



**Employee Engagement in Independent Hotels in Phuket**

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Master of Business Administration in Hospitality and Tourism Management**

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ชื่อวิทยานิพนธ์	ความผูกพันของพนักงานต่อองค์กรในโรงแรมอิสระในจังหวัดภูเก็ต
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### บทคัดย่อ

งานวิจัยเรื่อง “ความผูกพันของพนักงานต่อองค์กรในโรงแรมที่มีการบริหารจัดการด้วยตนเอง ในจังหวัดภูเก็ต” มีวัตถุประสงค์เพื่อ 1) ระบุระดับความผูกพันต่อองค์กรในทัศนคติของพนักงาน 2) วิเคราะห์ปัจจัยขับเคลื่อนและผลกระทบต่อความผูกพันต่อองค์กร และ 3) รายงานให้ทราบถึงความผูกพันขององค์กร โดยกำหนดให้พนักงาน และนายจ้างที่มีส่วนเกี่ยวข้องโดยตรงในกิจกรรมอันเนื่องมาจากความผูกพันของพนักงานต่อองค์กรเป็นกลุ่มเป้าหมายหลักในการทำการวิจัย งานวิจัยชิ้นนี้ได้ประยุกต์ใช้ระเบียบวิธีวิจัยเชิงคุณภาพด้วยการสัมภาษณ์นายจ้าง และใช้ระเบียบวิธีวิจัยเชิงปริมาณโดยการใช้แบบสอบถามกับพนักงานโรงแรม ผู้วิจัยได้ส่งแบบสอบถามไปยังโรงแรมต่างๆจำนวน 130 แห่งในจังหวัดภูเก็ต และมี 16 โรงแรมให้ความร่วมมือในการกระจายแบบสอบถามให้พนักงานและมีเพียง 3 โรงแรมที่อนุญาตให้เข้าสัมภาษณ์จากการเก็บข้อมูลโดยใช้แบบสอบถาม มีแบบสอบถามที่ตอบกลับมาจำนวน 352 ชุด และมีการสัมภาษณ์ผู้จัดการทั่วไป จำนวน 1 คน และ เจ้าของโรงแรม จำนวน 2 คน

ผลการวิเคราะห์ข้อมูลเพื่อระบุความผูกพันต่อองค์กรในทัศนคติของพนักงาน พบว่าพนักงานค่อนข้างมีความผูกพันต่อองค์กร เมื่อวิเคราะห์ปัจจัยขับเคลื่อนให้เกิดความผูกพันต่อองค์กรทั้ง 7 ได้แก่ โอกาสในการฝึกอบรมและพัฒนา ภาวะผู้นำ การทำงานและการประเมิน การได้รับการยอมรับและการให้รางวัล ความสัมพันธ์กับผู้ร่วมงาน ความเป็นมิตรกับสถาบันครอบครัว และลักษณะงานที่ทำ พบว่าพนักงานมีความรู้สึกที่ดีต่อปัจจัยทั้งหมด ยกเว้นการได้รับการยอมรับและการให้รางวัล นอกจากนี้ปัจจัยขับเคลื่อนที่มีอิทธิพลต่อความผูกพันต่อองค์กรมากที่สุดคือ ความสัมพันธ์กับผู้ร่วมงาน รองลงมาคือภาวะผู้นำ การได้รับการยอมรับและการให้รางวัล และความเป็นมิตรกับสถาบันครอบครัว

ในส่วนของนายจ้าง พบว่านายจ้างมีความเห็นว่าพนักงานมีความผูกพันกับองค์กร ก่อนข้างต่ำ โดยเฉพาะพนักงานที่มีความสามารถ สาเหตุคือการไม่ได้รับโอกาสในการฝึกอบรม และพัฒนา การไม่ได้รับการยอมรับและการให้เงินรางวัลที่เหมาะสม และ ขาดภาวะผู้นำที่ดี นอกจากนี้มาตรการในการกระตุ้นให้เกิดความผูกพันต่อองค์กรยังไม่ชัดเจน เนื่องจากขาดการปฏิบัติต่อปัจจัยขับเคลื่อนที่มีส่วนกระตุ้นให้เกิดความผูกพันต่างๆอย่างจริงจัง

ข้อเสนอแนะของงานวิจัยคือ การให้ความสนใจในการสำรวจค่าตอบแทนในภาคอุตสาหกรรม รวมถึงเครื่องมือต่างๆที่จะช่วยให้ได้รับทราบถึงข้อมูลและแนวโน้มอัตราค่าจ้าง และทำการสำรวจเพื่อให้ทราบถึงความต้องการในด้านต่างๆของพนักงาน นอกเหนือจากค่าจ้างหรือค่าตอบแทนที่เป็นเงิน โรงแรมควรให้พนักงานที่มีความสามารถมีโอกาสในการเรียนรู้ ฝึกอบรม และพัฒนาความรู้ทักษะที่จำเป็นสำหรับการพัฒนางานและก้าวหน้าในวิชาชีพ ตลอดจนควรมีการพัฒนาผู้จัดการในทุกระดับให้มีทักษะในการเป็นผู้นำที่ดี มีความสามารถในการสื่อสารและการปฏิสัมพันธ์ ที่สำคัญ ผู้จัดการหรือผู้นำจะต้องตระหนักถึงหน้าที่ในอันที่จะพัฒนาความผูกพันของพนักงานต่อองค์กรให้มากขึ้น อย่างไรก็ตามแม้ว่าปัจจัยขับเคลื่อนบางตัวจะมีความสำคัญมากกว่าปัจจัยขับเคลื่อนอื่นๆ องค์กรจำเป็นต้องให้ความสนใจปัจจัยขับเคลื่อนทุกตัวเพื่อให้เข้าใจความต้องการและการให้ความสำคัญที่แตกต่างกันของกลุ่มพนักงาน เพื่อให้สามารถตอบสนองความต้องการของแต่ละกลุ่มได้อย่างเหมาะสม เพื่อจะนำไปสู่การเพิ่มระดับความผูกพันและส่งผลให้พนักงานยึดมั่นในเป้าหมายทั้งส่วนตนและขององค์กรอันจะนำไปสู่ผลสำเร็จร่วมกันของทั้งสองฝ่าย

**คำสำคัญ:** ความผูกพันของพนักงาน, โรงแรมอิสระ, ปัจจัยขับเคลื่อนให้เกิดความผูกพัน, ระดับความผูกพัน, ภูเก็ต

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## **ABSTRACT**

The objectives of the study were to 1) identify the level of engagement from the employee's point of view, 2) measure employee attitude toward the engagement motivational drivers and its impact, and 3) reveal the engagement of organization. The targeted population was defined as employees and employers who are directly involved with the employees in engaged performance. Both quantitative and qualitative methods were applied. The questionnaires were distributed to 130 hotels in Phuket, 16 hotels agreed to support this study and distributed the questionnaires to their employees. However, out of 16, only 3 hotels agreed to participate in the interview. Finally, 352 completed questionnaires were returned and 3 interviews were conducted with one general manager and two hotel owners.

These findings revealed that the respondents had moderate engagement characteristics. Overall, the respondents perceived that they have adequate training and development opportunities, efficient leaders, quite clear review and adequate communication within their organization, good relationships with co-workers, hotels are flexible with respect to their family responsibilities and are satisfied with their jobs. They neither agreed nor disagreed that recognition and rewards are good enough. The results showed that "Relationship with co-workers", "Leadership", "Recognition and rewards", and "Family friendliness" exerted positive correlation with the employee engagement level. Beside, gender and education have a significant impact on the employees' engagement level and their perception toward motivational drivers. Although position also has an impact on these motivational drivers, the engagement level does not differ among the respondents in different position.

For organization engagement, this research found that it was not reflected high level of engagement due to lack of practice in some important factors i.e. poor training and development, poor leadership and poor recognition and monetary reward. This study reveals a possibility low level of organization engagement.

Research suggested concentrating on compensation; by using industry surveys and other data tools to stay informed on wage trends, survey employees to find out what perks, benefit and forms of compensation other than money engage them. Also improve manager's leadership, communication and interpersonal skills through coaching, training and feedback. Managers and leaders should pay more attention to their role in developing employee engagement. Although one driver may be more important than the others, however, it is necessary to pay attention to all drivers in order to understand the needs and priorities of different groups of employees so appropriate action can be determined to meet those needs. This will help to increase the level of engagement and influence employees to tie goals and business objectives in order to benefit both employees and organization.

**Keywords:** Employee Engagement, Independent Hotel, Engagement Drivers, Level of Engagement, Phuket

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Anatchai Nilsiri

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## LIST OF ABBREVIATIONS AND SYMBOLS

AIM	Australian Institute of Management
BHI	Batrus Hollweg International
CLC	Corporate Leadership Council (CLC)
DDG	Double Digit Growth
EPS	Earning per share
HR	Human Resources
IES	Institute for Employment Studies
SDG	Single Digit Growth
TAT	Tourism Authority of Thailand

## CHAPTER 1

### INTRODUCTION

#### 1.1 Statement of the Problem

In the past decade, things were simple for the hospitality industry in Thailand i.e. low costs, low margins, and high volume. The hotels expected job loyalty from employees while employees were counting on job security and many intended to stay with the companies for their entire working lives. Today, things are more complicated; more competition and higher demands on profit margin and shareholder return and high expectation from the customer. In order to meet with those demands, hotels had to find new ways of motivation and making employee more productive. At the same time, employees are also looking for something in return from the hotels. Many hotels spend a lot of money on all forms of developing their human resources and the workplace. They try to attract and retain the best employees for as long as possible to maintain their competitive advantage. With the growing competition for recruit and retain employees, especially in these times of market uncertainty and competitiveness, some hotels such as Marriott, Hilton and Holiday Inn have implemented the employee engagement program to engage the best employees to sustain business in the future.

From the author's experience as a manager in the hotel industry for many years, human resources development in small independent hotels shows a highly personalized approach. The training plan in any formal sense or money set aside for training on an annual basis and learning approaches are not sequential and balanced, but developed and executed in an incremental trial and error manner often focusing on short term survival. The challenge today is not just retaining talented employees but fully engaging them, capturing their hearts and minds at each stage of their work (Lockwood, 2007). While most of the international hotel chains nowadays consider and treat employees as important assets and retain valued employees within the organization, unfortunately, there are many independent hotels facing valued employees leaving the companies. Furthermore, since these independent hotels are internally lacking in strong business orientation, financial, management, human resources and employee skills, it could be assumed that their traditional position in the industry structure is becoming ever more clear-cut

in term of business practices, further contributing in endangerment. In additional, with low HR practices in independent hotels can make a different impact on valuable human capital joining the competition. Employee engagement emphasizes the important of employee communication on the success of business (Vazirani, 2007). When low HR practices in small independent hotels were the result of lack of HR professionalism, no ability to create and develop quality practices program within the workplace, therefore it is very interesting to find out how and what can those small independent hotels can do about employee engagement within their own companies i.e. to keep their best employees.

In recent years, a number of studies have focused on employee engagement and its link to company performance and sustainability. There are many global consulting firms such as Hay Group, Watson Wyatt, Gallup Organization, Blessing White, Hewitt Associates, all focused on human resources and also play important role in employee engagement studies. Employee engagement is a concept that is generally viewed as a matter of will. Engaged Employees feel a strong emotional connection to their work.

The purpose of this study was to identify the engagement factors that influence employees in independent hotels in Phuket and investigate the level of engagement of the hotel employees and employers. The results of this study would be beneficial for the independent hotels to retain their employees and turn their employees into engaged employees who are productive and support the hotel to maximize their operating performance.

## 1.2 Related Literature

### 1.2.1 Understanding Employee Engagement

What is exactly Employee Engagement? It can be seen as a combination of commitment to the organization and its values plus a willingness to help out colleagues. It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be 'required' as part of the employment contract. Definition of Employee Engagement is a widely defined concept, developed principally from the consulting companies. As a result, each consulting firm asserts different definitions of concept, component element and resulting business outcomes. While there are many studies conducted by a very credible consulting firm that successfully finds links between employee engagement and desirable business outcomes such as retention of talent, individual performance, team performance and financial performance etc. Table 1.1 shows some meanings of employee engagement which may vary and according to the understanding of each company.

**Table 1.1** Employee Engagement Definitions

Company	Definition
Caterpillar	"the extent of employees' commitment, work effort, and desire to stay in an organization"
Dell Inc	"to complete today, companies need to win over the minds (rational commitment) and the hearts (emotional commitment) of employee in ways that lead to extraordinary effort"
Intuit Inc	"how an employee thinks and feels about, and acts toward his or her job, the work experience and the company"
Corporate Leadership Council (CLC)	"the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of the commitment"
Develop Dimensions International	"the extent to which people enjoy and believe in what they do, and feel valued for doing it"



**Table 1.1** Employee Engagement Definitions (Continue)

The Gallup Organization	“the involvement with and enthusiasm for work”
Hewitt associates	“the state of emotional and intellectual commitment to an organization or group producing behavior that will help fulfill an organization’s promises to customers-and, in so doing, improve business results”
Institute for Employment Studies (IES)	“a positive attitude held by the employee toward the organization and its values”
Kenexa	“the extent to which employees are motivated to contribute to organization success, and are willing to apply discretionary effort (extra time, brainpower and effort) to accomplishing tasks that are important for the achievement of organizational goals”
Towers Perrin	“the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy”

Adapted from Vance (2006)

### 1.2.2 Characteristics of Engaged Employees

Engagement characteristic may vary by many factors: personal or job characteristic (age, length of service, role/occupation), work experience (harassment/work accident, interaction with managers), individual attitude etc. Table 1.2 shows some characteristics of engagement defined by credible consulting firms.

**Table 1.2** Engaged Employee Characteristics

Sources	Characteristics Description
Gallup Organization (2006)	<p>there are three types of engaged employees</p> <ol style="list-style-type: none"> <li>1) Engaged employees are the star in the company, they feel a strong connection to the values and mission statement, and always looking for ways to improve themselves and the organization,</li> <li>2) Non engaged employees are the zombies in the company; they only fulfill the basic requirements of their jobs.</li> <li>3) Actively disengaged employees are very negative attitude about the company.</li> </ol>
Blessing White(2008)	<p>five differences level of engagement as reflection of two axes of contribution and satisfaction</p> <ol style="list-style-type: none"> <li>1) The engaged employees are fully contributing to the success of organization and receive great work satisfaction.</li> <li>2) Almost engaged employees are critical and need more attention.</li> <li>3) Honeymooners and Hamsters employees are new comers and still happy, working hard but usually on non-essential tasks.</li> <li>4) Crash and Burners employees are top producers who tired out with boss decision.</li> <li>5) The disengaged employees are most disconnected from organizational priorities, and often exhibit a negative attitude.</li> </ol>
Robinson, Perryman and Hayday (2004)	<ol style="list-style-type: none"> <li>1) Believes in the organization.</li> <li>2) Works to make it better.</li> <li>3) Understands business context and the bigger picture.</li> <li>4) Respects colleagues and helps others.</li> <li>5) Willing to go the extra mile.</li> </ol>

**Table 1.2** Engaged Employee Characteristics ( Continue)

Sources	Characteristics Description
Hewitt Associates (2004)	1) Stay – They have an intense desire to be part of the organization and they stay with that organization.  2) Say – They will promote the organization by refer to employees and customers, and are positive with co-workers.  3) Strive – They put extra effort and engage in behaviors that contribute to business success.
Ellis and Sorensen (2007)	1) Engaged – know what to do and want to do it  2) Renegades – know what to do, but do not want to do it  3) Disengaged – do not know what to do and they would not do it even if they did.  4) Enthusiasts – want to do their work, but do not know what to do.
Towers Perrin-ISR (2006)	There are three dimension:  1) “Think” - is engaged employee support their company’s strategy and ways of doing business.  2) “Feel” - is a strong bond of attachment to the organization and proud to work for it.  3) “Act” - is a commitment to stay with the organization and motivate to work hard to help it succeed.

