



**The Influence of Family-Friendly Policies on Employee Engagement:  
A Case Study of the Hotel Industry in Hatyai District, Songkhla Province  
and Kathu District, Phuket Province**

**Apisara Kaewthaworn**

**A Thesis Submitted in Partial Fulfillment of the Requirement for the  
Degree of Business Administration (International Program)**

**Prince of Songkla University**

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

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<b>ชื่อวิทยานิพนธ์</b>	นโยบายสานสัมพันธ์ครอบครัวส่งผลกระทบต่อความผูกพันของพนักงาน กรณีศึกษาอุตสาหกรรมในโรงแรมในอำเภอหาดใหญ่ จังหวัดสงขลา และอำเภอกระบุรี จังหวัดภูเก็ต
<b>ผู้เขียน</b>	นางสาวอภิสร่า แก้วถาวร
<b>สาขาวิชา</b>	บริหารธุรกิจ (นานาชาติ)
<b>ปีการศึกษา</b>	2561

### บทคัดย่อ

งานวิจัยฉบับนี้มีวัตถุประสงค์เพื่อศึกษาเกี่ยวกับอิทธิพลของนโยบายสานสัมพันธ์ครอบครัวที่มีผลต่อความผูกพันของพนักงาน การศึกษาเริ่มต้นด้วยการตรวจสอบสถานะปัจจุบันของนโยบายสานสัมพันธ์ครอบครัวในโรงแรมขนาดใหญ่ในอำเภอหาดใหญ่ จังหวัดสงขลา และอำเภอกระบุรี จังหวัดภูเก็ต โดยการสัมภาษณ์เชิงลึกกับผู้จัดการฝ่ายทรัพยากรมนุษย์ หลังจากนั้นพัฒนาแบบสอบถามและแจกจ่ายให้กับพนักงานเต็มเวลาในระดับปฏิบัติการ ปัจจัยสามประการของนโยบายสานสัมพันธ์ครอบครัวในการศึกษานี้ได้แก่ นโยบายการทำงานที่ยืดหยุ่น นโยบายการลาและนโยบายการดูแล การวิเคราะห์การถดถอยเชิงพหุได้ทำการทดสอบอิทธิพลของนโยบายสานสัมพันธ์ครอบครัวที่มีต่อการมีส่วนร่วมของพนักงาน ผลการวิจัยพบว่านโยบายสานสัมพันธ์ครอบครัวมีอิทธิพลในเชิงบวกต่อความผูกพันของพนักงานในอุตสาหกรรมโรงแรม จากปัจจัยสามประการของนโยบายสานสัมพันธ์ครอบครัว ปัจจัยที่แข็งแกร่งที่สุดที่มีอิทธิพลต่อความผูกพันของพนักงานคือนโยบายความยืดหยุ่นในการทำงาน ดังนั้นองค์กรควรตระหนักถึงความสำคัญของการพัฒนานโยบายสานสัมพันธ์ครอบครัวสำหรับพนักงานเพื่อตอบสนองความต้องการของพวกเขาและในทางกลับกันเพื่อเพิ่มระดับความผูกพันของพนักงานกับองค์กร

<b>Thesis Title</b>	The Influence of Family-Friendly Policies on Employee Engagement: A Case Study of the Hotel Industry in Hatyai District, Songkhla Province and Kathu District, Phuket Province.
<b>Author</b>	Miss Apisara Kaewthaworn
<b>Major Program</b>	Business Administration (International Program)
<b>Academic Year</b>	2018

## **ABSTRACT**

This thesis aims to study about the influence of family-friendly policies (FFPs) on employee engagement. The study started by examining the current status of FFPs in large-sized hotels in Hatyai district, Songkla Province and Kathu district, Phuket Province through in-depth interviews of human resource managers. Thereafter, self-administered questionnaires were developed and distributed to full-time employees who are currently working at the operational level. Three factors of FFPs were identified in the study namely; work flexible policy, leave policy, and dependent care policy. Multiple regression analysis was performed to test the influence of FFPs on employee engagement. Results revealed that FFPs positively influence employee engagement in the hotel industry. Out of the three factors of FFPs, the strongest factor that influences employee engagement is work flexibility policy. Therefore, organizations should be aware of the importance of developing FFPs for employees in order to meet their needs and in return increase their level of engagement to the organization.

**Keywords:** Family-friendly policy (FFPS), Employee engagement, Hotels

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## List of Abbreviations

FFPs = Family-friendly Policies

EE = Employee Engagement

S.D. = Standard Deviation

R<sup>2</sup> = R-square

F = F Test

P = P value

B = Beta

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background and Significance of Study

In these days, the environment, resulted from globalization, technology advancement, and other factors, has become more sophisticated and demanding (Czarniewski, 2014); therefore, the level of competitiveness is higher, making it more difficult and challenging for every business across all industries. For the hospitality industry, including a broad range of services; lodging, hotel, restaurant, event planning, transportation, and other additional areas of tourism, it has become one of the fastest growing industries in the world. In Thailand, the hotel industry is expanding according to tourism, especially for foreign tourists and tourist attractions (Krungsri Research, 2018). In 2018, the Ministry of Tourism said that Thailand has 38.27 million tourists in 2018, which is an increase of 7.5% from 2017. More recently, the Ministry expects that 41.1 million tourists will spend 2.21 trillion baht and the number of visitors is expected to increase by 11% to 11.69 million in 2019. (Bangkokpost, 2019). In addition, Loonkum (2016) said in his report that Thailand's hospitality industry is ranked in the second place of Asia Pacific region. However, it is currently facing numerous human resources challenges.

One of the most critical management issues in the hospitality is retaining talented employees (Walsh & Taylor, 2007). Employee turnover is the key HR issue experiencing in the hospitality industry worldwide (Ruggless, 2016). According to Lee and Way (2010) and Yang, Wan, and Fu (2012), turnover rates experienced in

hospitality is measured to be from 60 to 300 percent. Even though, statistics on hotel employee turnover rate are not publicly available, the high turnover rate is still widely recognized (Yuwanond, 2013). This number tends to constantly increase year by year. It becomes costly for organizations in various aspects, including direct and indirect costs, reduced productivity, and lower employee morale (Mobley, 1982). Such high rate of turnover does not only affect employee morale and productivity negatively, but it also causes an indirect revenue reduction and fall in profitability of the organization. Apart from that, other HR challenges faced today by service industry are widely broad in a range which includes recruiting, retaining, motivating, and training the pool of workforce. Enz (2004) reported that the hospitality industry leaders perceived HR challenges as nightmares. In the aspect of the hospitality industry, employees are perceived to be critically important as services provided towards customers solely rely on human capital (Liao & Chuang, 2004). An employee is undoubtedly the most important asset of all organizations in this industry (Hayes & Ninemeier, 2009). It is mainly due to the fact that this industry is labor intensive by which staff members can maximize the contributions to the organization's success. Hence, HR plays a vital role in terms of supporting businesses in the hospitality industry to become successful.

Human resources, as known as HR, is regarded as one of the most essential sources of organization's competitive advantages (Cania, 2014). Many organizations have focused on investing in human capital and managing so that they are able to achieve the maximize the use of their employees (Ferrer, 2005). However, HR remains highly challenging particularly in the aspect of human resource management. HRM has constantly become an important topic for the management as its practices, policies, and policies are critical to both employees and organizations in various

landscapes (Gilley, Egglund, & Gilley, 2002). It is mutually agreed that creating appropriate practices and policies and applying them onto the workplaces are highly critical for HRM and the organization as it significantly and positively affects organizational commitment, performance and productivity, work attitudes, employee turnover, and other aspects in HRM (Burma, 2014). Nevertheless, research evidence has suggested that there is no single idea that can be used to make HRM effective and efficient at once (Dickmann, Brewster, & Sparrow, 2008). Hence, many organizations in the hospitality industry are trying formula after formula in order to find the most appropriate and effective HRM practices, so that they are able to apply such practices onto their employees, making them stay and become productive in their performances.

In order to reduce employees' turnover intention and to increase their productivity, the strategy called employee engagement is applied into human resource management (Leiter & Bakker, 2010). Various past literature, conducted by researchers and practitioners, has completely agreed that employee engagement is extremely beneficial for both employees and organizations in numerous perspectives. Slatten and Mehmetoglu (2011) pointed out that engaged employees can enhance firm's competitive advantage and it is associated with higher revenue growth, which is normally above the industry average (Coffman & Gonzalez-Molina, 2011). In this case, employee engagement is undoubtedly beneficial for businesses.

