (INTERNAL AND EXTERNAL)</i>					
1. In my business unit, we easily adapt to the need of our customers.					
2. In my team, we find and implement innovative actions for our customers.					
3. Customers are satisfied with the services we deliver.					
<i>WORKING ORGANISATION AND CONDITIONS</i>					
4. In my service, the organization of work allows everyone to do their job properly.					
5. My manager encourages team work.					
6. I enjoy working with my colleagues.					
7. I am provided with good working conditions.					
<i>COMMUNICATION AND RECOGNITION</i>					
8. My manager gives me regular feedback on my work.					
9. I feel valued for my contribution/input to mu business unit.					
10. My total pay/compensation is fair when compare to similar jobs in other companies.					

Indicators	Level of your opinion				
	4	3	2	1	0
<i>MANAGEMENT STYLE</i>					
11. I am satisfied with the level of autonomy I have in my job.					
12. My manager set a good example.					
13. I am encouraged to use my initiative.					
<i>TRUST</i>					
14. There is a strong mutual respect within my team.					
15. I trust my manager.					
16. I have confidence in the decisions made by the Senior Management.					
<i>WELL-BEING AT WORK</i>					
17. I feel respected as an individual.					
18. I am able to manage the level of stress related to my job.					
19. I manage to balance my work life and my personal life.					
20. My entity is genuinely interested in the well-being of its employees.					
<i>PURPOSE OF MY JOB</i>					
21. I understand how my job contributes to the performance of my business unit.					
22. My business unit implements actions to support sustainable development (Environment, Energy Savings, Waste Management, Water treatment, support to its local community)					
23. My experience at work reflects the hotel values (ie. Innovation, spirit of Conquest, Performance, Respect, Trust) of others.					

Indicators	Level of your opinion				
	4	3	2	1	0
<i>DIVERSITY</i>					
24. My business unit is proactive in addressing questions of diversity (Gender Equality, Age, Discrimination, Cultural Diversity)					
<i>PROFESSIONAL DEVELOPMENT</i>					
25. My job enables me to improve my skills.					
26. The training I have received has helped me to improve my work performance.					
27. Hotel gives me an opportunity to grow professionally.					
28. I feel confident about my professional future at this hotel.					
<i>COMMITMENT TO MY HOTEL</i>					
29. I have confidence in the future of my hotel.					
30. I feel proud to work for my hotel.					
31. I would recommend employment with my hotel to a friend.					
<i>MEANING</i>					
32. The work I do is very important to me.					
33. My job activities are personally meaningful to me.					
34. The work I do is meaningful to me.					
<i>COMPETENCE</i>					
35. I am confident about my ability to do my job.					
36. I am self-assured about my capability to perform my work activities.					
37. I have mastered the skills necessary for my job					

Indicators	Level of your opinion				
	4	3	2	1	0
<i>SELF-DETERMINATION</i>					
38. I have significant autonomy in determining how I do my job.					
39. I can decide on my own how to go about doing my work.					
40. I have considerable opportunity for independence and freedom on how I do my job.					
<i>IMPACT</i>					
41. My impact on what happens in my department is large.					
42. I have a great deal of control over what happens in my department.					
43. I have significant influence over what happens in my department.					
<i>ADDITIONAL INDICATORS</i>					
44. Over all, I am satisfied with my current job.					

REVIEW THE FOLLOWING AND SELECT THE RESPONSE (WITH AN X) THAT BEST DESCRIBES YOUR SITUATION

45. I HAVE RECEIVED AT LEAST ONE FORM OF TRAINING IN THE PAST 12 MONTHS (ONLINE, CD TRAINING, ON-THEJOB TRAINING, ETC.)

YES NO NO, LESS THAN ONE YEAR EMPLOYMENT

46. I HAVE HAD A PERFORMANCE APPRAISAL /EVALUATION WITH MY MANAGER IN THE PAST 12 MONTHS

YES NO NO, LESS THAN ONE YEAR EMPLOYMENT

► **Thank you for your kind participation**



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Letter of Acceptance**MANUSCRIPT NO: 2015-10****AUTHOR: MR. NARONGCHAI U-THANANG****TITLE: A Comparative Study of Psychological Empowerment and Employee
Commitment between Chain-affiliated and Independent Hotels in Krabi**Dear **MR. Narongchai U-Thanang**,

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled “**A Comparative Study of Psychological Empowerment and Employee Commitment between Chain-affiliated and Independent Hotels in Krabi**” 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,**Ajarn Napacha Prapawadee****Associate Dean for Academic Affairs****Acting Dean of Faculty of International Studies****JIS**

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