**Table 1.2** Engaged Employee Characteristics ( Continue)

Sources	Characteristics Description
Burkholder (2006b)	<p>Employee engagement can be characterized into two areas;</p> <p>Emotional</p> <ol style="list-style-type: none"> <li>1) Recommend my company to a friend as a good place to work.</li> <li>2) Inspired by the company to do best work.</li> <li>3) Proud to tell others about company.</li> <li>4) The job provides a sense of personal accomplishment.</li> <li>5) Care about the future of company</li> </ol> <p>Rational</p> <ol style="list-style-type: none"> <li>1) Understand how to contribute to success of my company.</li> <li>2) Understand how work role is related to company overall goals, objectives, and direction.</li> <li>3) Willing to put in a great deal of effort beyond what is normally expected to help company succeed.</li> <li>4) Personally motivated to help company be successful.</li> </ol>
Baniewicz (2008)	<ol style="list-style-type: none"> <li>1) Love what they do.</li> <li>2) Be leaders as well as team players.</li> <li>3) Have positive attitude.</li> <li>4) Understand the importance of customer service.</li> <li>5) Committed and will do extra.</li> <li>6) Do not want to leave company.</li> </ol>

Vance (2006) shows some example of Engaged Employee's expression as;

Dell

- “Even if I were offered a comparable position with similar pay and benefits at another company, I would stay at Dell”.
- “Considering everything, Dell is the right place for me”.

#### Intuit

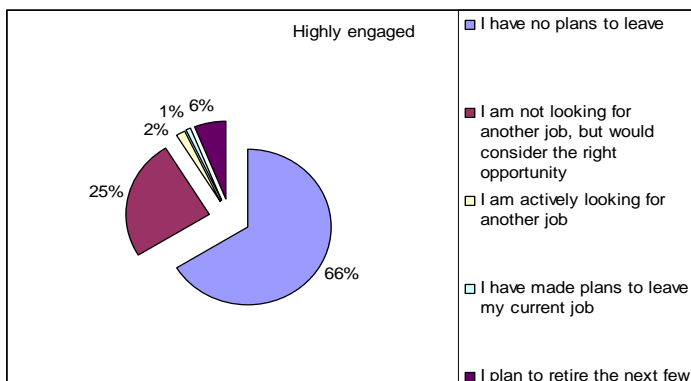
- “I am proud to work for Intuit”.
- “I would recommend Intuit as a great place to work”.
- “I am motivated to go above and beyond what is expected of me in my job”

#### Institute of Employment Studies (IES)

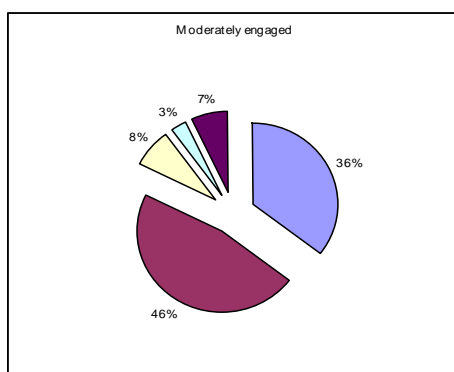
- “A positive attitude toward, and pride in, the organization”.
- “A willingness to behave altruistically and be a good team player”.
- “An understanding of a bigger picture and a willingness to go beyond the requirements of the job”.

Tower Perrin (2003) added that the relationship between engagement and intent to leave the company and study identifies factors that create engagement and drive performance in Today's Workforce, the highly engaged workforce is a more stable workforce and is explain by the three following models:

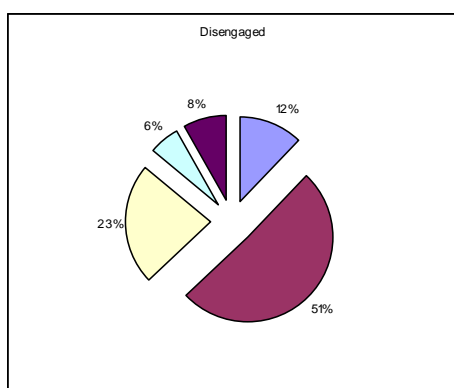
**Figure. 1.1** Highly Engaged Characteristics



**Figure. 1.2** Moderately Engaged Characteristics



**Figure. 1.3** Disengaged Characteristics



Source: Towers Perrin (2003)

From Figures 1.1-1.3, they explained that fully two-thirds of highly engaged employees have no plans to leave their current jobs versus just a third of the moderately engaged- and a mere 12% of the disengaged. Thus, moving employees from a state of moderate to high engagement makes them almost twice as likely to want to stay with the company and invest discretionary effort, all other things being equal. High engagement doesn't guarantee retention, however it does increase the chances of retaining the people who are probably going to be most attractive in a competitive talent market.

### 1.2.3 Important of Employee Engagement

Employee engagement is important because it affects everything - from retention and productivity to profitability and safety. It is central to every function of a business and its impact is critical at every level of an organization, regardless of industry sector or geographic location. Because engagement is all about people, the workforce is comprised of many individuals – each of whom has various needs and requirements.

Burkholder (2006a) mentioned that companies are facing lost business 1 each year with non productive or actively disengaged employees and shows how much these employees can ruin the business with the sample of calculation below;

Example

A company has a payroll of 10 Million Baht per year. Highly engaged employees = 15% (90% productive), Not engaged employees = 65% (70% productive)  
Actively disengaged employees = 20% (50% productive).

Calculation

$.15 \cdot .90 \cdot 100 = 13.5\%$  productive  
 $.65 \cdot .70 \cdot 100 = 45.5\%$  productive  
 $.20 \cdot .50 \cdot 100 = 10.0\%$  productive  
 Overall productivity level  $(13.5 + 45.5 + 10.0) = 69.0\%$ . Baht  
 $10,000,000(\text{Payroll}) \cdot 69\% (\text{Productivity}) = 6,900,000 \text{ ROI}$ .  
 Lost on unrealized productivity  $(10,000,000 - 6,900,000) = 3,100,000$

**Source:** Burkholder (2006)

Saks (2007) specified that employee engagement is important for the organization because it can be related to the business results:

- Retention
- Customer Service
- Higher productivity
- Lower absenteeism
- Sale growth
- Profit
- Share holder return

When employees engaged, there are several good things for the employees; a fulfilling, positive work-related experience and state of mind, it is related to good health and positive work affect, the opposite of burnout and engagement has been linked to proactive behavior.

Sutanja and Setyawati (2007) of Watson Wyatt mentioned that high employee engagement can lead to superior financial performance, and subsequently determine business success.

Gallop (2008) reported that improving employee engagement is important because engaged employees have:

- 51 % lower turnover
- 27% less absenteeism
- 18% more productivity
- 12% higher profitability

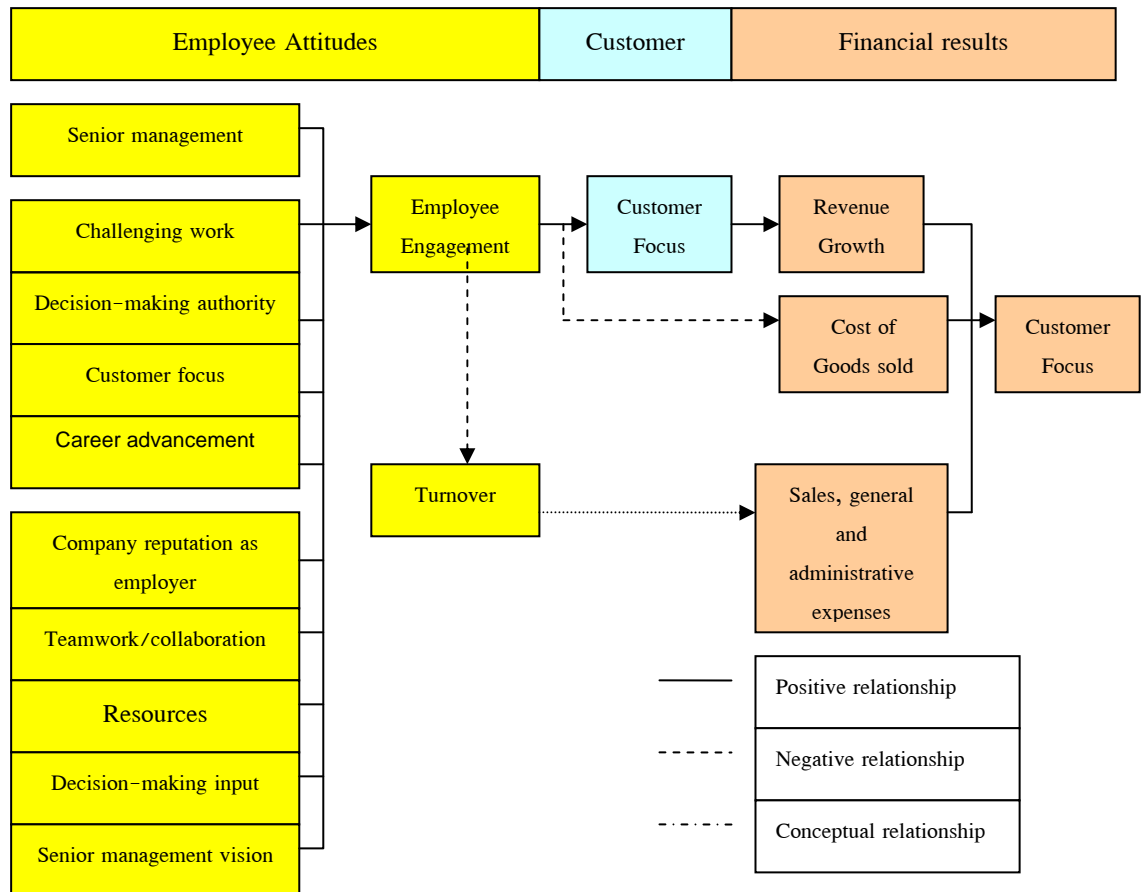
While there are many variables that effect business outcomes, Towers Perrin (2003) shows the Linkage Framework of the direct and indirect relationships among company programs, employee behaviors, customer focus and financial results in Figure. 1.4



While it's important to recognize that there are many variables that affect business outcomes, their analysis shows a clear relationship between increased engagement, improved retention of talent and better financial performance. On the left are the ten workplace attributes that help drive employee engagement. The stronger these attributes are in the workplace, the stronger the level of employee engagement. As engagement rises, there are two important outcomes: a decline in likelihood of leaving the company and a stronger orientation around meeting customer needs. The more highly engaged employees are the more likely they are to put customers at the heart of what they do and how they think about their jobs, and the less likely they are to leave their company.

The right side of the picture addresses financial results where there's a relationship between customer focus and revenue growth (as well as one between engagement itself and revenue growth). There's also an inverse relationship between engagement and the cost of goods sold. In other words, the cost of production tends to drop as employees become more engaged in their work. Rounding out this picture is the relationship between turnover, turnover costs, and sales, general and administrative expense. Sales, general and administrative, in turn, along with cost of goods sale and revenue growth, are key mathematical components of operating margin—a significant bottom-line measure of a business's financial health. Basically, it is the power of discretionary effort on multiple levels. In a service business, for instance, the relationship is readily apparent: an engaged employee focuses on customer service, giving the customer a reason to return to the business and buy more products and services. Such employees build customer loyalty and retention over time. But even in a business where there is little direct contact between employees and customers, engaged employees can still indirectly affect revenue growth, for instance, by supporting other employees who do have direct contact or by pioneering an innovation that boosts sales.

**Figure. 1.4** Direct and Indirect Relationship Framework



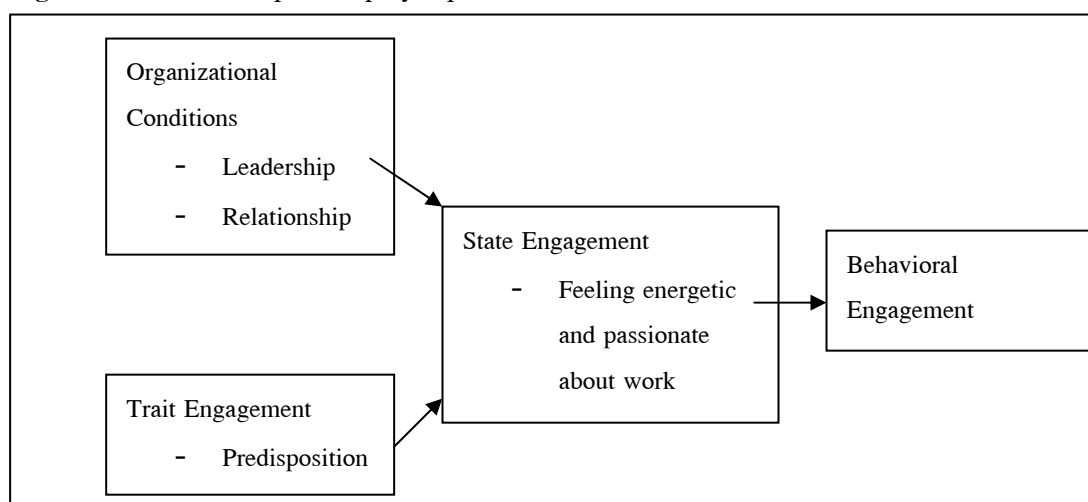
**Source:** Towers Perrin (2003)

Fern (2008) concluded that employee engagement impacts employee performance and effects on financial performance, for example;

- Companies with higher levels of employee engagement have 71% more than the others with lower levels of employee engagement.
- Increasing employee engagement by 5% can add 2.4% to a business operating margin.
- Increasing engagement can add 2-3% to both operating margin and net profit.
- Significant improvements in employee engagement as a result of improved human capital practices can result in up to a 47% increase in shareholder value.

Batrus Hollweg International (2007) mentioned that employee engagement is a popular concept among organizations due to its relationship with employee performance and business results (Figure 1.5) and ended their research for further study as below:

**Figure. 1.5** Relationship of Employee performance and business results



**Source:** BHI (2007, p.2)

Mazzuca (2007) mentioned that organizations with engaged employees outperformed by 200% the ones that have disengaged employees.

Saks (2007) mentioned that in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

BlessingWhite (2008) had conducted an online survey with 19 multiple-choice questions and two optional write-ins; from December 2007 through February 2008. There were 7,508 survey respondents, 44% reside in North America, 32% in India, 9% in Europe, 6% in South East Asia (including Australia) and 3% in China. Discovered a clear relationship between engagement and the intent to stay with at least 80% of engaged employees plan to stay with the company through 2008 while only 22% to 41% of disengaged plan to stay.

There were evidences from other researchers in order to emphasis on the

impact of employee engagement, Clarke (2007) of Hewitt Associates reported Best Employers in Asia 2007 research found that organization with high engagement are 78% more productive and 40% more profitable than those with low levels of engagement.

Towers Perrin (2008) found that high-engagement firms experienced an EPS (earning-per-share) growth rate of 28% compared to an 11.2% decline for low-engagement firms.

Gallup Organization (2005a) indicates that public organization in the top quartile of employee engagement had EPS growth of 2.6 times the rate of those that were low average. At the same time, the firm estimates that disengaged employees cost Australian companies as much as 32 billion AU\$, New Zealand firms 4 billion AU\$ and Singapore firms more than SG\$ annually in lost productivity.

Gallup Organization (2005b) reported that according to the Thai Government's demand, conducted a survey "one of the major challenges in building a more competitive economy is creating a significant human-capital advantage", those sampling group were 1600 full time employees, aged between 18-65. Findings, shows percentage amount of the three characteristics of engagement i.e. Engaged, Disengaged and Actively Engaged, there is only 12% engaged, 82% disengaged and 6% actively engaged of Thailand's employee population. The studied also estimated that Thailand's economy lost as much as 98.8 billion Baht each year due to the low productivity of the disengaged. The hidden findings claimed that due to Thai workplaces have historically and a model of hierarchical system, cultural philosophy i.e. greang jai, can be a significant challenged for Thai managers to improve employee engagement.

O'neal and Maitland (2008), reported in China's Next Step about Employee Engagement in China 1996-2000 indicated that the companies with high employee engagement had a 19% increase in operating income and almost a 28% growth in earnings per share.

The Australian Institute of Management (2006), reported their December survey results of why people disengage, the most important findings were:

- There is NO career advancement.
- I am not rewarded or recognized for my efforts.
- I am bored with my jobs.
- I can get a better pay elsewhere.