In addition to that, studies have shown that employee engagement has positive impacts on several factors, including employees' performance and proactivity, creativity (Rothbard & Patil, 2011), and higher employee retention rate (Schaufeli,



Salanova, Gonzalez-Roma, Bakker, 2002). Kahn (1990) and Saks (2006) further confirmed that engaged employees are more likely to have positive work attitudes and work perceptions, better job satisfaction, and better understanding towards the organizational citizenship. Employee engagement also plays a vital role on the perspective of customers as it positively affects customer satisfaction (Heintzman & Marson, 2005) and customer loyalty (Salanova, Agut, & Peiro, 2005). In general, engaged employees are more loyal to their organizations; thus, they have stronger and more positive attitudes towards the businesses.

Therefore, it is fundamentally essential for all businesses in the hospitality industry to develop appropriate HR practices and policies for the sake of enhancing and keeping their employees fully engaged in their works. To successfully implement HR policy, organizations need to take the theoretical model into their considerations and study it carefully. The theoretical framework, developed in this regard, is called social exchange theory (SET) as cited in Chawala and Sondhi (2011). This theory is the notion that emphasizes the fact that organizations motivate their employees by subsidizing them with specific incentives in return for their contributions (March & Simon, 1993). However, social exchanges are not limited to a financial extent but other forms of incentives including reward, appreciation, and recognition. In this sense, organizations firstly need to understand needs and wants of the employees.

In terms of employees' needs, a recent dynamic change of the workforce, including a higher number of dual-career couples and working mothers who have young children as their dependents, has lifted the likelihood of increasing household roles and responsibilities of both male and female employees (Allen, 2001).

Nowadays, the work-family conflict has been a serious challenge in many countries (Lai-ching & Kam-wah, 2012). Moreover, in the broader picture, the proportion of female employees has also increased (Poelmands, Chinchilla, & Cardona, 2003); thus, there are needs of balancing between work and life roles (Allen, 2001). This event causes the adoption of family-friendly policies (FFPs) to become a vital issue (Moon & Roh, 2010). With regard to this incident, organizations need to implement HR policy which is particularly designed to positively aid employees in the response of balancing work and family responsibilities (Allen, 2001). This specifically-designed HR policy is called family-friendly programs (Bae & Goodman, 2014). This policy is developed under the framework of social exchange theory, as mentioned above, as employees benefit from this policy in return for their contributions. Many researchers have discussed positive relationships between family-friendly policy and other desirable variables such as job satisfaction and organizational commitment (Protta, Thompson, Kopelman, & Jahn, 2007), employee attitude (Halpern, 2005), employee productivity (Bashir & Ramay, 2008). More specifically, this unique HR policy is considered most useful and effective for those employees who work in the hospitality industry because they are mostly affected by long hours and lack of flexibility in hours (Doherty, 2004) and typically experienced difficulty in spending time with their family and social activities due to job responsibilities and exhaustion (Karatepe & Uludag, 2008). Therefore, it negatively impacts the intention to leave the organization (Netemeyer, Brashear-Alejandro, & Boles, 2004) and promote a turnover culture in which turnover is accepted as the norm (Deery, 2006) in the hospitality industry.

Existing research and literature have identified several drivers of the employee engagement, including job autonomy, job complexity, work-hour flexibility, and

increased employee work-life balance (Crawford, Lepine, & Rich, 2010; May, Gilson, & Harter, 2004). Additionally, existing studies have shown that the implementation of FFPs is positively associated with many variables, including less work-family conflict (Goff, Mount, & Jamison 1990), the affective commitment and reduced turnover intention (Grover & Crooker, 1995), and employee retention and reduced related stress (Johnson, 1995). Although the past literature has provided evidence that family-friendly policy has an impact towards several factors, a limitation of literature about family-friendly policy and employee engagement was found, especially in Thailand. Moreover, most of the relevant literature were conducted in a western context. Due to the importance of employees, in hospitality industry's point of view, and an increasing need of family-friendly policies, it is critical for hospitality businesses to examine whether these policies influence their employees' engagement since, as mentioned above, employees are their vital resources. Due to the positive impacts of FFPs, this study hypothesizes that FFPs also have a positive influence on employee engagement as well. Specifically, this study examined the influence of FFPs on employee engagement in the hotel business in Hatyai district, Songkhla Province and Kathu district, Phuket Province.

This study focused on full-time employees who are currently working at the operational level of large-sized hotels in Hatyai district, Songkhla Province and Kathu district, Phuket Province areas due to the presence of large-sized hotels in these areas and the level development of hotel industry in these areas. Phuket and Songkhla are provinces with high economic growth rates both in tourism and trade (Mgrounline, 2018). In Southern Thailand, Phuket is considered the tourism hub of the South, where tourism income is the highest in the southern region, worth 330,000 million

baht. In addition, another major city in the southern region is Songkhla, which is the southern economic center with high border trade, ranked number one in the South, worth up to 550,000 million baht (Mgrounline, 2018). Therefore, these two provinces are the main cities for tourism in the south, resulting in a large number of tourists coming to travel. Therefore, two provinces have high density of large hotels in southern Thailand. In a broader perspective, National Statistical Office (2016), by the Ministry of Digital Economy and Society, stated that Songkhla has the biggest workforce pool in a Southern part of Thailand which is counted as 1,232,413 people. It is known as a key national workforce. In aspects of the importance and prosperity of Hatyai, it is Thailand's key commercial, shopping and entertainment center (About Hat Yai, 2017). Moreover, the city has significantly grown and risen into the biggest and richest city of the south as it serves as a gateway to other lucrative neighboring countries (Attractions in Hat Yai in Thailand, 2017). It is the key tourism city of neighboring countries, hosting Malaysians and Singaporeans daily. In return, the hospitality industry, including hotels, is one of the revenue streams of the city (Fernquest, 2012). It is referred that the economy of the city heavily relies on hotel businesses. In addition, this study also study Phuket as Phuket is the largest island in Thailand and is named "The Pearl of the Andaman". Phuket is considered the center of tourists visiting Thailand, with Patong stands at the top, as Patong is the largest hotspot in Phuket and is located in Kathu, new shops are opening and the number of resort is increasing (Bangkokbiznews, 2017).The number of tourists in Phuket is increasing continuously, both Thai and foreigners, coming to travel more than 13million people per year. In 2016, there were 9,641,703foreign tourists or 71 percent of all incoming tourists (Phuket Statistical office, 2016). From the Department of

Tourism's data, the growth of foreign tourists over the past several years has resulted in substantial expansion of hotel and accommodation businesses., Phuket is the number one province of the southern region with average occupancy rates throughout the country in 2015 and 2016, the largest increase in the hotel industry ( Lankam, 2017).

More specifically, in the prime downtown of Hatyai, Songkhla and Kathu, Phuket, there are many large-sized hotels. Due to higher number of employees, room facilities and complexity in the operations of large-sized hotels as compared to small or medium-sized hotels, it is therefore, necessary for HR in these large-sized hotels to implement appropriate policies for their own employees to keep them engaged as they are key sources of organizational performance and region's prosperity. HR should focus on employee engagement as important because it affects everything from increasing productivity to profitability, which is the center of all business functions. Apart from those aspects, large-sized hotels also show clear structures of HR policies while hotels with medium and small sizes are less likely to provide such, once again, making it the most appropriate hotel size to be investigated in this study.

Being more specifically, regarding the predictors of engagement, the availability of family-friendly policies in participating large-sized hotels and the status of their employee engagement are used to determine the influence of FFPs towards employee engagement, answering the research questions and objectives as well as fulfilling the gap.

## **1.2 Objectives**

1) To explore the current status of availability of family-friendly policies (FFPs) provided for operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket.

2) To investigate the current status of FFPs availability perceived by operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket.

3) To investigate the current status of employee engagement of operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket.

4) To investigate the influence of the family-friendly policies (FFPs) on employee engagement in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket.

## **1.3 Research Questions**

1) What is the current status of the availability of family-friendly policies (FFPs) availability provided for operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket?

2) What is the current status of FFPs availability perceived by operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket?

3) What is the current status of employee engagement of operational full-time employees in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket?

4) Is there an influence of the family-friendly policies (FFPs) on employee engagement in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket?

#### **1.4 Research Hypotheses**

**H<sub>1</sub>:** Dependent care policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.

**H<sub>2</sub>:** Leave policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.

**H<sub>3</sub>:** Work flexibility policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.

#### **1.5 Definition**

a) **Family-friendly policies (FFPs):** programs granted by the organization which specifically designed to help employees balance work and family responsibilities (Grandey, 2001)

b) **Employee engagement:** an employee's positive attitude towards the organization and its value. Engaged employees are conscious of business contexts and jobs with other employees to improve their performances in specific tasks and jobs for the better good of the organization (Robinson, Perryman, & Hayday, 2004)

## CHAPTER 2

### LITERATURE REVIEW

The purpose of this study is to investigate the influence of family-friendly policies (FFPs) on employee engagement. This chapter reviews the past literature of key relevant variables consisting of social exchange theory, FFPs and employee engagement in aspects of their definitions, backgrounds components, and importance.

#### 2.1 Social Exchange Theory (SET)

##### *Definitions of Social Exchange Theory*

Blau (1964) defined social exchange theory as the voluntary actions of individuals that being encourages by the responses, of their expectations, carried and brought by others. As mentioned earlier, organizations can motivate and encourage their employees by granting them with incentives to respond to their contributions (March & Simon, 1958). According to Geurts, Poortman, and Van Tilburg (2012), social exchange theory rationalizes under the framework that the support of both social and material exchanges is important for human interactions.

In an organization, this theory is used to explain the function of incentives on the motivation towards the members of the organization (Gullekson, Griffeth, Vancouver, Kovner, & Cohen, 2014). Cropanzano and Mitchell (2005) further explained that a social exchange relationship occurs when an employer takes care of their members for their effective work behaviors and positive attitudes. Through this theory, employees normally seek balance within the workplace (Colquitt, Greenburg,



& Zapata-Phelan, 2005). In the other word, they want incentives as a return of their contributions for the organization.

### *Importance of Social Exchange Theory*

By understanding social exchange theory, exchanges executed by the employer will demonstrate employees to create a positive attitude, thus, making them engage in the manner that is well-aligned with the organizational values and goals (Bagger & Li, 2014). Under this theory, the strong theoretical rationale can be developed to explain reasons of employees having different and diverse degrees of employment engagement (Saks, 2006). Moreover, social exchange theory basically provides a basic understanding of the roles of employees, employers, and organizations.

Under the notion of this theory, there are two possible reasons why positive exchanges force employees to behave in the manner that is essential for the organizations. Firstly, employees perceive voluntary benefits as evidence that organizations pay attention to their well-beings (Eisenberger, Fasolo, & Davis-LaMastro, 1990). The other one is returning favorable treatment is appreciated in the norm of reciprocity (Gouldner, 1960).

In terms of reciprocity, Emerson (1976) has further stated that this theory is above and beyond economic exchange which there are obligations, appreciation, and trust associated between two parties. Specifically, the reciprocity shows that positive and fair exchanges between two parties, employer and employee as in this case, resulted in favorable behaviors and attitudes (Cropanzano and Mitchell, 2005). Nevertheless, it can also be negative. In case the organizations present poor

environment, it can affect their employees to feel undervalued (Robinson & Morrison, 1995). Consequently, it may result in anger, frustration, disappointment (Morrison & Robinson, 1997), lowered emotional bond, and organizational commitment (Robinson, 1996).

The focus of this study is, of course, a positive social exchange theory in which organizations provide strong organizational support for employees through FFP. Therefore, one of the most typical ways for organizations shows their supports towards employees is granting family-friendly policies. In this context, through social exchange theory, organizations are able to predict that family-friendly policies show a positive organizational support, promoting employees to participate and engage more in return for the support they have gained from the organizations (Lambert, 2000).

#### *Summary of Social Exchange Theory*

There are broad definitions of social exchange theory. It rationalizes by the framework that the support of both social and material exchanges is important for human interactions. Gullekson, Griffeth, Vancouver, Kovner, and Cohen (2014) use this to describe the incentives used to encourage employees of the organization. In this sense, employers demonstrate employees to have a positive attitude which aligns with organizational goals. Two possible reasons making employees positively engage with organizations are the perception of benefits as evidence of well-being caring and perception of treatment as the norm of reciprocity. However, social exchange theory can be disadvantageous when presenting poor environment among employees in the organization. It may result in anger, frustration, disappointment, lowered emotional bond, and organizational engagement.

## **2.2 The Concept of Family-Friendly Policies**

By examining and reviewing the past literature, there are two terminologies which found to be related with the concept of family-friendly policies. The definition and detail of each term are as followed;

### **2.2.1 Definitions**

#### *1. Work-life Balance*

Clarke, Koch, and Hill (2004) defined the term, work-life balance as the equilibrium or maintaining overall balance of work and life with minimum conflict. Grady (2008) has further added includes family, community, recreation, and personal time in the spectrum of life of this term. In addition, work-life balance also means choices offered by the organization such as on-site child care, elder care, job sharing, and flexible working schedules (Clark, 2000). Moreover, it captures the broader sense of aspects when comparing to work-family balance, as will be discussed below.

#### *2. Family-friendly Policies*

Hartin (1994) explained that family-friendly policies designed to deal with the effects of work on family life, including maternity, paternity, emergencies, extended leave, flexitime and compassionate reasons. Bardoel, Tharenou, and Moss (1998) have defined this term as the benefits or working conditions offered by such organizations with the aim of helping and assisting employees in balancing work and family responsibilities. It is conducted for the purpose of responding to the increasing family responsibilities held by employees. Moreover, family-friendly employment

policies are “programs or policies designed to help accommodate the needs of today’s diverse workforce” (Allen, 2001, p. 414)

### **2.2.2 Summary**

As the definitions of each term have been presented, it can be clearly seen that all two concepts are similar in meanings and practices which are shown in 2.1 To eliminate the possibility of confusion between concepts, family-friendly policies is the only term used throughout this study. Moreover, this chosen terminology can specifically be used for identifying particular policies and practices offered to employees.

## **2.3 Family-Friendly Policy (FFPs)**

### *Definitions of Family-Friendly Policy*

Family-friendly policy (FFP), sometimes referred to as employee-friendly policy or work-family practice, has no single and widely accepted definition. Newman and Matthews (1999) have broadly defined this term as specifically designed arrangements, by the organization, to support employees who face the issue of balancing growing demands of work and family in today’s sophisticated environment. As mentioned above, Bardoel, Tharenou, and Moss (1998) have defined family-friendly policy a definition as benefits or working conditions granted by organizations to help employees in balancing work and family responsibilities. Regarding broad definitions of family-friendly policies, Roberts, Gianakis, McCue, and Wang (2004) generally emphasize on the provision of traditional economic benefits, such as retirement benefits and health insurance, and paid vacation Its traditional fundamental has considered as a common incentive and benefit systems

offered in the workplace. In the past, Kingston (1990) claimed that the most important factors of family-friendly policy offered by organizations are job security and an adequate pay. However, in today's environment, traditional economic benefits are not considered as family-friendly policy as an increasing urgency of family responsibilities brought on by dramatic demographic changes in the workplace (Fredriksen & Scharlach, 1999).

#### *Background of Family-Friendly Policy*

More specifically, families structure has become more diverse as there are more single parents, same-sex marriages, growing number of double-earner couples (Wisensale, 2001). These have become uniquely new characteristics of today's family structure; thus, family responsibilities, as well as work-family conflict, are increasing. Due to this incident, it has created the need of altering family-friendly policies in organizations, making it more appearing and visible. To evidently support the changing and growing number of family-friendly policy, Lockwood (2003) has found a dramatic increase of family-friendly policies provided in both public and private sectors. Regarding the change, the family-friendly policy has been similarly redefined by several attempts of researchers and practitioners. In this study, family-friendly policy refers to the set of specifically-designed benefit and arrangements developed by organizations to support employees to decrease work-family conflict, and at the same time, to balance their work and family responsibilities effectively.

However, there is no evidence to support the rationale for this dramatic increase. For better understanding, the adoption of family-friendly policies, solely based on this situation, can be considered as an institutional approach, the situation

where employers start the policies and practices involuntarily due to pressures from the society (DiMaggio & Powell, 1983). In addition to that, den Dulk (2005) explained that there was increasing institutional pressure on organizations to develop such policies and practices because of changes in the workforce, welfare, and regulations and legal obligations by which, in most cases, organizations only applied family-friendly policies just to comply with laws. In other words, organizations do not truly understand the fundamental and the mechanism of developed family-friendly policies. den Dulk (2005) also added that organizations and employers only adopt policies and practices into HRM just for the sake of complying with the changing turbulence of legal regulations.