In addition, a lower level employee prefers to leave the company due to lack of career opportunities and level of pay while middle to senior managers prefer to leave because the lack of reward and recognitions frameworks and 1 in 2 general staff will be leaving due to boredom with their current jobs.

Hewitt Associates (2004) mentioned that people are a key component of any company's ability to execute its strategies and achieve its goals. Companies who are able to better engage their people also deliver better business performance and return to shareholders and also found that at Double Digit Growth (DDG) companies, levels of employees and executive engagement are higher than the Single Digit Growth (SDG) companies. The key findings are:

- Leaders at DDG companies more effectively instill pride and engender a growth mind-set in employees
- DDG companies are passionate about creating a positive working environment and culture
- DDG companies provide greater opportunities and support for Development.
- Senior leaders at DDG companies have a higher level of engagement than leaders at SDG organizations.

### 1.2.4 Drivers of Employee Engagement

The drive for an engaged workforce needs to build on good people management and development policies, and the active support of line managers. People management strategies and policies need to be aligned with those of the wider business. Employees need to understand how their work contributes to organizational outcomes. There is no short-cut to building and maintaining employee engagement, but the time, effort and resource required will be amply repaid by the performance benefits.

The first step is to measure employee attitudes. Most large employers in both private and public sectors now conduct regular employee attitude surveys. The results show what employees feel about their work on a range of dimensions including, for example, pay and benefits, communications, learning and development, line management and work-life balance. Attitude survey data can be used to identify areas in need of improvement and combined with other data to support performance management. The drivers influencing employee engagement are shown as below;

Fern (2008) identified five drivers of engagement as;

- Organizational culture issues
- Senior leadership actions
- Middle manager actions
- First line supervisor actions
- Actions individual contributors themselves can take

Mazucca (2007), introduce five steps to achieving employee engagement

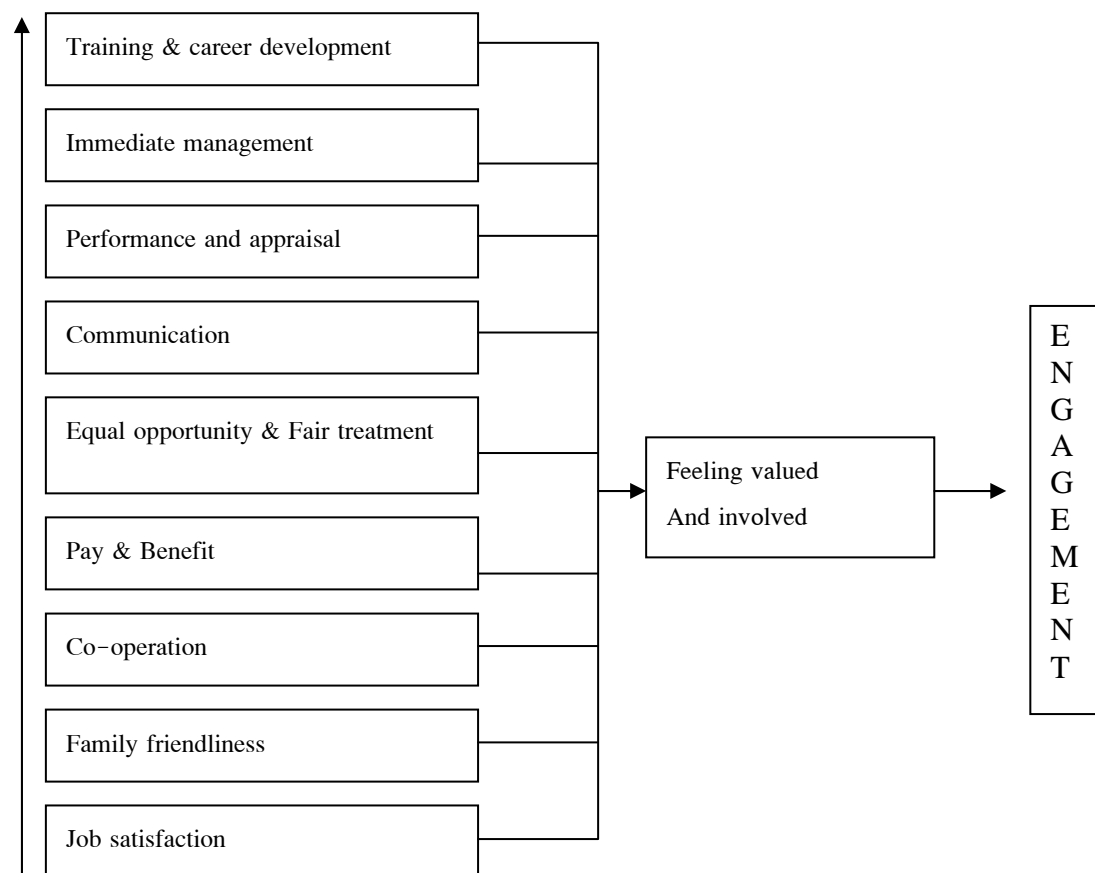
- Clear expectations regarding the job
- Career advancement/Learning and development opportunities
- Regular feedback at all levels
- Quality of working relationships at all levels
- Clear mission and vision

Robinson et al. (2004) reported their engagement model illustrates the strong link between feeling valued and involved and engagement. In addition to the model, they offer a diagnostic tool (Figure 1.6), which can be used to derive organization-specific drivers

from attitude survey data. Their findings suggest that many of the drivers of engagement will be common to all organizations, regardless of sector; however some variability is likely, and the relative strength of each driver is also likely to be depended upon the organization being studied. They also believed that having satisfied employees is no longer sufficient, engagement is a “one step up” from commitment and the strongest driver of all is a sense of feeling valued and involved as per the following components: Involvement in decision making, the extent to which employees feel able to voice their ideas, and managers listen to this view, and value employees’ contributions, the opportunities employees have to develop their jobs, the extent to which he organization is concerned for employees’ health and wellbeing.

**Figure. 1.6 Drivers of Engagement**

Important



**Source:** Robinson et al. (2004)

Mello (2006) mentioned that organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them. An organization that does not invest in its employees may be less attractive to prospective employees and may have more difficult time retaining current ones. Human resources investment is critical, considering that other physical assets such as facilities, products and services, technologies and marketing can be cloned but Human asset cannot be duplicated.

Hay Group (2005) also confirm that it is important for the employees as they are always think about their long-term career and want to use their skills to develop future careers.

Vazirani (2007) mentioned that career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development. Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique will have a high level of employee engagement. The employee engagement levels would be high if their bosses provided equal opportunities for growth and advancement to all employees. If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well then the employees will be engaged. A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment to the organization which leads to engagement

Watson Wyatt (2006) reported that the better communication of company; goals, performance expectations and value/appreciation of staff work. Shareholder returns for organization with most effective communications were 57% higher than returns for firms with less effective communication over the last five years.



Saks (2007) expressed that people are more likely to be engaged when they feel safe and do not fear negative consequences to their image, status, or career. Work environments that are non-threatening, open, trusting, caring, and supportive enhance a sense of safety.

Siu (2007) of Towers Perrin reported her studied of employee engagement in Hong Kong and found that work environment plays a key role, vacation/paid time off is the second most important factor, organization supports work/life balance ranks in the top five drivers of employee engagement.

Towers Perrin (2006) found that development leadership and company brand are important drivers of talent engagement and also found that key element to engage or disengage the employee is management style. However, their surveyed result in Australia, Singapore, Malaysia and China where most of them are more bureaucratic which is not the case in Thailand.

Towers Perrin (2003) came up with top ten drivers of engagement, they are:

- Senior management's interest in employees' well-being.
- Challenging work.
- Decision-making authority.
- Evidence that the company is focused on customers.
- Career advancement opportunities.
- The company's reputation as a good employer.
- A collaborative work environment where people work well in teams.
- Resources to get the job done.
- Input on decision making.
- A clear vision from senior management about future success.

Tower Perrin (203) also concludes with top 10 elements (Figure 1.7) that retain employees:

**Figure. 1.7** Top 10 Elements that retain employees

<p>Pay</p> <p>6 Competitive base pay</p>	<p>Benefits</p> <p>10 Overall satisfaction with benefits needed in day-to-day life</p>
<p>Learning &amp; Development</p> <p>1 Career advancement opportunities</p> <p>2 Retention of high-caliber people</p> <p>4 Development of employees' skills</p> <p>8 Challenging work</p>	<p>Work Environment</p> <p>3 Overall work environment</p> <p>5 Resources to get the job done</p> <p>7 Clear goals from manager</p> <p>9 Manager inspires enthusiasm</p>

**Source:** Towers Perrin-ISR (2003)

From Figure 1.7, they also added that these attributes relate to the cultural components of the workplace and the total rewards mix. Pay and benefits remain important in retention, but clearly to a lesser extent. Noted that advancement, talented co-workers and the overall work environment were matter far more in deciding to stay with a company.

Sutanja et al. (2007) revealed the findings of their studies, carried out in 12 countries in the Asia Pacific region including Indonesia, Singapore, Malaysia, Philippines, Japan, India and Australia that the main drivers of employee engagement are customer focus, compensation and, benefits and communication.

Mercer, Carpenter and Wyman (2007) found that employees in different countries can be motivated by different drivers.

**Table 1.3** Motivation Drivers Comparison

United States of America	England	China
Confident can achieve career objectives.	Sense of personal accomplishment	Sense of personal accomplishment
Sense of personal accomplishment.	Confident in senior management	Paid fairly, given performance
Confident organization will be successful.	Opportunities for training	Comparable benefits to industry
Quality is a high priority.	Paid fairly, given performance	Confident in senior management
Opportunity for growth/ development	Good reputation for customer service	IT system support business needs
Information/ assistance to manage career.	Regular feedback on performance	Opportunities for training
Flexibility to provide good customer service	Comparable benefits to industry	Regular feedback on performance

Adapted from Mercer et al. (2007)

From table 1.3 the differences from country to country are sometimes unexpected. For instance, the UK has more drivers in common with some emerging economies than the US, another mature economy. While country – or region – specific variations are common, they had also identified four global factors of employee engagement. These include the work itself, leadership, recognition and rewards, and communication.

**Table 1.4** Global drivers of employee engagement

<i>The work itself, including opportunities for development</i>	<i>Confidence and trust in leadership</i>
Engagement-driven companies have found effective ways to make this global driver a reality for their employees	Highly engaged employees see their leaders act in accord with the expressed values of the organization and allocate resources in ways that support strategy

**Table 1.4** Global drivers of employee engagement (Continue)

<i>Recognition and rewards</i>	<i>Organizational communication</i>
<p>While competitive pay and cash bonuses are not in and of themselves engagement drivers, they should be structured so as to be internally fair and externally competitive and therefore not de-motivators. Non-monetary rewards, both formal and informal, are an effective part of a reward mix that supports engagement.</p>	<p>In organizations seeking to create an engaged workforce, information cascades from top management in a timely and orderly fashion.</p>

Adapted from Mercer et al. (2007)

From table 1.4 This can provide the framework for the global engagement strategy, lending cohesiveness and consistency to engagement initiatives into identified four global drivers of employee engagement.

The first two strategies of the work itself including opportunities for development. Confidence and trust in leadership, re, a workforce comprised of employees who are content to do their jobs reliably and with no thought of leaving the organization – may seem like the best of states for a workforce by the trust of opportunities for development. Confidence and trust in leadership which also accord with the expressed values of the organization

The last couple of the global engagement strategy drivers of employee engagement are Recognition and rewards and Organizational communication , employers' focus has moved from employees who are "satisfied" with pay, benefits and working conditions to those who are "committed" to the organization and not considering a move, to those who are genuinely "engaged" in the work and mission of the organization and willing to expend extra effort to help the organization succeed.

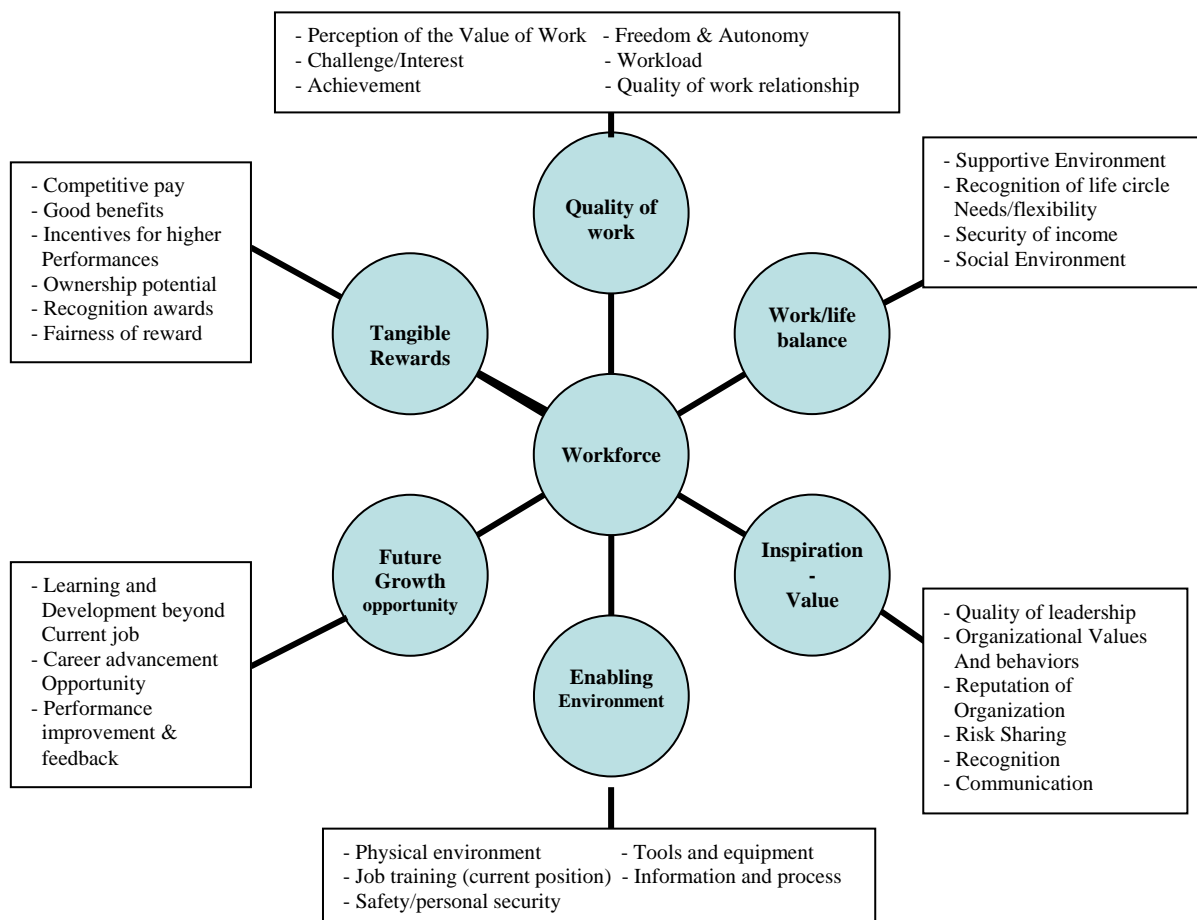
Mackay (2007) of HCM reported its 21 Engagement Global drivers as below:

<ul style="list-style-type: none"> <li>● Recognition</li> <li>● Leadership</li> </ul>	<ul style="list-style-type: none"> <li>● Value mission alignment</li> <li>● Policies</li> </ul>
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<ul style="list-style-type: none"> <li>● Learning &amp; Development</li> <li>● Diversity</li> <li>● Physical Environment</li> <li>● Work / Life Balance</li> <li>● Immediate Manager</li> <li>● Achievement &amp; Satisfaction</li> <li>● Career Opportunities</li> <li>● Performance &amp; review</li> </ul>	<ul style="list-style-type: none"> <li>● Alignment</li> <li>● People practices</li> <li>● Resources</li> <li>● Safety</li> <li>● Customer</li> <li>● Remuneration</li> <li>● Co-workers</li> <li>● Work activities</li> <li>● Benefits.</li> </ul>
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Hay Group (2005) has identified six motivational drivers (Figure 1.8) that help create an engaged workplace and influence results. They are:

**Figure. 1.8** Six Motivational Drivers



**Source:** Hay Group (2005)

From their study (Figure 1.8), they found that inspiration and values are the most important of the six drivers, without it the others five elements of the engaged performance model would not be able to engage employee. However, they also expressed that not all of the drivers will matter equally to everyone. It is necessary for one to collect specific data to identify the needs within the different group of people. However, all drivers are required to pay equal attention in order to understand the needs and priorities of different groups of employees so appropriate action can be determined to meet those needs.