On the contrary, family-friendly policies can be adopted and developed voluntarily by employers and organizations for the sake of improving economic benefits, performances, labor productivity, and, in a meanwhile, lowering the turnover intention of their employees. This phenomenon is called rational approach which the concept lies on the assumption that organizations are self-interested in implementing family-friendly policies (Seyler, Monroe, & Garand, 1995).

Furthermore, Caillier (2016) added that the rationale for organizations to offer such policies can assumedly derive from social exchange theory (SET). As mentioned earlier, SET is above and beyond economic exchange which does not come only in tangible forms. In the other word, family-friendly policies are goodwill actions taken by organizations that can create positive social exchange, in intangible forms, amongs employees and organization itself (Hornung & Glaser, 2010). Hence, these programs will encourage employees to act in the way that is essential to the organization. In this

sense, organizations and employees earn benefits (Ko & Hur, 2013). Therefore, this study adopts the theory called the social exchange theory as a fundamental framework for analyzing the influence of the family-friendly policy on employee engagement.

Apart from two theoretical approaches, family-friendly policies can also be adopted by other factors. Poelmans, Chinchilla, and Cardona (2003) claimed that sizes of the organization, the proportion of female employees, and the tightness of labor market are three significant factors that can be used to determine the adoption level of family-friendly policies executed by organizations. This assumption is worth taking into consideration as its theory has been pointed out and strongly supported by earlier literature conducted by Goodstein (1994), Ingram and Simons (1995) and Osterman (1995).

In an aspect of organizational size, researchers found that large companies in Spain implement more family-friendly policies (den Dulk, Doorne-Huiskes, & Schippers, 2001). However, limited studies are found to support this claim. Therefore, it remains unclear whether the size of the organization has an effect in terms of determining the adaptation of family-friendly policy. However, it is certain that large organization often have a well developed HR policies when compared to the small size organization. This is because the complexity of the operations of large size organization often requires a form of standardization leading to the creation of internal policies.

Besides the size of the organization, the female employees' percentage in the workforce also influence the likelihood of family-friendly policy adoption and development (Goodstein, 1994). Broadly speaking, employees who gain advantages

from the family-friendly policy are dual-earner families with young children and single parents (Golden, 2008; Haddock, Zimmerman, Ziemba, & Lyness, 2006). Regardless general idea of benefit earners, female employees tend to show a higher level of satisfaction towards family-friendly policies than male employees (Ezra & Deckman, 1996). With regard to the level of satisfaction, the higher proportion of female employees in the labor force, the higher likelihood family-friendly policy will be implemented (Poelmans, Chinchilla, & Cardona, 2003).

Another factor affecting the adoption of the family-friendly policy is the tightness of the labor market. According to Poelmans, Chinchilla, and Cardona (2003), this factor has a remarkable impact on the development of family-friendly policies conducted by organizations. Supported by past studies of Ingram and Simon (1995) and Goodstein (1994), they have found that the greater number of family-friendly policies provided is associated with low female employment and, conversely, the implementation of family-friendly policies is reduced in conjunction with decreasing demand in the labor market.

#### *Importance of Family-Friendly Policies*

Taking past literatures into account, researchers and practitioners have persistently studied the relationship and impact of family-friendly policy with various variables, including reduced turnover intention (Bae & Goodman, 2014), organizational commitment (Cho & Lee, 2001), productivity (Bashir & Ramay, 2008), well-being (Voydanoff, 2005), and job satisfaction (Sak, 2006). Additionally, each specific piece of study, regardless of point of study time, shows similar



outcomes, if not completely identical or remarkably different, when examined family-friendly policy with these mentioned variables.

More particularly, researchers have shown that the adoption and development of family-friendly policy have a positive relationship with organizational commitment and job retention (Grover & Crooker, 1995). However, Lee and Hong (2011) argued, based on their study in the U.S., that the family-friendly policy as a whole does not reduce the turnover. It is unexpected and shocking given that this type of policy is a critical component of the U.S. Office of Personnel Management's human capital initiative. In contrast, research found that family-friendly policy shows positive outcomes with satisfaction (Ezra & Deckman, 1996), greater commitment and higher job satisfaction (Jones & McKenna, 2002), an enhanced performance and productivity (Perry-Smith & Blum, 2000; Saltzstein, Ting, & Saltzstein, 2001), reduced stress (Johnson, 1995) and reduced work-family conflict (Goff, Mount & Jamison, 1990). Nevertheless, other researchers have found completely different results. For instance, Scandura and Lankau (1997) have argued that family-friendly policy has a negative relationship with job satisfaction. Besides this argument, Orpen (1981) also pointed out that family-friendly policy has no effect on either productivity or performance.

In spite of contradiction of research outcomes, the development of family-friendly policies is still considered important for the workplace effectiveness in today's environment (Bond & Galinsky, 2006). Yet, adopting and developing an appropriate set of policies remains a major challenge for many organizations. Even though there is extensive evidence of benefits provided by family-friendly policies, family-friendly policies are still insufficient and being questioned by several doubtful

thoughts. Regarding the difference of research results, several researchers have exposed that the development of these policies does not assure the actual utilization because of the following factors; unsupportive driving forces of the company culture, managers, and colleagues (Lambert, 2000; Thompson, Beauvais, Lyness, 1999).

#### *Components of Family-Friendly Policies*

Overall, the sets of family-friendly policies are altered by studies as there is no universally accepted set of family policies (Bae & Goodman, 2014). According to Cayer (2003), family-friendly policies consist of flexible work, dependent care, employee assistance, legal assistance, and others. Besides this classification, Kim and Wiggins (2011) have categorized the policies into four types: child care support, paid leave for family care, telework, and alternative work schedules. In this study, it only focuses on policies that fall within three main categories that represent the most common definition of family-friendly which are 1) dependent care benefits 2) leave benefits and 3) work flexibility (Schwartz, 1994), which is explained in the following section.

Table 2.1 Components of work-life balance and family-friendly policy

	Work- Life Balance			Family-Friendly Policy		
	(Allen , 2001)	(Smith & Giardner , 2007)	(Abubaker & Bagley, 2016)	(Cheng & Chee, 2008)	(Gray & Tudball, 2003)	(Evans, 2001)
<b>1. Work Flexibility Policy</b>						
<i>1.1 Flexitime</i>	✓	✓	✓	✓	✓	✓
<i>1.2 Job Sharing</i>		✓		✓	✓	✓
<i>1.3 Telecommuting</i>	✓	✓		✓		
<i>1.4 Compressed work week</i>		✓	✓	✓		
<b>2. Leave Policy</b>						
<i>2.1 Emergency Leave</i>				✓	✓	✓
<i>2.2 Maternity Leave</i>		✓	✓	✓	✓	✓
<i>2.3 Paternity Leave</i>	✓	✓	✓	✓	✓	✓
<b>3. Dependent Care Policy</b>						
<i>3.1 Child care programs</i>	✓	✓	✓	✓	✓	✓
<i>3.2 Emergency Care for Dependents</i>	✓			✓		

### *Family-Friendly Policies in Hotel Industry*

As mentioned earlier, employees in the hotel industry are noted facing long and irregular hours and frequent relocation (Mulvaney, O'Neill, Cleveland, & Crouter, 2007). Regarding this incident, many hotel businesses have begun to implement family-friendly policies and practices with the aim of helping their

employees to balance their work and family responsibilities. Moreover, Enz and Siguaw (2000) has suggested that family-friendly policies may possibly show benefits to hotel industry as businesses are able to gain competitive advantage through the reduction of absenteeism, turnover, better retention and productivity of employees (O'Neill, Beauvais, & Scholl, 2004). However, only a few hotel businesses appear to have truly embraced family-friendly policies. Especially in Thailand, very limited studies about FFP are found; thus the current study aimed to investigate FFP in hotels in Thailand.