It is difficult for company to earn engaged performance from their employees, it takes time and requires a system for encouraging as people do not become engaged at work because they get paid a lot, or because they have a fast computer, a nice cafeteria or flextime. Even inspirational leadership, on its own, might not do the trick. The senior managers should learn how to adopt appropriate managerial styles to create a climate where engaged performance can happen.

### **1.2.5 Employee Engagement in the Hospitality Industry**

In the hospitality industry where many employees see their jobs as stepping-stones to more permanent positions, the employee turnover rate is often quite high. Organizations that have created a competitive advantage through innovation, technology, quality products, and pricing strategies, now view “customer service that exceeds expectations” as their key to success. Quality service demands engaged employees. With jobs plentiful in many industries from high tech to service, organizations need to not only focus on ways to attract the right people; they must also focus on ways to keep the right employees and make sure they are satisfied and productive.

Clarke (2007) of Hewitt Associates reported their best employers in Singapore 2007, there were many organizations such as The Four Seasons, The Ritz-Carlton Millenia, Raffles, Marriott, McDonald’s, and Shangri-la concentrated more on employee engagement. However, those best employers are having higher engagement than the others. They also identified that the best employer characteristics are, effective and committed leadership. The Best Employers display a more caring approach to people, and place great importance on ethics, integrity, and the creation of working environment that nurtures learning. Leaders at these organizations also act as role models and are viewed as trustworthy by their employees. Most of

all, the Best Employers have a highly engaged workforce that is prepared to go the extra mile for their organization and customers. The Best Employers gain key benefits, such as:

- A strong competitive advantage over other organizations.
- Better business results and the ability to grow a sustainable business. This is because they take a long-term approach to building a sustainable workforce and focus on growing committed and loyal employees who have faith in the leaders of the company.
- Attracting the best talent and recognition in the marketplace for having a strong employer brand.
- Long-term employee relationships, which leads to fewer employees leaving the organizations.

Dickson (2008) asserted that in the hospitality industry, the manager plays an important role in efforts to engage the employees and directly affect business success. By demonstrating integrity, the manager can earn the respect of employees and will create a work environment where employees feel a sense of belonging, and the level of engagement increases. The engaged employee is a valuable business asset.

Salanova, Agut, and Peiro, (2004) shows the result from their studies from 114 service units, 58 hotel front desks and 56 restaurants, about organization resource, engagement and service climate. Findings, service quality is ultimately related to customer loyalty and retention and eventually, to higher profits for the organization. Service climate refers to employees' shared perceptions of the practices, procedures, and behaviors that are rewarded, supported, and expected by the organization with regard to customer service and customer service quality. When employees are highly engaged and share common perceptions about the quality of the service in their unit; it is expected that they will perform very well with customers, who will report favorable employee performance. A service climate focuses service employee effort and competency on delivering quality service, which in turn yields positive experiences for customers as well as positive customer perceptions of service quality. Effective management should take definitive action to avoid loss of creative energy. Building and sustaining an organizational

environment that supports engagement at work makes an organization attractive to potential recruits.

Pienaar and Willemse (2008) reported that the hospitality industry plays an integral role in South Africa and in its tourism industry in particular. In this industry, the frontline staff member is key element in the success or failure of such. Front-line service industry employees are confront with extremely stressful and demanding situations, like putting on a smile while dealing with a demanding and insulting customer—what is typically referred to as emotional labor. Emotional labor is associated with higher levels of perceived stress, distress and turnover, and lower levels of satisfaction in the service industry. They also indicated that team-level burnout and engagement also contributes to individual engagement and burnout, respectively, even after controlling for characteristics of the job itself. The burnout and work engagement constructs present good measures of the psychological wellbeing of employees within organizations. While burnout may contribute to ill-health, engagement, it's contributed to health or well-being.

### **1.2.6 Measuring and monitoring Employee Engagement**

Measuring employee engagement is a strategy to improve productivity and attain business objectives. The survey will get a possible issue of employee engagement. By asking relevant questions about employee engagement, it can leads to better determine levels of motivation, trust/distrust, concerns about rewards, recognition and career development, gain a measure of the effectiveness of management, and evaluate the effectiveness of HR strategies and systems, such as performance appraisals.

Fern (2005) mentioned that when dealing with employee engagement there are three levels of responsibilities:

- The senior leadership team is responsible for integrating employee engagement into its key priorities, setting organization values that support engagement, monitoring and eliminating engagement barriers at a high level, and being responsible for the messages they send to the employees about their role in the institution.



- Middle-and first-line managers are responsible for monitoring individual employee and team level of engagement. They are responsible for removing engagement barriers that they have control of and bringing senior management's attention to the barriers they don't have control over.
- Employees are personally responsible for their engagement they are responsible for raising their hand when they experience factors that decrease emotional commitment. And they are responsible for their own beliefs, attitudes, and actions that affect their own levels of engagement. And they are responsible for changing what is in their control.

Thackray (2001) mentioned that engaged employees are more productive, more profitable, more focused, have fun and are less likely to leave the company, a 12-question survey that measure elements of worker engagement of which show a strong correlation between high scores and superior job performance, those are:

- Do you know what is expected of you at work?
- Do you have the materials and equipment you need to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise fro doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who engages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities at work to learn and grow?

**Source:** Thackray, Gallup Press (2001)

BSI Consulting (2003) quoted various aspects of measurement from institutions and companies as below:

The Corporate Leadership Council (CLC) uses the following four questions:

- I am proud to work at Company
- Overall my satisfaction with company is high
- I would recommend company as a great place to work
- If offered a similar position and compensation at another company I would stay at company.

Towers Perrin uses the following to measure “Engagement”

- I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed
- I understand how my role in my organization is related to my organization’s overall goals, objectives and direction
- My organization inspires me to do my best

Heathfield (2008) mentioned that employee retention is critically important for the second societal reason and also one of the primary measures of the health of the organization.

Robinson et al. (2004) mentioned that organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer.

BlessingWhite (2008) mentioned that engaged employees stay for what they give, disengaged employees stay for what they get and also reported the comparable engagement levels in Southeast Asia, Australia, New Zealand, China, India, UK & Ireland, Continental Europe and North America: Engagement levels in India are higher than other region and China is the least engaged.

Towers Perrin-ISR (2006) suggests that all companies should focus on building an attractive employment brand to strengthening engagement among talent employees. Talent employees are more likely to want to stay and contribute in companies that foster an entrepreneurial, long-term oriented, proactive, participative, and flexible approach to management.

Employee Branding is the process of :

- Attracting talented people to your company.
- Aligning them with your company's goals and aspirations.
- Leading them in a way which motivates and allows them to perform at their very best.
- Retaining their commitment and contribution during the dark hours and difficult times.

AIM (2006) indicated the important factors "why stay" and the top reasons were;

- A sense of purpose and meaning in job
- A good relation with co-workers.
- A good relation with manager.
- New and interesting challenge.
- Great work/life balance.
- Fair and reasonable pay/benefit.
- Long term job security.
- Development opportunities/training.
- A culture of fairness/equality.
- Open communication with management.
- Reward and recognition.
- Promotional opportunities.
- Feeling more valued for organization.
- Better social responsibility.

Blessing White (2008) found that trust in manager correlates with engagement can be a good foundation for retention but it doesn't prevent employee from leaving the company. The surveyed concludes that employee engagement is a complex equation that reflects each individual's unique, personal relationship with work. Such surveys have shown clear relationships between engagement and intent to stay, findings that engaged employees are willing

to stay with the company two-three times more than disengaged employees. As such, there are limits to what organizations can do with workforce processes or communication programs. At a macro level, to provide resources, tools and the overall workplace environment needed to support engagement are needed. Ultimately, at a micro level, employees, with their managers' help, need to establish a thriving personal connection with their work and carve out a satisfying future in the organization.

Towers Perrin (2006) concluded that in order to retaining talented employee and building employee engagement, there are four variables, such as:

#### **Development**

- Offer training opportunities to develop skills
- Setting career development goals
- Provide cross training in order to gain new experiences
- Review formal succession regularly

#### **Leadership**

- Set clear communication
- Consistence with “what you say” and “what you do”
- Encourage an environment of constant learning

#### **Management Style**

- Reducing unnecessary work
- Encourage innovation among employees
- Allow time to explain and discuss how the current activities are aligned to long-term company goals.
- Listen to ideas from employees and provide feedback
- Allow employees more freedom in managing their own workload

### **Brand**

- Establish company's employment brand
- Ensure three alignments between the employment brand and the strategy, values, leadership behaviors, culture and external brand of the company
- Create clear and consistent internal messaging which reinforce the Employment Brand within work area.

Hay Group (2005) had studied retention; the primary reason why employees leave the company is that they are unable to use their skill. However, engaged performance is about enthusiasm and passion for work and also found that managers should understand the need to align the company's objectives with the employee's long term career goals, so that you are engage employees.

Mercer at al. (2007) identified levels of employee engagement within an organization can be increased through four stages and that management efforts are needed to optimize the working between employees and employer;

- Satisfied-employees are satisfied with terms and conditions of employment.
- Motivated-employees are striving to achieve individual goals more than team or organization goals.
- Committed-employees are loyal to the company and confident about its future.
- Advocate-employees are proactive to serve the mission and speak positive about the organization's product and service and recommend to the other as the best place to work.

Rosas-Gaddi (2004) identified that levels of employees engagement can be influenced by leadership style (clear goals and direction).

Robinson et al. (2004) shows that engagement levels decrease as employees get older but suddenly rise when they reach 60, and shows this oldest group to be the most engaged of all. They also found that;

- Engagement levels decline as length of service increases
- Having an accident or an injury at work, or experiencing harassment both have a big negative impact on engagement.
- Employees who have a personal development plan, and who have received a formal performance appraisal within the past year, have significantly higher engagement levels than those who have not.

The above findings show that organizations need to work hard to prevent, and minimize the impact of, bad experiences. They also need to ensure that employees' development needs are taken seriously; paid attention to, and value the roles of, support staff; and to maintain the interest of longer-serving employees. The relatively high levels of engagement of the oldest employees, and of minority ethnic staff, suggest sources of untapped potential within some organizations.

Seijts and Crim (2006) mentioned that leaders should consider increasing the level of engagement among employees by doing according to the 'Ten Cs' of employee engagement as;

- Connect – create good relationship between employee and boss,
- Career – provide challenging and meaningful work with opportunities for career advancement
- Clarity – communicate a clear vision.
- Convey – clarify the expectations about employees and provide feedback,
- Congratulate – praise and recognition for good performance
- Contribute – help employees see and feel how they are contributing to organization's success future
- Control – control the flow and pace of jobs and allow employees to exercise this control
- Collaborate – collaborate on organizational, departmental, and group

goals

- Credibility – strive to maintain a company’s reputation and demonstrate high ethical standards
- Confidence – help to create confidence in a company.

### **1.3 Objectives**

1. To identify the level of engagement from the employee point of view.
2. To measure employees attitude toward the engagement motivational drivers and their impact.
3. To reveal the level of engagement of the organizations.

### **1.4 Limitations of the Study**

This study focused on only some prospects and did not cover every category of hotel. Only 16 independent hotels participate in this study , Beside out 16 hotels only 3 hotels, two owners and one general manager involved the interview. Furthermore this research used convenience sampling surveys. Therefore, the result of this study can not be present the whole population and its can not be generalized

### **1.5 Definition of Key Terms**

#### **1. Employee Engagement**

“Employee Engagement is the involvement with and enthusiasm for work”

(The Gallup Organization); “Engagement is the context to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy” (Towers Perrin); “Engagement is the state of emotional and intellectual commitment to an organization or group producing behavior that will help fulfill an organization’s promises to customers-and, in so doing improve business results” (Hewitt Associates).

## 2. Independent Hotels

Independent Hotels are those brand hotels owned and operating by the Thai owners or their representatives, and to be meeting with the criteria in terms of size: at least 50 full time employees and year in operation – at lease one year operation in Phuket.



## **CHAPTER 2**

### **METHODOLOGY**

#### **2.1 Population sampling and group sampling methods.**

There are number of different categories of hotels in Phuket nowadays. Based on the TAT accommodation establishments on Phuket (2009), there are six hundred thirty nine establishments, with a total of thirty eight thousand five hundred and twenty eight rooms. The target groups for this research are those independent hotels. However, there are many different operating factors among those hotels i.e. management style, years in operation, owner's experience etc. In order to have a clear picture of those target groups, this study focused on the hotels with a minimum of fifty full time employees and at least one year in operation. From the six hundred thirty nine establishments, there are one hundred ninety six hotels, located in thirty nine different locations meeting the criteria. According to the time frame limit and taking into account that most of the selected areas have easy access, the researcher decided to survey only those in the south-western part of Phuket i.e.

- Panwa Beach ( 5 hotels)
- Kata Beach (20 hotels)
- Karon Beach (41 hotels)
- Patong Beach (64 hotels )

However, after introductory letters were sent out, only sixteen hotels agreed to participate in this research.

**Table 2.1** Participated Hotels List

Hotels				
Hotels	No. of Rooms	No. of Employees	Distributed	Sample Received
Access Resort & Spa	139	110	20	20
Alpina	140	180	40	30
Andaman Sea view	161	155	30	25
Cape Panwa	246	347	60	56
Hilton Marine Hotel	100	85	15	15
Kantary Bay Hotel	104	74	15	15
Karon Sea Sand Resort & Spa	87	85	20	15
Kata Sea Breeze	60	105	20	17
Marina Phuket Resort	104	300	60	50
Mom Tri's Boathouse Inn	36	113	20	20
The Old Phuket	184	150	30	25
Patong Seaview	141	150	30	25
Phuket Island View	195	110	20	20
Sea Pearl	65	80	15	15
The Front Village	71	75	15	15
The Village Resort & Spa	34	50	10	10
<b>Total</b>		2169	420	373

This research used survey and questionnaires were distributed to hotels in the south-western part of Phuket to 130 hotels and 16 hotels among those were interested in research concerning to their employee engagement situations. The information about the numbers of room and number of employees are presenting the positioning of hotel employee engagement comparison of hotel staffs in the organization and number of room operated. The researcher focused on distributing the questionnaires and in-depth interviews with 16 hotels to the executive

level employees. Out of the 16 hotels, there were only three hotel managers and owners who were interested in the structured interview.

The sample size was then based and calculated using Taro Yamane's Formula and found the size of the sample group from hotel's employee population as follows:

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

n = Sample size  
 N = Population size – target number of employees  
 e = Inexactness from sample at confidence level at **95%**

$$n = \frac{2169}{1 + 2169(0.05)^2} = 337 \sim 350$$

The sample size was 337, the estimated was 350 (see table 2.1) The researcher planned to collect data from 350 employees. To maximize the response rate, 420 questionnaires were distributed. However, there were 373 questionnaires returned (88.81%) questionnaires returned with 21 incomplete questionnaires was included. Finally, 352 questionnaires (94.37% of total questionnaires received or 16.23% of total population) were usable for a variety of reason.

## 2.2 Type of Research

This study applied both qualitative (interview) and quantitative (survey) approach. All data was gathered during the period of November – December 2008. For primary data, a quantitative data method was prepared with 40-items questionnaire (inclusive of 12-Gallup questions) and qualitative data was prepared from 10-items in-depth interview in order to identify the engagement factors that influences employees and reveal employee engagement level in Phuket and to reveal the level of engagement of the organizations. For secondary data, both paper-based source and electronic source were used to support the findings in this report.