#### *Summary of Family-Friendly Policies*

There is no single and well-accepted definition of family-friendly policies (FFPs). It is sometimes referred to as employee-friendly policy or work-family practice. In general, it is the policy that supports employees who face the issue of balancing growing demands of work and family in the current dynamic environment. In term of its component, the set of such policy is different among studies yet the most common definition of family-friendly policy consists of three components which are dependent care benefits, leave benefits, and work flexibility (Schwartz, 1994). Nevertheless, there is no evidence to support the rationale of this dramatic increase. Poelmans, Chinchilla, and Cardona (2003) claimed that the adoption level of family-friendly policies is the result from three factors which are sizes of the organization, the proportion of female employees, and the tightness of labor market. Due to the service nature of the hotel industry, the number of female employees in the hotels is proportionally higher than men most especially at the operations level (Woods & Viehland, 2000). The hotel industry is also characterized with tightness in labor

market with high turnover often recorded in the industry (Nadiri & Tanova, 2010). Moreover, there are evidences stating that family-friendly policy has positive impact on several desirable factors such as organizational commitment and job retention (Grover & Crooker, 1995), reduced turnover intention (Bae & Goodman, 2014), productivity (Bashir & Ramay, 2008), well-being (Voydanoff, 2005), and job satisfaction (Sak, 2006). The components of FFPs are therefore discussed further in details in the following sections.

### **The components of family-friendly policy**

#### ***a) Dependent Care Benefits***

##### *Definitions of Dependent Care Benefits*

For the first sub-family-friendly policy, the dependent care benefits, includes all benefits provided by organizations to help employees in terms of the responsibilities for their dependent care. However, this benefit is not limited to only employees' children, but also their dependent relatives, by which includes older parents (Schwartz, 1994). This set of policies provides support in various forms to help members of the organization to work without being distracted by the concern for the absence of dependents (Glass & Estes, 1997). Additionally, these policies are one of the most important family-friendly human resources policies in the public sector in the United States of America (Roberts, Gianakis, McCue, & Wang, 2004) and other countries around the world. Nevertheless, Fursman and Callister (2009) argued that the rationale of this policy is the fact that organizations want to maintain the traditional vision of ideal employees; who work full-time, show strong commitment, and have no outside responsibilities. In contrast, Gullekson, Griffeth, Vancouver,

Kovner, and Cohen (2014) pointed out that these programs are offered for different purposes; to obtain a competitive advantage in aspects of attracting and retaining employees.

#### *Components of Dependent Care Benefits*

Regardless organizational purposes, the nature of dependent care benefits are also varied from organizations to organizations. Some organizations may offer more benefits than the others, therefore the items within this specific policy is distinguished from each other too. The dependent care policies can range from on-site/near-site center for children, elder care resource, childcare care resource and referral, to vouchers, dependent care assistance plan, emergency program, and subsidized child care costs. These items typically differed in different regions due to a different culture, regulation, obligation, and other national factors.

#### *Importance of Dependent Care Benefits*

The results of empirical research studying the effectiveness of dependent care programs in reducing turnover intention are varied. Milkovich and Gomez (1976) found that dependent care policies are associated with the reduction of turnover intention of employees, yet Miller (1984) argued that these programs do not have any impact on turnover intention variable. However, modern studies by Lee and Hong (2011) supported the efficacy of these programs, towards the turnover intention. With the social exchange theory, employees will be satisfied with these programs; thus, the turnover rate is reduced. In addition to turnover intention, Ezra and Deckman (1996) found that parents are satisfied with child care arrangements and such benefits have an impact on job satisfaction of members of the organization, especially female

employees. Supporting this result, Saltzstein, Ting, and Saltzstein (2001) further stated that child care is the only family-friendly policy that is closely related to job satisfaction of employees.

In an aspect of organizational commitment, Wang, Lawler, and Shi (2011) investigated the impact of family-friendly policies on organizational commitment and work-family conflict in African and Asian countries, including Thailand. The result showed that child care programs, one of the family-friendly policies, was positively associated with organizational commitment but negatively related to the work-family conflict in Thailand.

#### *Summary of Dependent Care Benefits*

Generally, dependent care benefits include all benefits granted by organizations to help employees in terms of the responsibilities for their dependent care by which includes both children and other dependent relatives (Schwartz, 1994). It is considered as one of the most important components of family-friendly policy by countries across the world. For the sub-components of dependent care benefits, it varies by organizations. Some may offer a wider range of benefits than the other. It can range from on-site/near-site center for children, elder care resource, childcare care resource and referral, to vouchers, dependent care assistance plans, emergency program, and subsidized child care costs. This type of benefit has been studied and found that it mostly associates with turnover intention yet the results are different. Apart from turnover rate, it is also studied with other factors such as job satisfaction and organizational commitment.

## ***b) Leave Benefits***

### *Definitions of Leave Benefits*

Leave benefits are those benefits granted by the organization to allow employees to take time off from work for various reasons. The payment (whether paid, unpaid, or partially paid) relies on an agreement between the employer and employee (Leave Benefits, 2017). More specifically, there are two key types of leave organizations normally offer for their employees which are childbirth and parenting, as known as parental leave, and family leave which is the leave for caring ill dependents, including children, family members, relatives, and elders. According to Clark (2000), parental leave practices are those practices that reduce working hours of employees to allow time for taking care of family members. On the other side of the spectrum, family leave policies allow employees to take time off from the workplace for a different period of time, depended on each specific situation and condition, for the furtherance of dealing with family responsibilities (Bond & Wise, 2003).

### *Components of Leave Benefits*

In Thailand, there are three main leave benefits provided by the Labor Protection Act which are annual leave, sick leave, and maternity leave (Basic Law: Labor Protection, 2017). For the annual leave, only employees who have served at least one year of service are eligible to be granted a minimum of six days paid annual leave each year. In an aspect of sick leave, employees in Thailand must be granted a minimum of 30 days paid sick leave each year. Specifically, an employee who is considered as an expectant mother will be offered a minimum of 90-day maternity leave by which only 45 days will be legally taken as paid leave. However, the



remainder of such leave is still subject to the organization's leave policies. Apart from that, organizations in Thailand also offer other leaves which are personal business leave, military leave, training leave, and sterilization leave (Maternity and Paternity Leave, 2013).

#### *Importance of Leave Benefits*

In this case, this specific family-friendly policy is considered to be important for both male and female employees (Brady & Elms, 2005) in terms of caring for new babies and young children. However, there is no specific rationale of leave whether it includes birth, adoption, and foster care or not. Despite the unknown reason of leave, Baird and Reynolds (2004) added that female employees are four-time more likely to be aware of family leave policies. Nonetheless, younger employees in the workforce tend to pay more attention to leave benefits regardless their genders/sexes (Moen & Roehling, 2005). With regards to growing demand of leave policies, many countries have started to equip leave benefits into their formal family-friendly policies. Yet, similar to dependent care benefits above, leave policies are varied especially in terms of condition and time duration. In a nutshell, the differences among leave policies, provided by each nation, are heavily regarded of external environmental factors.

In terms of literature, Kim (2001) found that leave policies are related to less stress and more productivity among employees. Moreover, Glass and Riley (1998) found that maternity policies had reduced employee turnover intention. Not only has the effect of reducing turnover, but maternity leave was also found to be associated with less work-family conflict (Bolzendahl & Olafsdottir, 2008). In contrast, Wang and Walumbwa (2007) claimed that their studies did not show any relationship

between leave policies and organizational commitment. Bond (2004) also stated that employees are likely not to take leave because of work pressure.

### *Summary of Leave Benefits*

Leave benefits are the benefits that allow employees to take time off from work for various reasons. According to Leave Benefits (2017), the payment (whether paid, unpaid, or partially paid) relies on an agreement between the employer and employee. More specifically, there are three main leave benefits provided by the Labor Protection Act in Thailand which are annual leave, sick leave, and maternity leave (Basic Law: Labor Protection, 2017). Because of increasing demand of leave policies, many countries have started to apply this benefit into their formal family-friendly policies. Leave benefits have been studied and the result showed that it had a positive impact on turnover intention and work-family conflict yet none on organizational commitment.

### ***c) Work Flexibility***

#### *Definitions of Work Flexibility*

The last type of family-friendly policy is work flexibility. According to Schwartz (1994), the work flexibility allows employees partial control in organizing their work schedules. Moreover, there are two principal types of work-flexibility which are restructuring and reducing time. It normally includes all policies and practices that allow workers higher flexibility in the aspect of working time and place. Generally, flexibility is an essential factor for employees in today's environment. It is designed to keep employees motivated in a competitive business environment (Hyland, Rowsome, & Rowsome, 2005). Boushey (2005) added that the employees

can arrange flexible starting and ending hours of work in the organization. As a result of flexible time arrangement, part-time work, flextime, and flexplace become the most common work flexibility. Likewise, work flexibility currently offered by organizations and employers is varied by the nature of each organization. Nevertheless, the provision of work flexibility promoted in the organization is fundamentally determined by organizational human resource management in term of developing family-friendly policies.