## 2.3 Research Instruments

**2.3.1 Quantitative research was applied to identify the level of employee engagement and their attitudes toward the engagement motivational drivers.** The questionnaire was created based on the literature reviews. The survey was divided into two parts. The first part was comprised with questions relate to personal demographic characteristics of respondents. The second part was created to identify the level of engagement and measure the employee attitude toward the engagement motivational driver.

### **Part 1:** Respondents demographics

- Personal Information
- Department
- Position
- Years of Service
- Age
- Gender
- Education

### **Part 2:** Employee engagement level and the motivational drivers

**Objective 1:** To identify the level of engagement from the employee's point of view.

From the reviews of literature, the level of engagement could be identified based on the employee intense desire to be part of the organization and stay with the organization, to promote the organization by referral to employees and to help the company be successful. Therefore, in order to identify the level of engagement for the employees in independent hotels in this study, four statements were created:

### **Engagement level**

- My hotel is a great place to work, 37
- If I have to leave the hotel it would take a lot from my end to quit, 38
- I am happy to see the hotel succeed, 39
- I would recommend a friend to apply for a job at this hotel, 40

**Objective 2:** To measure the employee attitudes toward engagement drivers and its impact

To identify areas in need of improvement and support performance management, thirty six statements were used to measure the employee engagement motivational drivers. The details were as follows:

### **Engagement drivers**

Training and development opportunities

- The hotel has a process that helps me identify my development needs, (Q1)
- The hotels helps me build up my skill sets by providing me with adequate training that is value to me, (Q2)
- I have access to hotel sponsored programs, (Q3)
- I have sufficient opportunities for personal and professional growth, (Q5)
- In the last six months, someone at work has talked to me about my progress, (Q16)
- This last year, I have had opportunities at work to learn and grow, (Q29)

### **Leadership**

- My supervisor encourages my development, (Q4)4
- My manager has a good knowledge of the job, (Q6)
- My manager provides timely feed back that allows me to improve on my performance, (Q8)

- My manager is always available to answer my questions/queries or concerns, (Q9)
- My manager, or someone at work seems to care about me as a person , (Q10)
- My supervisor gives me a fair review, (Q11)
- The mission or purpose of my company makes me feel my job is important , (Q14)

#### **Performance and Review**

- The process and procedures adopted by my hotel to evaluate and promote the employee are fair, (Q12)
- I know what is expected of me at work , (Q28)
- I have the materials and equipment I need to do my work correctly, (Q30)
- At work, my opinion seemed to count, (Q7)
- The hotel goal and strategies are clearly informed, (Q13)
- Within my organization there is adequate communication about various changes taking place, (Q15)
- I feel that I can question a policy or practice in any forum, without fear of being penalized, (Q24)

#### **Recognition and Reward**

- I am satisfied with my current salary, (Q18)
- I am satisfied with my current benefits provided by the hotel, (Q19)
- As compared to other places the benefits that I get there are competitive enough, (Q20)
- My salary matches my responsibilities, (Q21)
- In the last seven days, I have received recognition or praise for doing good work , (Q22)
- My company actively looks after the well-being of all its employees, (Q23)

**Relationship with Co-workers**

- When it comes to the distribution of work with my workgroups, it is fairly distributed and assigned , (Q17)
- My associates or fellow employees are committed to doing quality work, 26
- I have a best friend at work, (Q27)

**Family Friendliness**

- The hotel is flexible with respect to my family responsibilities, (Q31)

**The Job itself**

- At work, I have the opportunity to do what I do best every day, (Q25)
- The Job is challenging, (Q32)
- Skills were effectively used, (Q33)
- Job orientation was effective, (Q34)
- Work load was reasonable, (Q35)
- I am satisfied with the overall job environment, (Q36)

**Objective 3:** To reveal level of organization engagement, 10 open-ended questions were used to analyze. (Appendix B)

Likert's scale was also applied to assess the level of engagement in the questionnaire. The meaning of each score level is determined as follows:

Strongly agree	=	5 points
Agree	=	4 points
Neutral	=	3 points
Disagree	=	2 points
Strongly disagree	=	1 point

$$\begin{aligned}
 \text{By the interval level} &= \frac{\text{the difference of the highest and lowest points}}{\text{Number of level}} \\
 &= \frac{(5-1)}{5} \\
 &= 0.8
 \end{aligned}$$

<u>Assessed level</u>	<u>Weight of answer</u>	<u>Meaning determined with weight</u>
1	1.00 – 1.80	Strongly disagree
2	1.81 – 2.60	Disagree
3	2.61 – 3.40	Disagree
4	3.41 – 4.20	Agree
5	4.21 – 5.00	Strongly agree

### 2.3.2 Qualitative research (Interview)

Qualitative approach was also conducted to reveal the level of engagement of the organization. The interviewees were asked 10 open-ended questions:

- How do you know that employees in your company are engaged?
- Do you have employee development plans?



- Are some employees in your company engaged?
- Whom are your organization's employees committed?
- What business results has commitment from employees created for your organization?
- Conversely, how do disengaged employees behave, and what are the resulting costs for their teams, units-and your entire company?
- What does your company do to respond to employees' commitment?
- How is the employee rewarded for meeting or exceeding performance goals?
- Is your organization losing good employees to the competition?
- Does the employee have clear goals that are measured and reported on a regular basis?

## **2.4 Data Collection**

Generally, primary data sources were collected from questionnaire and structured interviews. 352 questionnaires and 3 interviews with 2 owners and 1 general manager provided in-depth were conducted. To get primary data, there were two methods carried out:

### **2.4.1 Questionnaires**

The 352 operation employees and their supervisors were surveyed by using a forty item questionnaire. Those employees and supervisors are mainly frontline employees working in different hotels. The hotels included in this survey had met the criteria in terms of size: at least 50 full time employees with operation at least one year in Phuket. However, when this survey started the whole industry was under the precaution of the economic crisis (the collapse of world financial institutes). Under these circumstances, it made this survey more difficult in seeking cooperation from the targeted hotels.

For the independent hotels, the manager (especially Human Resources Manager) and owners were very sensitive and worried about their internal information disclosure. It took a

long time and response from sending an official letter asking for hotels permission and waiting for only a negative response which often took weeks. With the time limitation of this study, finally, only 16 independent hotels in Phuket agreed to participate in this study.

The researcher contacted Front Office Managers or Assistant Front Office Managers and Human Resources supervisors or managers in each participated hotel. They were asked to distribute the questionnaires to their employees using a random sampling method. Each respondent could complete the questionnaire within approximately 10-15 minutes.

#### **2.4.2 Structured interviews**

The first interview was carried out in December 2008, comprising of 3 open-ended questions. However, the first set of questions asked did not fulfill the objective set due to lack of data to analyze. Therefore, the second interview took place in June 2009 with another 7 items, all together 10 items. Most of the time appointments with the target respondent were made in advance. Most of them preferred to consider the questions before beginning the interview and were very careful to respond to any questions related to company confidential information. All of them preferred to talk without a tape recorder, so only a short notes was allowed during the interview. Each interviewee allowed an unlimited time frame, however it took about 60-90 minutes on average.

### **2.5 Data Analysis-Statistics used to analyze the data**

Statistical methods for qualitative data and quantitative analysis methods were used for data analysis. The statistics used in this study were descriptive statistics which described the results in the form of

- a) Frequencies
- b) Percentage
- c) Mean
- d) Standard Deviation
- e) T-test,

f) One-way ANOVA

g) Regression

The data analysis was carried out by frequency distribution, percentage, T-test, ANOVA and test variable : The comparative analysis was conducted to assess the attitude and extent according to the variables and context analysis was used to collect qualitative data whereas the descriptive statistics were applied to analyze by using quantitative and quantitative data.

## **CHAPTER 3**

### **RESULTS**

The study: Employee Engagement: Independent Hotels in Phuket were considered, to identify the level of engagement from the employee's point of view, to measure employees attitude towards the engagement motivational drivers and to reveal the levels of engagement of the hotels' employees and their organizations. The results of the study were outlined as follow:-

#### **3.1 Questionnaires analysis**

3.1.1 Demographic Characteristics of the Respoondents

3.1.2 Employee Engagement Level

3.1.3 Engagement Drivers

3.1.3.1 Leadership

3.1.3.2 Performance and Review

3.1.3.3 Recognition and Rewards

3.1.3.4 Relationship with co-workers

3.1.3.5 Family Friendliness

3.1.3.6 The Job Itself

3.1.4 The relationship between motivational drivers and engagement level

3.1.5 The impact of gender on motivational drivers and engagement level

3.1.6 The impact of position toward motivational drivers and engagement level

3.1.7 The impact of educational background

#### **3.2 Interview analysis: Revealed Level of Organization Engagement from the employee's point of view**

### 3.1 Questionnaire Analysis

#### 3.1.1 Demographic Characteristics of the Respondents

Table 3.1 shows, department, the majority of respondents were Front Office Department (174 or 49.20%) and followed by Food & Beverage Department (93 or 26.30%), Housekeeping (30 or 8.50%), Maintenance (20 or 5.6%), Accounting & Finance (13 or 3.70%), Sales & Marketing (11 or 3.10%), Human Resources (10 or 2.80%), Administration (2 or 0.60%), and Landscaping & Gardening (1 or 0.3%).

Position, the highest of respondents were rank and file (288 or 81.40%) followed by Supervisory level (43 or 12.10%), Manager (23 or 6.50%). Year of employment, the majority of respondents was less than 6 months in employment (98 or 27.7%) followed by 1-2 years (82 or 23.20%), 3-5 years (75 or 21.20%), and 7-11 months (60 or 16.90%), more than 5 years (39 or 11.00%).

Education, the majority of respondents held a bachelor's degree level of education (170 or 48.00%), followed by secondary school certificate (96 or 27.10%), vocational level (74 or 20.90%), primary school (12 or 3.40%) and other (2 or 0.60%).

Ages, the majority of respondents were a group of people aged 26-30 years old (132 or 37.30%) followed by 20-25 years old (99 or 28.00%), 31-35 years old (50 or 14.10%), 36-40 years old (40 or 11.30%), below 20 years old (14 or 4.00%), 41-45 years old (12 or 3.40%), older than 50 years old (6 or 1.7%) and 46-50 years old (1 or 0.3%).

Gender, female respondents were higher than male, 196 or 55.40% and 158 or 44.6% respectively.

**Table 3.1** Characteristics of Respondents

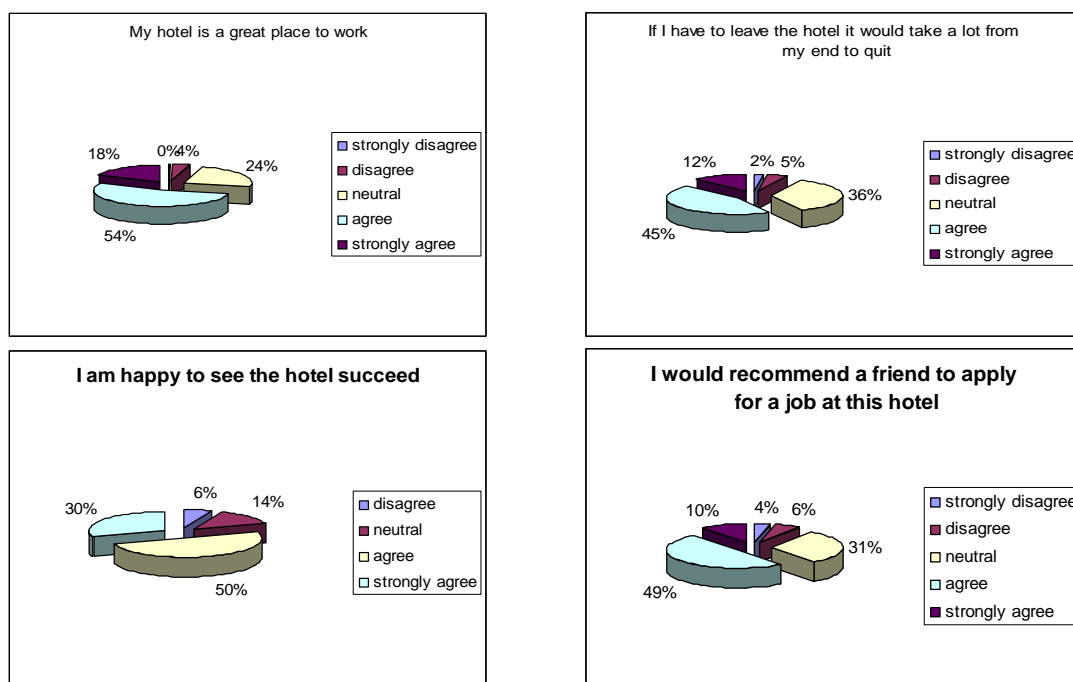
Characteristics	Freq.	%	Characteristics	Freq.	%
Highest Educational Background			Job Position Level		
Primary school	12	3.40	Rank & File	288	81.40
Secondary school	96	27.10	Supervisor	43	12.10
Vocational	74	20.90	Manager	23	6.50
Bachelor	170	48.00			
Other	2	0.60			
Department			Age		
Front Office	174	49.20	Below 20 years old	14	4.00
Food & Beverage	93	26.30	20-25 years old	99	28.00
Accounting & Finance	13	3.70	26-30 years old	132	37.30
Housekeeping	30	8.50	31-35 years old	50	14.10
Maintenance	20	5.60	36-40 years old	40	11.30
Administration	2	0.60	41-45 years old	12	3.40
Human Resources	10	2.80	46-50 years old	1	0.30
Sales & Marketing	11	3.10	Older than 50 years	6	1.70
Landscaping/Gardening	1	0.30			
Gender			Length of employment		
Male	158	44.60	Less than 6 months	98	27.70
Female	196	55.40	6-12 months	60	16.90
			13-24 months	82	23.20
			25-60 months	75	21.20
			More than 60 months	39	11.00

### 3.1.2 Employee Engagement Level

Four statements were asked to indicate the level of employee engagement. Figure 3.1 showed that more than half of the respondents perceived their hotel as a great place to work. 45% agreed that if they had to leave the hotel, it would take a lot from their end to quit. Additionally, the majority of the respondents were happy to see their hotel succeed and they

would recommend their friends to apply for a job at their hotels (50% and 49% respectively). This finding revealed that the respondents had moderate engagement characteristics.

**Figure 3.1** Engaged Characteristics



### 3.1.3 Training and development

Previous studies revealed that training and development was one of the most important engagement motivational drivers. Six statements were used to investigate the perception of the employees towards this driver. Table 3.2 shows that the respondents agreed that they could access to hotel-sponsored program, the hotel had a process to help them identify their development needs, they had sufficient opportunities for personal and professional growth, they had adequate training, they have had opportunities at work to learn and grow and they had opportunities to learn and grow at work. But they neither agreed nor disagreed that in the last six months, someone at work has talked to them about their progress. In overall, the respondents perceived that they have adequate training and development opportunities.

**Table 3.2** Training and Development

<b>Training and Development</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
The hotel has a process that helps me identify my development	3.63	0.90	Agree
Access to hotel sponsored program	3.87	0.84	Agree
The hotel helps me build up my skill-sets by providing me with adequate training that is value to me	3.55	0.96	Agree
I have sufficient opportunities for personal and professional growth	3.63	1.0	Agree
This year, I have had opportunities at work to learn and grow	3.48	0.91	Agree
<u>In the last six months, someone at work has talked to me about my progress</u>	3.39	0.93	Neutral
Grand Mean*	3.59	0.67	Agree

\*Cronbach's alpha = 0.83

### 3.1.3.1 Leadership

Seven statements were used to investigate the perception of the employees toward this driver. Table 3.3 shows that the respondents agreed that their supervisor encourages their development, their manager had good knowledge of the job, their manager provide timely feedback that allows them to improve on their performance, their manager are always available to answer their questions/queries or concerns, their manager or someone at work seems to care about them as persons, their supervisors give them fair review and the mission or purpose of their company make them feel their jobs are important. Overall, the respondents perceived that they have efficient leaders.