#### *Components of Work Flexibility*

Caillier (2016) has claimed that flexible work programs also include telework and alternative work programs. For better understanding, Bailey & Kurland (2002) has clearly defined the term telework, as known as the telecommuting, as a phenomenon that employees work elsewhere, outside the conventional workplace, and be able to communicate by using means of technology. In other words, employees can perform their tasks and jobs at any location (Caillier, 2011). Yet, the telework location is only decided upon an agreement between two parties; organization/employer and employees. Various organizations are now adopting numerous types of this specific policy such as flextime, job sharing, part-time job, telecommuting in the workplace and so forth, in order to reduce the rate of turnover and absenteeism as their main objectives. However, telework has not yet been promoted in many countries including Thailand due to restrictions of firm and law.

#### *Importance of Work Flexibility*

Past literature has studied work flexibility or so-called flexible work arrangement extensively by which the outcomes are mixed. In overall, Wang, Lawler,

and Shi (2011) revealed that work flexibility-related family friendly policy is positively associated with organizational commitment. However, the other research stated that there was no sign of significant effects of work-flexibility policy on either organizational commitment and work-family conflict (Wang & Walumbwa, 2007). In contrast to Wang's study, Ronda, Ollo-López, and Goñi-Legaz (2016) have found that flexibility had a negative impact on work-family balance. On the other hand, Julien, Duxbury, and Higgins (2006) pointed out that alternative work arrangements enhanced the ability of employees to address problems both at home and work, therefore work-life conflict was reduced or, even better, eliminated.

Besides, researchers have shown that each item within work flexibility represents different outcomes. Prior research on flextime investigated that absenteeism and turnover rate are reduced and, in a meantime, the level of employee satisfaction is improved when adopting and developing flexible programs into family-friendly policy (Narayanan & Nath, 1982; Pierce & Newstrom, 1983). However, other researchers found that flextime is related to lower levels of commitment (Scandura & Lankau, 1997) and job satisfaction (Golembiewski, Hilles, & Kagno, 1974), and negatively associated with the turnover intention (Grover & Crooker, 1995). To the extent of telework, it has been found to have a negative effect towards work-life balance due to the interference of home responsibilities (Tietze & Musson, 2005).

#### *Summary of Work Flexibility*

Work flexibility is the benefit that allows employees partial control in organizing their work schedules. Generally, there are two fundamental concepts of this benefit which are restructuring and reducing time. Likewise, work flexibility is

different from organization to organization. In terms of its component, part-time work, flextime, flexplace, job-sharing, and telework. Regarding past studies of work flexibility and other variables, the result is mixed. Some have found the positive impacts while some showed negative results.

## **2.4 Employee Engagement**

### *Definitions of Employee Engagement*

One of the first challenges shown in the review of the employee engagement literature is the lack of universal definition for this term. Up to today, there is no single official definition. Undoubtedly, a great number of researchers and practitioners have made several attempts to define the term; employee engagement, resulting in many varying and diversified definitions (Macey & Schneider, 2008). Nevertheless, it is agreed, amongst researchers, that most of the available definitions of employee engagement today, if not all, have stemmed and adapted from the original work of (1990). To this extent, employee engagement is defined as “the unique harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (Kahn, 1990, p.694).

In contrast to the fundamental concept of Kahn (1990), there are other researchers and practitioners who coined the term, employee engagement, differently. Taking this into consideration, McDade and Mackenzie (2002) pointed out that employee engagement only focuses on the overall level of job satisfaction. Similar to McDade and Mackenzie (2002), Harter, Schmidt, and Hayes (2002) have taken job satisfaction, enthusiasm, and work motivation, and work involvement into account

when defining employee engagement. Apart from these definitions above, Gallup organization, one of the most well-known research organizations in the human resource area, has also defined employee engagement as the involvement of employees in conjunction with work enthusiasm. Hence, the existence of different definitions makes employee engagement difficult to determine as each literature examines the term by using different protocols and under distinguished circumstances. Not surprisingly, the employee engagement is often overlapped with traditionally established constructs including citizenship behavior, employee commitment, job involvement, and job satisfaction.

Regarding the overlap of constructs, Saks (2005) argued that employee engagement is different from organizational commitment as organizational commitment typically refers to an employee's attitude and attachment towards organizations, yet engagement is not entirely an attitude but the involvement and enthusiasm. Furthermore, Fernandez (2007) pointed out the distinction between job satisfaction and employee engagement by explaining that managers cannot only rely on employee satisfaction to retain best employees in the organization, but employee engagement does help the organization to prevent employees from the turnover issue. Schaufeli and Bakker (2010) have claimed that engaged employees are individuals who are actively energetic and have strong identification and enthusiasm in their works. Thus, employee engagement becomes a critical concept for human resource management.

### *Importance of Employee Engagement*

To extent of its impact, the employee engagement has great influence on performance and productivity of employees. According to Leiter and Bakker (2010), employees who have a strong employee engagement usually perform the assigned tasks beyond their roles. Along with great performance, fully engaged employees also show strong effort in their work by which the effort results in the sense of enjoyment, not the obligation (Bakker, Schaufeli, Leiter, & Taris, 2008). In other words, employees are driven with enthusiasm not the forcing pressure by either employer or organization. With better performance in their roles, employee engagement also enhances the organizational effectiveness (Rothbard & Patil, 2011). Not only the employee performance does employee engagement have the impact on, it also effects other factors as well. In this extent, employee engagement leads to a number of positive outcomes by which includes career satisfaction (Koyuncu, Burker, & Fiksenbaum, 2006), job satisfaction (Macey & Schneider, 2008), burnout and other health issues (Hallberg & Schaufeli, 2006), and organizational commitment and organizational loyalty (Salanova, Agut, & Peiro, 2005).

There have been few kinds of literature that examined the role of employee engagement in the hospitality industry. Salanova, Agut, and Peiro (2005) investigated the mediating role of service climate between organizational resources and employee engagement by using 114 hospitality service operations, including hotel and restaurants, as research sample. The result showed that both organization resources and work engagement can be used to predict the service climate of hospitality

operations. This study shows the importance and impact of employee engagement in hospitality industry yet this literature are not entirely relevant to this study.

Apart from above research, Karatepe and Olugbade (2009) examined the impact of supervisor support and personal resources on employee engagement by using full-time hotel employees as the sample. The finding of this study has shown that personality is the key that influences and determines the level of employee engagement (Bowditch & Buono, 2001). In addition to this result, Robinson et al. (2004) have distinctly identified key behaviors that are found to be related to employee engagement. The key behaviors are a belief in the organization, desire to perform, understanding of business context, being respectful, willingness to do something big, and keeping updated with developments.

What lies in this regard is not as important as the other findings this research has found alongside. This study also found that employee engagement was closely linked to other variables by which included accessible human resources policies. Therefore, it can be roughly assumed that family-friendly policy, one of the most critical human resources policies, is somehow related to employee engagement. Despite this assumption, the existing literature investigating the influence of family-friendly policy on employee engagement is still lacking in various perspectives. Because of this large gap, this study aims to explore and fill the literature gap by examining the influence of family-friendly policy as a whole and specific sub-policies on employee engagement in the hospitality industry.



In terms of its association with social exchange theory, the nature of these two terms are similar as the social exchange theory is the exchange between two parties while the engagement is considered as two-way relationship between employer and employee (Robinson et al., 2004). In this sense, individuals feel obliged to respond with kindness, appreciation, and trust in return when receiving socioemotional resources from the organization (Croppgnzano & Mitchell, 2005). Moreover, Saks (2006) has supported this idea as he claims that employees tend to exchange their engagement for resources and benefits from employers. When receiving greater benefits, higher levels of engagement will be shown accordingly.

#### *Summary of Employee Engagement*

For employee engagement literature, it is still a lack of universal definition. Many researchers and practitioners have tried to define the term which resulted in various definitions (Macey & Schneider, 2008). However, most of the available definitions of employee engagement today were adapted from the original work of Kahn (1990). According to Kahn (1990, p. 694), employee engagement is defined as “the unique harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. It is different from organizational commitment and job satisfaction in some specific characteristics. Literature in the past indicated that employee engagement show positive impacts on following variables; career satisfaction (Koyuncu, Burker, & Fiksenbaum, 2006), job satisfaction (Macey & Schneider, 2008), burnout and other health issues (Hallberg & Schaufeli, 2006)

,and organizational commitment and organizational loyalty (Salanova, Agut, & Peiro, 2005).

## **2.5 Relevant Studies**

### **2.5.1 Family-Friendly Policies and Employee Engagement**

Furthermore, some relevant variables are, up to today, still under-researched. One of those variables is employee engagement. However, Richman, Civian, Shannon, Jeffrey Hill, and Brennan (2008) and A Better Balance (2013) have claimed that perceived supportive work-life policies, as known as family-friendly policy are related to greater employee engagement. Apart from those, there is still little evidence, if not any, of in-depth study and research of family-friendly policy and employee engagement; whether these family-friendly policy influences employee engagement or not. The other weak point of family-friendly policies is that there are still few studies that empirically investigate the distinctive impacts of a specific element of family-friendly policies (Poelmans, Chinchilla, & Cardona, 2003) as an individual element of the policies does not necessarily associate with other tested variables in the same manner. To support this idea, Meyer, Mukerjee, and Sestero (2001) proposed in their study that not all policies illustrate an equal association. More specifically, they claimed that telework has a positive relationship with profitability whilst in-company childcare center is negatively related to the profitability of the selected organizations.

### **2.5.2 Dependent Care Benefits and Employee Engagement**

According to International Labour Organization (2015), childcare support shows positive results for all certified companies by which it enhances company reputation, reduce turnover and absenteeism, and improve better productivity and higher employee engagement. Therefore, the following hypothesis is proposed:

*H<sub>1</sub>: Dependent care policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.*

### **2.5.3 Leave Benefits and Employee Engagement**

Regarding the employee engagement, one literature, studying the relationship between an employee engagement and maternity leave in the U.S, showed that more maternity leave resulted in more engaged employees (Solheid, 2016). Moreover, A Better Balance (2013) shows that parental leave can result in more engaged employees in the workplace. Leave benefits is also expected to positively impact the employee engagement. Therefore, the following hypothesis is proposed:

*H<sub>2</sub>: Leave policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.*

### **2.5.4 Work Flexibility and Employee Engagement**

For employee engagement, there is still slim past investigation on the impact of work flexibility on employee engagement itself. However, studies by Crawford, Lipine, and Rich (2010) and May, Gilson, and Harter (2004) have shown that work-hour flexibility is one the key drivers of employee engagement. When regard its

implication and past studies of the impact of work-flexibility on other variables, it can be assumed that work-flexibility also has a positive influence employee engagement. Therefore, the following hypothesis is proposed:

*H<sub>3</sub>: Work flexibility policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.*

## 2.6 Research Model

**Large-sized Hotel in Hatyai district, Songkhla Province and Kathu district, Phuket Province, Hospitality Industry**

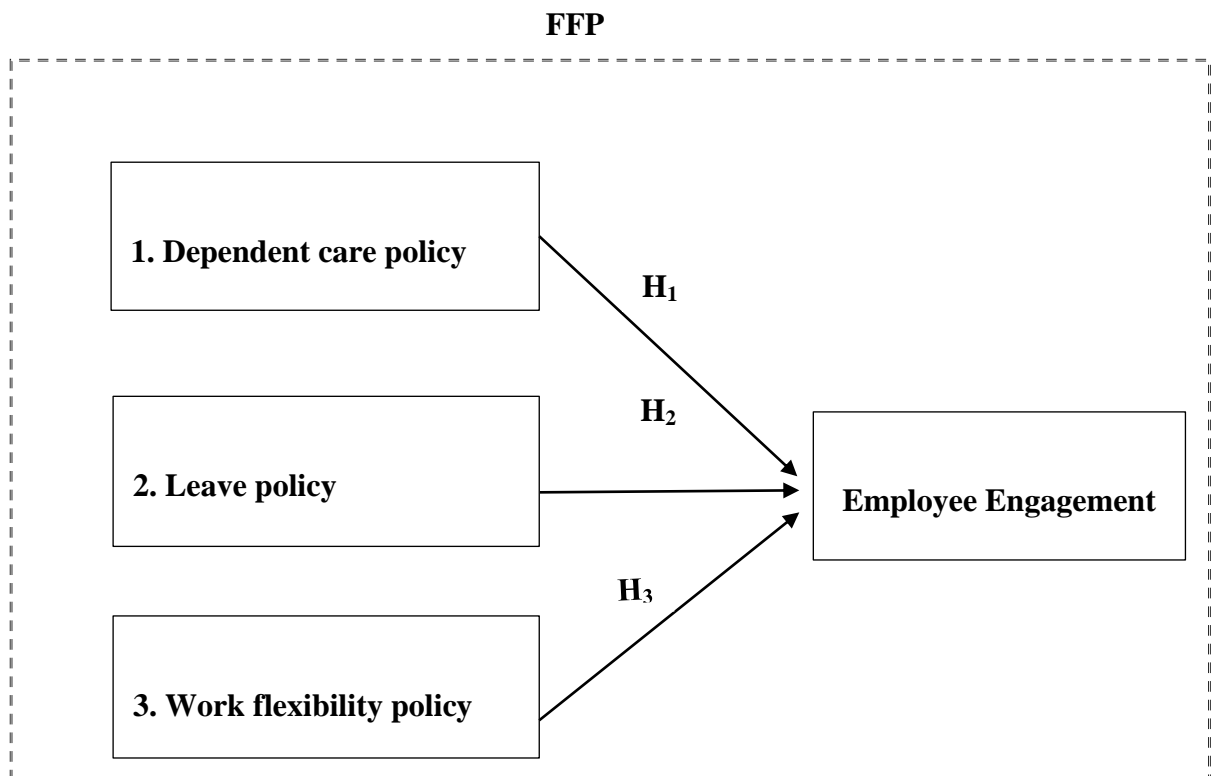


Figure 2.1: Conceptual model

## **CHAPTER 3**

### **RESEARCH METHOD**

It has been suggested researchers use qualitative and quantitative data together in order to gain a thorough understanding of research questions (Creswell, 2014). This method is called, by Creswell (2014), a mixed method. It is a research approach which researchers collect, analyze, and integrate both qualitative and quantitative data within a single study to comprehensively address their research questions (Creswell, 2014). Regarding its provision of thorough comprehension, this study selects a mixed method by combining the uses of qualitative and quantitative data collection. The study used exploratory sequential research design in which the qualitative interview is conducted first and followed by the quantitative survey. The essence of this method is to identify variables and design questionnaires (Cameron, 2009). The fact that FFP in Thailand is not clearly understood makes the exploratory sequential design suitable for this study.

#### **3.1 Population and Sample**

As mentioned above, this study selected all large-sized hotels in Hatyai, Songkhla and Kathu, Phuket due to its contribution to city's revenue and clear policies. To determine the total employees of this study, every large-sized hotel in Hatyai, Songkhla and Kathu, Phuket was firstly determined. According to the Ministry of Digital Economy and Society (2005), the national statistical office has categorized the size of the hotel by the number of rooms by which large-sized hotels are those that facilitate more than 150 rooms. Therefore, 16 large-sized hotels in

Hatyai and 20 large-sized hotels in Kathu municipality were contacted. However only 15 and 11 large-sized hotels, in Hatyai and Kathu respectively, agreed to participate in this study. This study only focused on full-time employees who are currently working at the operational level. The number of full-time employees at the operational level from 26 participating large-sized hotels is approximately 4,000 people. The rationale for selecting full-time employees is that they are offered family-friendly policies by the organization. Moreover, the reasons for choosing an operational level employee because they are normally the target of FFPs in theory. Moreover, their level of engagement is more important than those who are working as part-time employees because they always work for one specific organization. The sample size for hotel employees was calculated based on Krejcie and Morgan (1970)'s formula for determining sample size for research activities with 5% error and 95% confidence coefficient. Thus, the minimum sample size required for this study is 384 full-time employees who only working at the operational level. To maximize the response rate, 600 questionnaires were distributed with 506 questionnaires filled and returned. Eighteen of the filled questionnaires were incomplete and 76 questionnaires were discarded due to the obvious pattern of the answer, suggesting that all the items were not read carefully. Therefore 402 questionnaires were used for the quantitative analysis.

### **3.2 Research Procedure**

The data of this research was obtained by an exploratory sequential design which the process is divided into two main steps containing both qualitative and quantitative methods. The first step was conducted by using a qualitative method

which is the main research for data investigation. Following the first phase, quantitative method was applied by using the result of the qualitative method and incorporating with the initial results of the literature review to develop a questionnaire. The exploratory sequential design was chosen because it best suits the nature of this study and could make it more comprehensive.