**Table 3.3 Leadership**

<b>Leadership</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
My supervisor encourages my development	3.66	0.94	Agree
My manager had good knowledge of the job	3.74	0.92	Agree
My manager provides timely feedback that allows me to improve on my performance	3.73	1.0	Agree
My manager is always available to answer my questions/queries or concerns	3.72	0.92	Agree
My manager, or someone at work seems to care about me as a person	3.52	0.95	Agree
My supervisor gives me fair review	3.49	0.99	Agree
The mission or purpose of my company makes me feel my job is important	3.61	0.97	Agree
Grand Mean*	3.64	0.77	Agree

\*Cronbach's alpha = 0.91

### 3.1.3.2 Performance and Review

Seven statements were used to investigate the perception of the employees towards this driver. Table 3.4 shows that the respondents agreed that at work, their opinion seem to count, within their organizations there are adequate communications about various changes taking, and they know what are expected of them at work. Unfortunately, they neither agree nor disagree that their company goals and strategies are clearly informed, the process and procedures adopted by their hotels to evaluate and promote the employees are fair, they can question a policy or practice in any forum, without fear of being penalized, and they have the materials and equipment they need to do their work right. However, generally, the respondents perceived that they have quite clear review and adequate communication within their organization.

**Table 3.4** Performance and Review

<b>Performance and Review</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
At work , my opinion seem to count	3.49	0.95	Agree
The hotel's goal and strategies are clearly informed	3.40	0.98	Neutral
The process and procedures adopted by my hotel to evaluate and promote the employee is fair	3.40	0.99	Neutral
Within my organization there is adequate communication about various changes taking	3.66	0.93	Agree
I feel that I can question a policy or practice in any forum, without fear of being penalized	3.01	0.99	Neutral
I know what is expected of me at work.	3.59	0.81	Agree
I have the materials and equipment I need to do my work right	3.36	1.14	Neutral
Grand Mean*	3.42	0.69	Agree

- Cronbach's alpha = 0.84

### 3.1.3.3 Recognition and Rewards

Six statements were used to investigate the perception of the employees towards this driver. Table 3.5 shows that the respondents neither agreed nor disagreed that they are satisfied with their current salary, they are satisfied with their current benefits provided by their hotels, as compared to other places the benefits that they get there are competitive enough, their salary is matches their responsibilities, in the last seven days, they have received recognition or praise for doing good work and their companies actively looks after the well-being of all its employees. When compared the mean scores among these six statements, the lowest mean score

belongs to the statement “I am satisfied with my salary” followed by “In the last seven days, I have received recognition or praise for doing good work”. In overall, the respondents perceived that they neither agreed nor disagreed that recognition and rewards are good enough.

**Table 3.5** Recognition and Rewards

<b>Recognition and Rewards</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
I am satisfied with my current salary	2.91	1.10	Neutral
I am satisfied with my current benefits provided by the hotel	3.21	1.11	Neutral
As compared to other places the benefits that I get here are competitive enough	3.30	0.93	Neutral
My salary is matches my responsibilities	3.10	1.06	Neutral
In the last seven days, I have received recognition or praise for doing good work	2.95	0.96	Neutral
My company actively looks after the well-being of all its employees	3.36	0.92	Neutral
Grand Mean*	3.14	0.76	Neutral

\*Cronbach’s alpha = 0.84

#### **3.1.3.4 Relationship with co-workers**

Three statements were used to investigate the perception of the employees towards this driver. Table 3.6 shows that the respondents agreed that their associates or fellow employees are committed to doing quality work, they have a best friend at work and when it comes to the distribution of work with their workgroup, it is fairly distributed and assigned. In overall, the respondents perceived that they have good relationship with co-workers.

**Table 3.6** Relationship with co-workers

<b>Relationship with co-workers</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
My associates or fellow employees are committed to doing quality work	3.55	0.83	Agree
I have a best friend at work	3.64	0.84	Agree
When it comes to the distribution of work with my workgroup, it is fairly distributed and assigned	3.51	0.91	Agree
Grand Mean*	3.57	0.61	Agree

\*Cronbach's alpha = 0.51

### 3.1.3.5 Family Friendliness

A single statement was used to investigate the perception of the employees towards this driver. Table 3.7 shows that the respondents agreed that their hotels are flexible with respect to their family responsibilities.

**Table 3.7** Family Friendliness

<b>Family Friendliness</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
The hotel is flexible with respect to my family responsibilities	3.51	0.92	Agree

### 3.1.3.6 The Job Itself

Six statements were used to investigate the perception of the employees towards this driver. Table 3.8 shows that the respondents agreed that their jobs were challenging, their skills were effectively used, work load were reasonable and they are satisfied with the overall job environment. However, they neither agree nor disagree that at work, they have the opportunity to

do what they do best every day, and job orientation were effective. In general, the respondents perceived that they are satisfied with their job.

**Table 3.8** The Job Itself

<b>The Job Itself</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement Level</b>
At work, I have the opportunity to do what I do best every day	3.32	0.98	Neutral
Job was challenging	3.71	0.85	Agree
Skills were effectively used	3.85	0.78	Agree
Job orientation was effective	3.23	1.05	Neutral
Work load was reasonable	3.48	0.97	Agree
I am satisfied with the overall job environment	3.55	0.95	Agree
Grand Mean*	3.52	0.66	Agree

\*Cronbach's alpha = 0.84

#### **3.1.4 The relationship between motivational drivers and engagement level**

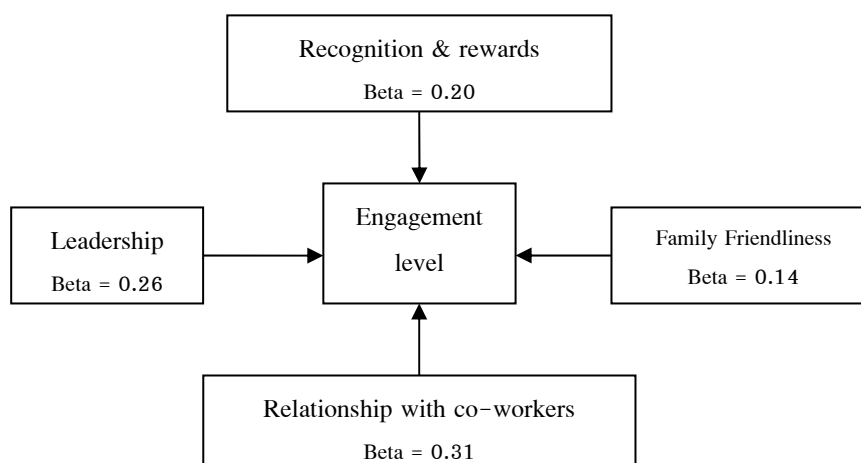
Multiple regression analysis was conducted using employee engagement level as a dependent variable, six motivational drivers were independent variables. The derived model could explain 61% of the variance in engagement level. "Training and development" and "Performance and review" were excluded from the model because p-value was excess 0.05. Only four motivational drivers exerted influences on the dependent variable (Table 3.9).

The results showed that "Relationship with co-workers", "Leadership", "Recognition and rewards", and "Family friendliness" exerted positive correlation with the employee engagement level (Figure 3.2)

**Table 3.9** Multiple Regression Analysis

Motivational Drivers	Engagement Level	Rank
Leadership	0.26**	2
Recognition and Rewards	0.20**	3
Relationship with co-workers	0.31**	1
Family Friendliness	0.14**	4
R <sup>2</sup>	0.61	
F	137.11**	

\*p<0.05, \*\*p<0.01

**Figure 3.2** The relationship between motivational drivers and engagement level.

### 3.1.5 The impact of gender on motivational drivers and engagement level

The t-test was utilized to determine if the motivational drivers and engagement would remain stable or differ between genders. Table 3.10 shows that male respondents had higher engagement level than female respondents (p-value less than 0.01). When look at the individual motivational drivers, the results revealed that the agreement level toward individual motivational drivers of male respondents was stronger than female. It can be concluded that gender has a significant impact on the employees' engagement level and their perception toward motivational drivers.

**Table 3.10** Mean comparison between gender

		<b>Mean</b>	<b>S.D</b>	<b>t-value</b>
Training and development	Male	3.93	0.65	6.48**
	Female	3.64	0.62	
Leadership	Male	3.83	0.53	5.09**
	Female	3.40	0.73	
Performance and review	Male	3.86	0.59	4.97**
	Female	3.46	0.84	
Recognition and rewards	Male	3.61	0.68	6.26**
	Female	3.26	0.66	
Relationship with co-workers	Male	3.41	0.77	2.43*
	Female	2.92	0.69	
Family friendliness	Male	3.66	0.64	2.60*
	Female	3.50	0.58	
Job itself	Male	3.66	1.01	4.28**
	Female	3.39	0.86	
Engagement level	Male	3.63	0.67	2.74**
	Female	3.44	0.65	

\*p&lt;0.05, \*\*p&lt;0.01

### 3.1.6 The impact of position toward motivational drivers and engagement level

Furthermore, it is interesting to test whether the differences of motivational drivers

and engagement level exist among group of position. One-way ANOVA was calculated to determine whether there is a significant difference in each dependent variable using an interval scale between more than two groups. Table 3.11 shows that significant differences were found in five motivational drivers: “leadership”, “performance and review”, “recognition and rewards”, “the job itself”, and “family friendliness”. Although position have impact on these motivational drivers, the engagement level does not differ among the respondents in different position (rank and file, supervisor, and manager).

**Table 3.11** One-way ANOVA: mean comparison among position

	<b>F</b>	<b>p-value</b>
Training and development	0.96	0.38
Leadership	3.38	0.04*
Performance and review	3.61	0.03*
Recognition and Rewards	2.88	0.06
Relationship with co-workers	2.07	0.13
Family Friendliness	8.77	0.00**
The Job itself	7.13	0.00**
Engagement	1.08	0.34

\*p<0.05, \*\*p<0.01



The multiple comparisons with LSD were conducted to identify the source of differences. Results were shown in Table 3.12, rank and file respondents had lower level of agreement toward “job itself” and “family friendliness” than the respondents who were in managerial positions whilst rank and file employees and supervisors who participated in this study had lower level of agreement than managers toward “leadership” and “performance and review”.

**Table 3.12** Differences in strength of motivational drivers and engagement level associated with respondents’ working position

	position		
	Rank & file	supervisor	manager
Leadership	3.59a	3.75a	3.98b
Performance and review	3.38a	3.44a	3.78b
The Job itself	3.46a	3.74b	3.88b
Family friendliness	3.42a	3.84b	4.09b

\* Different letters indicate a significant difference between mean scores (0.05 level) revealed by Multiple Comparison (LSD) test

### 3.1.7 The impact of educational background

Based on One way ANOVA, The results in Table 3.13 show that there were significant differences amongs the respondents who have different education background in all engagement drivers except “recognition and rewards”, “relationship with co-workers”, and “family friendliness”.

**Table 3.13** One-way ANOVA: mean comparison among education

	<b>F</b>	<b>p-value</b>
Training and development	3.07	0.02*
Leadership	3.66	0.01*
Performance and review	2.87	0.02*
Recognition and Rewards	2.30	0.06
Relationship with co-workers	1.06	0.38
Family Friendliness	1.77	0.12
The Job itself	4.76	0.00**
Engagement	2.58	0.04*

\* $p < 0.05$ , \*\* $p < 0.01$

The multiple comparison with LSD results showed that in term of “training and development opportunity” and “leadership”, the respondents with primary school certificate had lower level of agreement than other groups. Their engagement level was also lower. Surprisingly, in term of “performance and review”, the respondents with primary school and vocational school background had lower level of agreement than the respondents who had secondary school certificate and the respondents who had bachelor degree while the respondents with primary school certificate and the respondents with vocational school certificate had lower level of agreement toward “the job itself” than the respondents who had secondary school certificate.

**Table 3.14** Differences in strength of motivational drivers and engagement level associated with respondents' educational background

	Education				
	T&D**	Leadership	P&R**	Job	Engagement
Primary school	3.05a	2.96a	3.19a	3.18a	3.27a
Secondary school	3.70b	3.76b	3.59b	3.65b	3.83b
Vocational	3.51b	3.55b	3.26a	3.28a	3.67b
Bachelor	3.60b	3.65b	3.41ab	3.59b	3.80b
others	4.17b	4.29b	3.29ab	3.33ab	3.75b

\* Different letters indicate a significant difference between mean scores (0.05 level) revealed by Multiple Comparison (LSD) test

\*\* T&D is referred to Training and development, P&R is Performance and review

### 3.2 Interviewed Analysis

To help the author gains valuable comment into the practicing concept of employee engagement, three members of the management from the three small independent hotels were interviewed. The purpose of this interview was to reveal the level of engagement of the employees and their organization. Fortunately, the person who the author met and requested interview were ones whom the author personally know for many years. This made it much easier to set schedule for interviews and also made the interview much more comfortable. Three interviews took place with;

1) A male general manager from hotel A who has over 20 years experience in the hospitality industry.

2) A female owner of the hotel B who has approximately 10 years experience in the hotel business with sufficient education background.

3) A female owner of the hotel C who has approximately 5 years experience in hotel business with sufficient education background.

Each interviewee, viewed "employee engagement" slightly differently. From the three interviews it was clear that the personnel responsible for employee engagement program

were generally inexperienced with high education background but certain limit of service experience.

**Table 3.15** Interviewed results

Questions	Results		
	GM: Hotel A	Owner: Hotel B	Owner: Hotel C
1) How do you know that employees in your company are engaged?	Engaged employees are enjoy with their work and willing to stay	Similar	Similar
Generally most of the interviewees identified the characteristics of engaged employees in the same way.			
2) Do you have employee development plans?	Yes, most of the plans are in-house training. At this stage it still not easy for him to convince his owner to invest in this regard.	Yes, most of the plans are carrying out by department head or supervisor	Occasionally but not really a plan.
“Employee development plan” was clearly explained that it is concerning activities and opportunities to learn and growth, provided by the organization. However, none of hotel has a proper plan for such but inter-departmental on the job training was conducted from time to time (there is NO monthly or yearly planning available at all)			
3) Are some employees in your company engaged?	They are engaged in their work but not committed to the organization	They are Committed to staying but not exactly engaged in their work	Similar as B

**Table 3.15** Interviewed results (Continue)

<p>The interviewees felt that the employees who were highly engaged in their work were self motivated to work hard but whenever they got a better offer from other hotels, they would leave. While the employees who were not the best performers were highly committed to the organization. However, in fact, all of them never ever conduct any official survey.</p>			
4) To whom are your organization's employees committed?	Their supervisor or team member	Similar	Similar
<p>It quite easy for all of them to response to this question and result was all the same. They believe that the direct supervisor or even colleague is the most powerful factor that influence employee in this respect.</p>			
5) What business results has commitment from employees created for your organization?	Reduced turnover	Engaged employees helps reduce absentee and turnover. Decreased recruitment, hiring and training costs	There is small number of engaged employees in her organization, with that regard she does not notice any positive or negative result.
<p>Commonly, they can understand what kind of positive business result will occur within the organization when employees committed to do their job. In reality, employee commitment is a common need for the local business owners but they may do not know exactly how to build such.</p>			
6) Conversely, how do disengaged employees behave, and what are the resulting costs for their teams, units-and your entire company?	Lower productivity, high costs, higher turnover and less efficiency	Lower productivity and less efficiency	lower productivity and fewer revenues
<p>Disengaged employees created negative business results, of course. It can be ruined everything and everyone. This question had the same response from all.</p>			

**Table 3.15** Interviewed results (Continue)

7) What does your company do to respond employees' commitment?	Make it clear and understood that the organization needed to demonstrate its commitment to its people before they could be expected to demonstrate their own commitment to it and its success.	Make sure that new opportunity is widely open and even easier for employees to reach up within organization.	Provide sufficient resources.
<p>In general, every interviewee came up with the same idea of how to respond to committed employees. However, a lady owner in hotel C may assumed that providing sufficient resources should have important at the same level or even first priority.</p>			
8) How is the employee rewarded for meeting or exceeding performance goal?	Public Recognition and cash	Cash and special trip	Everyone is motivated by money
<p>Money is matter for employee who has outstanding performance. Upon interview, the general manager of hotel A revealed that he was not sure whether his hotel provided either recognition or reward properly, however simply public recognition is easier than cash reward.</p>			

**Table 3.15** Interviewed results (Continue)

9) Is your organization losing good employees to the competition?	Yes, usually their best people (engaged) not leave because of money but possibly because of either poor relationship with their supervisor or lack of opportunity within the organization.	Yes, they possibly leave because of money. However, career advancement opportunity could be one of the important reasons.	Yes, they possibly leave because of money
Every hotel claimed that they are losing their talent employees to the competitors. Because of this, most hotels is misleads to conduct necessary employee development program. It took a long discussion with each hotel in this matter. From the owner point of view, it is a matter of money while the professional general manager felt that poor relationship with ones direct supervisor is critical.			
10) Does the employee have clear goals that are measured and reported on a regular basis?	Only sale staff does.	Not really	Not really
None of them provided clear mission and vision to their employee.			

All of them replied that they are losing good employees to the competition because of better pay and benefits, career advancement opportunity as another important reason. Their respond showed that none of them have significant mission and vision, formal employee development plan, and recognition or reward plan.

In addition, employee development only carrying out through internal department on the job training and appraisal review once a year. They also show the feeling of fear that their investment on employee development will have insufficient return of investment. Regarding employee development plan, in the owner point of view, they are hesitated to invest in such due they believe that talented employee trend to leave the organization. They added that although they had been tried very hard to make employees happier but turnover rate still high.

With regard to the conclusion, they were fully agreed with engagement as ways to increase more productivity, more profitability, lower turnover etc. They said although they had been tried very hard to make employees happier but turnover rate still high. Everyone agreed that to promote engagement performance is the role of responsibility for all level of employees in order to gain more benefits for both, employees and organizations. Additionally, the respondent interview conducted by the researcher reveals that they were fully agreed with engagement as ways to increase more productivity, more profitability, lower turnover etc. However, it does not mean that they will give up to practice in other form of engagement and fully hope that they will find the right way sooner or later. In conclusion, from the interview, everyone agreed that to promote engagement performance is the role of responsibility for all level of employees in order to gain more benefits for both, employees and organizations.

As resulted, although all interviewees know what should be doing but engagement program is never actually implemented. The respond was not reflected high level of engagement due to lack of practice in some important factors i.e. clear goals or mission, development plan, recognition and reward plan. This study reveals a possibility low level of organization engagement.



## CHAPTER 4

### SUMMARY

#### 4.1 Conclusions

This study aimed to survey the current situation of Employee Engagement of Independent full-service hotels in Phuket. Sixteen small independent full-service hotels supported the data collection. The questionnaires were sent out to these hotels and three hundred and fifty two usable questionnaires were returned. Besides, the qualitative approach was also conducted using the interviews with two owners and one general manager to provided in-depth information. The findings of this study are shown below.

**Objective 1 :** To identify the engagement drivers that influences employees in Independent Hotels in Phuket.

The findings revealed that the independent hotel employees in Phuket were satisfied with “leadership”, “training and development”, “relationship with co-workers”, “job itself”, and “family friendliness” drivers. Similarly, the independent hotel employers believed that their employees were highly satisfied and committed with their immediate supervisors. However, in terms of training and development, although the employees were satisfied with this driver, many independent hotel employers did not have a formal training and development plan for their human resources. Most training programs provided by these hotels were in the form of the inter-departmental on the job training to improve the quality of their employee performance.

In contrast, the results indicated that the employees were not quite satisfied with “performance and review” and “recognition and reward”. They felt that their hotel goal and strategies were not clearly informed and communication channels might not be open. Also the materials and equipment were not properly provided for them to work up to the expectation. Although recognition and reward was one of the most important drivers, many employers failed to implement a proper compensation that link performance and pay so the compensation practices

were not viewed by their employees as fair; that poor performance is not tolerated, high performance is recognized.

Furthermore, the regression analysis showed that “relationship with co-workers”, “leadership”, “recognition and rewards”, and “family friendliness” exerted positive correlation with the employee engagement level whereas “training and development”, “job itself”, and “performance and review” do not have a significant impact to the engagement level.

**Objective 2 :** To measure employment from attitude toward the engagement motivational drivers and their impact.

The results revealed that more than 50% of the small independent full-service hotel employees in Phuket felt proud to be part of their organization, they had great satisfaction of work and they would recommend their hotels as a good place to work. On the other hand, the employers agreed that most of their employees were engaged and had the above characteristics. They declared that although many employees were highly committed to their hotels, they would not put in a great deal of effort beyond what is normally expected to help company succeed.

Besides, most of employers in small independent full-service hotels believed if their employees were highly engaged, it could reduce the absenteeism and turnover rate which leads to the decrease in recruitment, hiring and training costs which is a common need for the local business owners. However, they might not know exactly how to enhance the engagement level among their employees.

The interview also revealed that although employers were fully agreed with engagement as way to increase more productivity, more profitability and lower turnover, none of them have clear vision, formal employee development plan, and recognition and reward plan. They also showed the feeling of fear that their investment on employee development cannot bring a sufficient return on their investment. As a result, the effective engagement program would not be fully supported by the owners. This study revealed a possibility low level of organization engagement.

However, it is obvious that the small independent full-service hotel employees were moderately engaged but need more attention from their employers to inspire them to put more effort and engage in behaviors that contribute to business success. To help these hotels to find the effective strategies to utilize their limited resources to enhance the employee engagement, objective no. 2 was created.

**Objective 3:** To reveal level of organization engagement

The interview with the employers revealed that they also realize that rewards do not have to be monetary. Non-monetary rewards such as flexible work hours, recognized achievement, increased responsibility, and the opportunity to develop personal and career goals is preferable. It can also work directly toward a motivated employee and be implemented under the limited financial resources. Additionally, some employers realized that they need to provide sufficient resource for their employee to increase the employee commitment.

However, from the qualitative approach, the results showed that the employers claimed that their talented employees disengaged because of poor training and development, poor recognition and reward (especially monetary reward) and poor leadership. Although few independent hotels in Phuket have implemented “family friendliness” policies to maximize the work-family balance of their employees for some time, none of the interviewees realized that family friendliness become an important driver that has significant impact on the employee engagement. Demographic characteristics (e.g. gender, position, and education background) also have significant impact on the employee engagement and engagement drivers.

For conclusion, employee engagement is all about positive attitude held by employee towards the organization and its values. It is importance in the organization and impacts in many ways. An engaged employee is a motivated person, finds himself worth in his work and committed to the accomplishment of goals. He considers his contribution to the organization as essential to achieving organizational goals. Engaged employees can help an organization achieve its mission, strategy and generate important business results. Engagement levels are influenced by employees’ personal characteristics. But people are also influenced by the jobs they do and the experiences they have at work.

Besides employees' personal characteristics, engagement is also strongly influenced by organizational characteristics, such as an organization reputation, good internal communication, and a culture of learning.

Engagement can be influenced by many drivers such as training and development, leadership, performance and review, recognition and rewards, relationship with co-workers, family friendliness and job itself. A workplace environment for engagement is important, without it turnover will increase and efficiency will decline. However, the organization requires an appropriate time, effort, commitment and investment to a successful future.

## **4.2 Discussion**

This research is agreed with Robinson et al. (2004) that many drivers of engagement will be common to all organizations, regardless of sector; however some variability is likely, and the relative strength of each driver is also likely to be depended on the organization being studied. For training and development, this research found different perception between employee and business owners.

According to the interview result, the employers felt that if the organization provides employee with opportunities to develop their abilities, it can minimize the absenteeism and turnover. These findings support Mello (2006) that human resources investment is critical due to the fact that human asset cannot be duplicated. When companies plan for the career paths of their employees and invest in them, they will be happy and willing to put extra effort to work hard and help the company succeed.

This study also supported Tower Perrin-ISR (2006) that leadership is an important engagement driver. Effective organizational leadership should have clear vision, clearly and influentially communicate that vision to employees and be consistent in behaviors as strive as the organization that proactively manage their reputations will enjoy higher level of employee engagement.

Compensation and benefits is also one of the main drivers revealed by Sutahja et al. (2007), also confirmed by Mercer et al (2007) that the main motivation driver in China was fair compensation. Similarly, findings from this research show a positive relationship between recognition and rewards and employee engagement level.

In contrast, many studies showed that training and development, leadership, performance and review, recognition and rewards, relationship with co-workers, family friendliness and job itself are important engagement drivers. In this study, out of seven drivers, only four drivers: relationship with co-workers, leadership, recognition and rewards, and family friendliness showed a positive relationship with employee engagement. Furthermore, this study confirmed the concept proposed by Hay Group (2005) that although one driver may be more important than the others, however, all drivers are required to pay equal attention in order to understand the needs and priorities of different group of employees so appropriate action can be determined to meet those needs.

#### **4.3 Recommendation**

Based on the results and discussion, the researcher found that the employee engagement program can easily turn into barriers during practices and can be damaging to employees engagement. In the independent hotels in Phuket, the organization's financial operation success factors are mostly concerned to volume of customers and stakeholders in hotel itself. The important recommendations were presently according to the aim of each organizations by following example cases;

1. In order to avoid creating barriers to engagement

An organization must determine what is working and what is not. The most appropriate key to approach effective engagement for each individual organization is flexibility.

2. In order to raise and maintain engagement

The organization should taking actions start with listen to employee feedback and a definitive action plan will need to finally be put in place. Encouraging engagement leads

the way to design measure and evaluate organization policies and practices that help attract and retain talent employees with skills and competencies necessary for growth and sustainability.

3. Give importance of two-ways communication

The organizations should review their communications and particularly their arrangements for listening to employee opinions as well as customer feedback may concerned to compliment or complain to the employee.

4. Put the right person into the right jobs

The organization management level or line managers need support in designing challenging jobs and managing effective teams. From the author's experiences in some small independent hotels, great results with employee engagement program can be expected when implemented properly.

5. Use survey tools to achieve great employee engagement,

Most employees want to be high performers. They want to do a great job at work. The organization may apply s good engagement survey either formal or informal forms could help management level or line managers to understand what is all about that performances. By measuring engagement levels, identifying key drivers of engagement and acting on result to drive change, company really see an impact on business results.

6. the organization have to give clear goals

In order to require employee to work over time or work harder than basic commitment , making clear of goal and direction is important and directly impact the capability of the organization in the competitive market. As a result, employees tend to be motivated and committed to it. According to the currently unstable economy crisis especially effected to hotel industry, employees are expected to work harder in order to meet its targets. Employees perform well when they are clear with their goals and objectives, and know how to go about achieving them.

7. Present and provide healthy and happy atmosphere in workplace,

Engagement is not about driving employees to work harder, but about providing the conditions under which they will work more effectively or in other words, it is about releasing employees' discretionary behavior. This is more likely to result from a healthy work life balance than from working long hours.

8. Maintain good employees relationship

In order to fully engage the employees, capturing their minds and hearts at each stage of their work lives, learning, improvement, measurement and action should be continuous process. It is important to consider employee engagement factors, as the human and resources works to establish workplace practices program to attract and retain employees. The employment relationship requires regular attention and maintenance but, if not carefully managed, HR can lead to disregard of the employee sponsorship role with damaging effects on engagement.

However, since compensation does matters for engagement, Human Resources should perform as follows:

- Survey industry wage trends
- Increasing pay base on the success of business objectives
- Conduct exit interviews for departing employees
- Use employee surveys to find out what perks, benefit and forms of compensation other than money will help them stay with the companies.

Communication is an important management tool for employee engagement, in order to keep the employees energized, focus and productive and are critical to long-term organizational success. Continue to improve manager's leadership, communication and interpersonal skills through coaching, training and feedback.

Employee engagement depends on each organization in order to determine their company mission and culture, proactive and best outcome practices within an organization.

Human Resources actions to fulfill engagement program may includes:

- Create employee confidence by communication from top-down
- Associate with employees whenever possible in order to build a feeling of trust and respect
- Explain all aspects of change within the organization both negative and positive
- Evaluate the objectives of the communication plan.

The way in which both senior management and line managers behave towards, and communicate with, employees, plus the way in which work is organized and jobs defined, contribute significantly towards making work meaningful and engaging.

Employers should pay more attention to creating an engaged workforce.

This is a business issue. To invest in HR practice program that will best suit for the organization, it is important to combines the engagement, strategy and workforce. The research, guideline and examples provided in this studied can help to weigh the options and to provide an investment plan that will best suit organizations' demand. It is emphasis that employee loyalty must be earned through a culture of respect and integrity and learning and development.

#### **4.4 Limitations and Suggestions for Further Study**

There are several limitations in this study. First, the convenience sampling method was used that may limit the generalization of this study. Second, the study focused on certain aspects of employee engagement such as engagement drivers that influences employees and level of engagement, both employee and organizations. However, due to the time limitation, This study focused on only some prospects and did not cover every category of hotel. ,only sixteen small independent hotels were participated for data collection and only three interviews were conducted. This can create bias.



It is interesting to get a broader picture of employee engagement. Future research may consider using all hotels categories, covering all geographical areas (e.g. Phuket, Bangkok, and Chiang Mai). Third, to track employee engagement performance longitudinal study is needed. Last, the study only tested Thai context. Whether results from this research could be replicated across different cultures remains to be examined

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**APPENDICES**

## APPENDIX A



ชุดที่.....

พื้นที่เก็บข้อมูล

.....

## แบบสอบถาม

## แบบสอบถามเรื่องความผูกพันของพนักงานต่อองค์กร

แบบสอบถามนี้เป็นส่วนหนึ่งของโครงการศึกษาวิจัยสำหรับงานวิทยานิพนธ์ของนักศึกษาหลักสูตรปริญญาโทบริหารธุรกิจ สาขาวิชาการจัดการการบริการและการท่องเที่ยว คณะอุตสาหกรรมบริการ มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ต โดยมีวัตถุประสงค์เพื่อศึกษาเรื่อง “ความผูกพันของพนักงานต่อองค์กร กรณีโรงแรมขนาดเล็กที่มีการจัดการบริหารด้วยตนเองในจังหวัดภูเก็ต” ผลการวิจัยครั้งนี้จะทำให้ทราบถึงปัจจัยต่างๆที่เกื้อหนุนให้พนักงานมีความผูกพันต่อสถานที่ทำงาน รวมถึงระดับความผูกพันที่พนักงานมีต่อสถานที่ทำงานในปัจจุบัน ซึ่งจะ เป็นประโยชน์ต่อการวางแผนการจัดการทรัพยากรมนุษย์และทรัพยากรในด้านอื่นๆได้อย่างมีประสิทธิภาพ อีกทั้งจะเป็นประโยชน์ต่อประชาชน หน่วยงานราชการและผู้ที่ให้ความสนใจโดยทั่วไป การทำวิจัยในครั้งนี้ เป็นการศึกษาทางวิชาการเท่านั้น ซึ่งผลการศึกษาจะไม่ส่งผลกระทบต่อผู้ให้ข้อมูลหรือผู้ที่ถูกกล่าวอ้างถึง ผู้วิจัยจะเก็บข้อมูลที่รับจากท่านไว้เป็นความลับ โดยจะนำมาทำสรุปผลการวิจัยเป็นภาพรวมเท่านั้น

ดังนั้น คำตอบของท่านมีคุณค่ายิ่งต่องานวิจัย ข้อมูลที่เป็นจริงและถูกต้องสมบูรณ์ จะช่วยให้การวิจัยดำเนินไปด้วยความถูกต้อง และแม่นยำ ผู้วิจัยจึงใคร่ขอความอนุเคราะห์จากท่านโปรดตอบแบบสอบถามตามความคิดเห็นของท่านอย่างรอบคอบให้ครบทุกข้อ ผู้วิจัยขอขอบพระคุณที่ท่านสละเวลาอันมีค่าเพื่อร่วมเป็นส่วนหนึ่งของโครงการนี้ไว้ ณ โอกาสนี้

อาณัติชัย นิลศิริ

ผู้วิจัย

หมายเหตุ

แบบสอบถามฉบับนี้ประกอบด้วย สองส่วน มีจำนวน สามหน้า ดังต่อไปนี้

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม จำนวน หกข้อ

ส่วนที่ 2: ความคิดเห็นของผู้ตอบแบบสอบถาม จำนวน สี่สิบข้อ



คำถามต่อไปนี้เป็นปรดเลือกเพียงหนึ่งตัวเลือก

ส่วนที่ 1 ข้อมูลทั่วไป

- |  |                                      |
|--|--------------------------------------|
| 1. คุณทำงานในแผนกใด  | 5. อายุของท่าน อยู่ในช่วงใด          |
| <input type="radio"/> บัญชีและการเงิน                      | <input type="radio"/> น้อยกว่า 20 ปี |
| <input type="radio"/> บริการส่วนหน้า                       | <input type="radio"/> 20-25 ปี       |
| <input type="radio"/> อาหารและเครื่องดื่ม                  | <input type="radio"/> 26-30 ปี       |
| <input type="radio"/> ซ่อมบำรุง                            | <input type="radio"/> 31-35 ปี       |
| <input type="radio"/> บริหาร                               | <input type="radio"/> 36-40 ปี       |
| <input type="radio"/> ขายและการตลาด                        | <input type="radio"/> 41-45 ปี       |
| <input type="radio"/> สวนและภูมิทัศน์                      | <input type="radio"/> 46-50 ปี       |
| <input type="radio"/> แม่บ้าน                              | <input type="radio"/> มากกว่า 50 ปี  |
| <input type="radio"/> งานบุคคล                             |                                      |
| 2. ตำแหน่งงานปัจจุบันของท่านคือ                            | 6. เพศ (โปรดระบุ)                    |
| โปรดระบุ .....   | <input type="radio"/> ชาย            |
| 3. คุณทำงานในโรงแรมนี้มานานกี่ปี                           | <input type="radio"/> หญิง           |
| <input type="radio"/> น้อยกว่า 6 เดือน                     |                                      |
| <input type="radio"/> หกเดือน-หนึ่งปี                      |                                      |
| <input type="radio"/> หนึ่ง-สองปี                          |                                      |
| <input type="radio"/> สาม-ห้าปี                            |                                      |
| <input type="radio"/> 5 ปี ขึ้นไป                          |                                      |
| 4. ท่านได้รับการศึกษาขั้นสูงสุดคือ                         |                                      |
| <input type="radio"/> ประถมศึกษา                           |                                      |
| <input type="radio"/> มัธยมศึกษา                           |                                      |
| <input type="radio"/> ประกาศนียบัตรวิชาชีพ (ปวช. หรือ ปวส) |                                      |
| <input type="radio"/> ปริญญาตรี                            |                                      |
| <input type="radio"/> อื่นๆ (โปรดระบุ).....                |                                      |

ส่วนที่ 2 ท่านมีความคิดเห็นอย่างไรเกี่ยวกับการจัดการทรัพยากรมนุษย์ของโรงแรมที่ท่านทำงาน โดยมีเกณฑ์ในการประเมินระดับความเห็นดังนี้

1 – ไม่เห็นด้วยเป็นอย่างยิ่ง

2 – ไม่เห็นด้วย

3 – ไม่มีความเห็น

4 – เห็นด้วย

5 - เห็นด้วยอย่างยิ่ง

ข้อ	คำถาม/รายละเอียด	ความคิดเห็น				
		1	2	3	4	5
1	โรงแรมมีแนวทางในการส่งเสริมให้ท่านได้ระบุความต้องการในการพัฒนาตนเองได้	0	0	0	0	0
2	โรงแรมช่วยสร้างเสริมทักษะที่จำเป็นต่อการทำงาน โดยจัดฝึกอบรมให้เพียงพอ	0	0	0	0	0
3	ท่านสามารถเข้าร่วมโครงการฝึกอบรมที่ทางโรงแรมให้การสนับสนุน	0	0	0	0	0
4	หัวหน้างานผลักดันให้ท่านเกิดการพัฒนา	0	0	0	0	0
5	ท่านได้รับโอกาสที่ดีในการพัฒนาตนเองเพื่อความก้าวหน้าและอาชีพ	0	0	0	0	0
6	หัวหน้างานมีความรู้ในงานเป็นอย่างดี	0	0	0	0	0
7	ในการทำงาน หัวหน้าและเพื่อนร่วมงานค่อนข้างฟังความคิดเห็นจากท่าน	0	0	0	0	0
8	หัวหน้างานของท่านให้คำแนะนำ/ข้อเสนอแนะเพื่อปรับปรุงการทำงานอย่างสม่ำเสมอ	0	0	0	0	0
9	หัวหน้างานเปิดโอกาสให้ซักถามและไขข้อข้องใจอยู่เสมอ	0	0	0	0	0
10	หัวหน้างานและผู้บริหารอื่นๆ ปฏิบัติต่อท่านอย่างดี	0	0	0	0	0
11	หัวหน้างานให้ความสำคัญชมเชยในการประเมินผล	0	0	0	0	0
12	โรงแรมมีขั้นตอนและวิธีการการประเมินผลการทำงานของพนักงานอย่างเป็นธรรมชาติ	0	0	0	0	0

ข้อ	คำถาม/รายละเอียด	ความคิดเห็น				
		1	2	3	4	5
13	โรงแรมให้เป้าหมายและกลยุทธ์ต่างๆอย่างชัดเจน	0	0	0	0	0
14	พันธกิจหรือเป้าหมายของโรงแรม ทำให้ท่านรู้สึกทำงานที่ท่ามีความสำคัญ	0	0	0	0	0
15	เมื่อเกิดการเปลี่ยนแปลงใดๆในโรงแรม พนักงานจะได้รับการบอกกล่าวอย่างทั่วถึง	0	0	0	0	0
16	ในช่วงหกเดือนที่ผ่านมา ผู้บังคับบัญชาได้เคยพูดถึงการมีพัฒนาการที่ดีขึ้นของท่าน					
17	โรงแรมมีการจัดแบ่งและมอบหมายงานอย่างเป็นธรรม					
18	เงินเดือนที่ได้รับในปัจจุบันเป็นที่พึงพอใจแล้ว					
19	สวัสดิการที่ได้รับจากโรงแรม เป็นที่พึงพอใจแล้ว	0	0	0	0	0
20	เมื่อเปรียบเทียบกับสวัสดิการที่ได้รับในปัจจุบัน กับโรงแรมอื่นๆในระดับเดียวกันแล้ว เห็นว่ามีความเหมาะสมดี	0	0	0	0	0
21	เงินเดือนที่ได้รับ เหมาะสมกับหน้าที่และความรับผิดชอบ	0	0	0	0	0
22	ได้รับคำชมเชยจากผลการปฏิบัติงาน ในรอบเจ็ดวันที่ผ่านมา	0	0	0	0	0
23	โรงแรมได้ให้การเอาใจใส่ความเป็นอยู่ของพนักงานเป็นอย่างดี	0	0	0	0	0
24	ท่านสามารถตั้งคำถามเกี่ยวกับนโยบายหรือวิธีปฏิบัติใดๆได้ โดยมีต้องหวั่นเกรงว่าจะถูกลงโทษ	0	0	0	0	0
25	โรงแรมนี้ให้โอกาสท่านทำงานตามความเชี่ยวชาญตลอด	0	0	0	0	0
26	เพื่อนร่วมงานของท่านทุ่มเทเพื่อการทำงานที่มีคุณภาพ	0	0	0	0	0

27	ที่ทำงาน ท่านมีเพื่อนร่วมงานที่เป็นเพื่อนสนิท/ เพื่อนรู้ใจ	0	0	0	0	0
28	ท่านทราบถึงสิ่งที่โรงแรมคาดหวัง ในงานที่ท่านทำ	0	0	0	0	0
29	ช่วงหนึ่งปีที่ผ่านมามี ท่านได้รับโอกาสในการเรียนรู้ และความก้าวหน้าในงานที่ท่านทำ	0	0	0	0	0
30	โรงแรมได้จัดเตรียมวัสดุและอุปกรณ์ที่จำเป็นในงาน ไว้อย่างพร้อมเพรียง	0	0	0	0	0
31	โรงแรมมักจะอะลุ่มอล่วย หากมีกิจจำเป็นใดๆ อัน เกี่ยวข้องกับภาระและความรับผิดชอบต่อครอบครัว	0	0	0	0	0
32	งานที่ท่านทำเป็นงานที่ท้าทายความสามารถ	0	0	0	0	0
33	หน่วยงานที่ท่านทำอยู่เปิดโอกาสให้ท่านได้ใช้ทักษะ ความรู้ที่มีอย่างเต็มประสิทธิภาพ	0	0	0	0	0
34	โรงแรมจัดการปฐมนิเทศพนักงานใหม่อย่างมี ประสิทธิภาพ	0	0	0	0	0
35	ปริมาณงานที่ท่านมีความเหมาะสมดี	0	0	0	0	0
36	สภาพแวดล้อมในงานโดยทั่วไป เป็นที่น่าพอใจ	0	0	0	0	0
37	โรงแรมที่ท่านอยู่ในปัจจุบัน เป็นสถานที่ทำงานที่ดี	0	0	0	0	0
38	เป็นการตัดสินใจที่ต้องใช้เวลาไตร่ตรองเป็นอย่างมาก สำหรับท่านหากจะต้องลาออกจากโรงแรมนี้	0	0	0	0	0
39	ท่านรู้สึกปลื้มใจที่ได้เห็นความสำเร็จของ โรงแรม	0	0	0	0	0
40	ท่านจะแนะนำเพื่อนสมัครเข้าทำงานใน โรงแรมแห่งนี้	0	0	0	0	0

ขอขอบคุณที่ท่านได้กรุณาใช้เวลาอันมีค่า เพื่อมีส่วนร่วมในการสำรวจความคิดเห็นในครั้งนี้

## Questionnaire for employees in small independent hotels in Phuket



No.....

Hotel.....

Date...../...../2008

### QUESTIONNAIRE

Subject: Employee Engagement: Case Study Small Independent Hotels in Phuket

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This questionnaire is provided to facilitate the thesis research for the student of MBA in Hospitality and Tourism management of Prince of Songkla University, Phuket campus. The research: Employee Engagement: Independent Hotels in Phuket. This study was conducted to identify the level of engagement from the employee point of view, to measure employee attitude toward the engagement motivational drivers and to reveal level of engagement of the organizations in independent hotels in Phuket. This research will hopefully be able to identify the engagement motivational drivers and disclose the level of engagement of employees and the organizations. In addition, this study will bring about the better understanding of engagement benefit for employees, organizations and customers.

All of the information filled in this questionnaire is only for the academic works which do not harm the security of respondents, and they will be kept as the confidential information. Every opinion and information of respondent is worth for this research, so the accurate and complete data is needed for the accountability and reliability of this research. Please fulfill every question in the questionnaire carefully.

Thank you for your participation.

Mr. Anatchai Nilsiri

Researcher

Remarks:-This questionnaire comprises 2 parts and 3 pages as follows:-

Part 1: The general information of respondent includes 6 attributes.

Part 2: The respondent opinion toward 40 items questionnaire

**Please choose one of the below for each of the items**

Part 1. General information of respondent

1. Which of the following department you work for?

- Accounting/Finance
- Front Office/Guest Service
- Food & Beverage
- Housekeeping
- Maintenance
- Administration
- Sales & Marketing
- Gardening & Landscaping
- Human Resources

2. What is your position here?

Please identify .....

3. How long have you worked at (company)?

- Less than 6 months
- 6 months – 1 year
- 1-2 years
- 3-5 years
- More than 5 year

4. What is your age?

- Younger than 20 years old
- 20-30 years old
- 31-40 years old
- 41-50 years old
- 51-60 years old
- Older than 60 years old

5. What is your gender?

- Male
- Female

6. What is your highest education?

- Primary School
- Secondary School
- Vocational
- Bachelor
- Other (.....)

Each of the questions will have a 5 point scale:-

1= Strongly disagree

2 = Disagree

3 = Neutral

4 =Agree

5 = Strongly agree

## Part 2. Questionnaire

Item	Questions	Agreement Level				
		1	2	3	4	5
1	The hotel has a process that helps me identify my development needs	0	0	0	0	0
2	The hotel helps me build up by skill-sets by providing me with adequate training the is value to me	0	0	0	0	0
3	Access to hotel-sponsored program	0	0	0	0	0
4	My supervisor encourages my development	0	0	0	0	0
5	I have sufficient opportunities for personal and professional growth	0	0	0	0	0
6	My manager had good knowledge of the job	0	0	0	0	0
7	At work, my opinion seem to count	0	0	0	0	0
8	My manager provides timely feedback that allows me to improve on my performance	0	0	0	0	0
9	My manager is always available to answer my questions/queries or concerns	0	0	0	0	0
10	My manager, or someone at work seems to care about me as a person	0	0	0	0	0
11	My supervisor gives me fair review	0	0	0	0	0
12	The process and procedures adopted by my hotel to evaluate and promote the employee is fair	0	0	0	0	0
13	The hotel goal and strategies are clearly informed	0	0	0	0	0
14	The mission or purpose of my company makes me feel my job is important	0	0	0	0	0
15	Within my organization there is adequate communication about various changes taking	0	0	0	0	0



Item	Questions	Agreement Level				
		1	2	3	4	5
16	In the last six months, someone at work has talked to me about my progress.	0	0	0	0	0
17	When it comes to the distribution of work with my Workgroups, it is fairly distributed and assigned	0	0	0	0	0
18	I am satisfied with my current salary	0	0	0	0	0
19	I am satisfied with my current benefits provided by the hotel	0	0	0	0	0
20	As compared to other places the benefits that I get here are competitive enough	0	0	0	0	0
21	My salary is matches my responsibilities	0	0	0	0	0
22	In the last seven days, I have received recognition or praise for doing good work	0	0	0	0	0
23	My company actively looks after the well-being of all its employees	0	0	0	0	0
24	I feel that I can question a policy or practice in any forum, without fear of being penalized.	0	0	0	0	0
25	At work, I have the opportunity to do what I do best every day	0	0	0	0	0
26	My associates or fellow employees are committed to doing quality work.	0	0	0	0	0
27	I have a best friend at work	0	0	0	0	0
28	I know what is expected of me at work.	0	0	0	0	0
29	This last year, I have had opportunities at work to learn and grow	0	0	0	0	0
30	I have the materials and equipment I need to do my work right	0	0	0	0	0

Item	Questions	Agreement Level				
		1	2	3	4	5
31	The hotel is flexible with respect to my family Responsibilities	0	0	0	0	0
32	Job was challenging	0	0	0	0	0
33	Skills were effectively used	0	0	0	0	0
34	Job Orientation was effective	0	0	0	0	0
35	Work load was reasonable	0	0	0	0	0
36	I am satisfied with the overall job environment	0	0	0	0	0
37	My hotel is a great place to work	0	0	0	0	0
38	If I have to leave the hotel it would take a lot from my end to quit	0	0	0	0	0
39	I am happy to see the hotel succeed	0	0	0	0	0
40	I would recommend a friend to apply for a job at this hotel	0	0	0	0	0

**APPENDIX B**



Structured Interview: Organization Engagement

1. How do you know that employees in your company are engaged?
  
2. Is your organization losing good employees to the competition?
  
3. Do you have employee development plan?
  
4. Are some employees in your company engaged?
  
5. Whom are your organization's employees committed?
  
6. What business results has commitment from employees created for your organization?
  
7. Conversely, how do disengaged employees behave, and what are the resulting costs for their teams, units-and your entire company?
  
8. What does your company do to respond employees' commitment?
  
9. How is the employee rewarded for meeting or exceeding performance goal?
  
10. Does the employee have clear goals that are measured and reported on a regular basis?

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## VITAE

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<b>Degree</b>	<b>Name of Institution</b>	<b>Year of Graduation</b>
Bachelor of Business Administration	Sukothai Thammathirat	2002

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### **List of Publication and Proceeding**

Nilsiri, A., & Weerakit, N. (2009). Employee Engagement: Independent Hotels in Phuket. The Eighth Asia Pacific Forum for Graduate Students Research in Tourism, July 7-9, 2009, Seoul, Korea.