First stage, each the human resources (HR) manager was contacted for allowing permission by informing the objectives of this study with a permission letter from Faculty of Management Sciences. After the approval, the request of appointment was conducted with HR managers to agree about time and date so that the interview can be conducted.

Second stage bring results from the literature review to set interview question. After that, the interviews with the HR manager to understand the current situation of FFPs were scheduled. In this study, the semi-structured interview was implemented. Key informants were given the guideline explaining the definitions of each policy as there are possibilities that practices provided by HR departments were different in names and scope. Apart from questions regarding three policies, 26 HR managers were also given the open-ended questions regarding all of their current practices.

Third stage, after the interviews with informants were completed, the information received from the interview was merge with the results of the literature review to develop the questionnaire. Thus, the questionnaire developed in this study was the result of the literature and the existing situation of FFPs in large-sized hotels in Thailand.

Fourth stage, before distributing the completed version of the questionnaire, preliminary questionnaire was examined and followed by the pilot test in order to ensure clarity. First and foremost, the questionnaire, which was written in the English version, was translated to Thai for the sake of matching the native language of the research sample as recommended by Brislin (1980).

Fifth stage, the pilot test was conducted for the furtherance of ensuring reliability and comprehensiveness. To properly conduct the pilot test, one hotel with at least 30 employees was selected, as a minimum requirement, and participated to test the draft the questionnaire (Saunders, Lewis, & Thornhill, 2003). One selected hotel to collect pilot test data, which has a total of 32 employees, is no longer included in the sample of this study.

Lastly, questionnaires was revised again before conducting the actual data collection by using the completed version of questionnaire. After that, the researchers sent a letter of permission from the Faculty of Management Sciences and attached the questionnaire to the human resources department in the participating hotel to distribute to their employees. A month later, questionnaires collected from 600 questionnaires which were returned to the 506 questionnaires. Eighteen questionnaires were incomplete and 76 questionnaires were discarded due to the obvious pattern of the answer, suggesting that all the items were not read carefully. Therefore the author performed analysis using 402 complete questionnaires.

### **3.3 Research Instruments**

In an aspect of the qualitative method, the selected research instrument was an in-depth interview with a purposive sampling of 26 informants who are currently



working as the HR manager in participating large-sized hotels –one manager per hotel. The selected informants are those who are currently working in HR department as managers as they are experienced and have explicit knowledge about family-friendly policies that are provided to employees. In this sense, in-depth interview is referred to one-on-one interaction with participants during the stage of data collecting (Creswell, 2014). This method enables a full exploration in this study which was solely obtained by first-hand information.

Regarding the quantitative aspect of this study, an instrument used for this study is the survey questionnaire, provided only for full-time employees, which as usual, starts with items inquiring about respondents' basic information (age, gender, educational background so forth) (Appendix A). Later on, in the following parts, the questionnaire is composed of two scales which are family-friendly policies (Appendix B) and employee engagement (Appendix C).

#### **a. Basic Information**

In this part, respondents were asked to fill in their personal data in eight different questions by which only employment status is limited to a full-time extent. Therefore, only full-time employees were eligible to fill in this questionnaire. For marital status section, the options provided has been slightly changed to comply with the purpose of this study. As noticed, single with dependents and married with dependents were added into this section to clarify the family responsibility held by each employee. These two factors are adopted from the study conducted by Cheng and Chee (2008). In terms of income, the available choice starts with 9,000 baht. The range of this section is up to Baht 40,000-49,999 due to a year of services, higher

position, and other forms of compensations (e.g. overtime pay, tips from customers, bonuses).

Regarding total weekly work hours, the questionnaire is designed to fill in the number of hours worked per week, which includes overtime hours. According to basic working time starts with 40 hours because of the minimum eight hours and ends with 76 hours as the sum of regular work hours and the limit of 36 overtimes (OT) hours (Chaiyarin, 2014). To the extent of the employment period, it starts with less than 1 year. Apart from less than 1 year employment period, the length in this regard is ranked accordingly to years of services

#### **b. Family-friendly policy (FFP)**

After reviewing the literature, there was no instrument that could be used in the Family-friendly policy questionnaire because each organization was very different. So researcher used a framework instrument based on policies developed by Bardoel, Tharenou, and Moss (1998) and Pitt-Catsouphes (2002). Researcher chose only part of the item, but adjusted the type Likert-scale to better fit with research objective. The 5-Likert scale was executed, as same as other past literatures, ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly disagree. In this questionnaire, the proportion is classified into three different parts which are dependent care, leave, and flexibility. The sample which was added and stated in the questionnaire are as followings;

##### 1. Dependent Care

- Your organization provides child care programs during school holiday.

## 2. Leave

- Your organization provides paid leave for mothers to spend time with a newborn child.

## 3. Flexibility

- Your organization provides the flexibility to choose starting and quitting times.

After interviews with key informants (qualitative method), I modified the questionnaire by putting the actual policy-based organization provides to their employees merge with the same framework as the core (quantitative method). After I merged both qualitative and quantitative methods together, I got a complete and applied questionnaire to suit the organization.

### **c. Employee Engagement**

The last part of the questionnaire is 9-item survey so-called Work and Well-Being Survey (UWES) which was originally developed by Schaufeli and Bakker (2003). It is a seven-point Likert scales used to measure the level of employee engagement in three different aspects; vigor, dedication, and absorption. In this part, respondents were asked to determine their feelings at work on the basis of seven-point frequency rating ranging from 0 (never) to 6 (always).

In terms of internal consistency, this UWES is considered as acceptable and good as it contains the values of Cronbach alpha at the critical value of 0.70

(Demerouti, Bakker, Janssen, and Schaufeli, 2001). Moreover, the three-factor structure of this scale is supreme as each factor fits well with others. Hence, this model is reliable when used to find employee engagement. The Cronbach's alpha test of reliability showed that all the variables are reliable. The Cronbach's alpha for dependent care policy, leave policy, work flexibility policy, and employee engagement in this study were 0.70, 0.71, 0.70, and 0.89 respectively.

### **3.4 Data Analysis**

Regarding the research's approaches, both quantitative and qualitative data analysis were used for this study by which analyzes from the result interview and survey questionnaire.

#### **a. Qualitative Data Analysis**

Data from the study's interviews sourced from informants of 26 hotels was transcribed from the recording device at the first stage of analysis. Thereafter, the transcriptions was analyzed through the use of content analysis method. Translated units was, later on, assessed and analyzed to determine the actual availability of family-friendly policies provided by the HR department. Moreover, analyzed data were used with questionnaires' result for the furtherance of comparing the actual availability of FFPs and the perceived availability of FFPs by full-time employees.

#### **b. Quantitative Data Analysis**

First and foremost, descriptive statistics (Mann, 1995) was applied to describe basic characteristics of respondents, as a whole. The obtained data was measured in

two key aspects which are a central tendency (mean, median, and mode) and standard deviation (S.D) to determine all variables consisted in the research.

Additionally, inferential statistics was used for determining how family-friendly policy influences employee engagement. In this case, multiple regression was applied in order to measure the influence of the independent variables (dependent care policy, leave policy, and work flexibility policy) on the dependent variable (employee engagement) of employees in large-sized hotels. Regarding this analysis, multiple regression was applied and used for the purpose which is finding the influence of family-friendly policy on employee engagement. Therefore, this analysis is the most appropriate for this study as it helps to determine the influence of an individual independent variables on the selected dependent variable.

## **CHAPTER 4**

### **FINDINGS**

#### **PART 1: QUALITATIVE FINDINGS**

##### **4.1 Introduction**

This section presents the results of the semi-structured in-depth interview of 26 informants who are HR managers of different hotels where the study was conducted. The data was obtained through face to face interview following the research procedure earlier discussed in Chapter 3. The purpose of this qualitative methodology is to develop the set of questionnaires that will be used for the quantitative study of the influence of FFPs on employee engagement. The following section therefore presents the results of the interview starting with the understanding of family-friendly policy by the HR managers, followed by the benefits provided by the organizations in the aspect of FFPs, the eligibility for FFPs, and concluded with the reason for providing FFPs by the organizations. Out of the 26 HR managers interviewed, 21 were female and only 5 were male. Fifteen HR managers of hotels in Hatyai, Songkhla province and eleven HR managers of hotels in Kathu, Phuket were interviewed. The summary of the basic characteristics of the HR managers interviewed are presented in the table below:

Table 4.1

*Demographic data of informants*

<b>S/N</b>	<b>Gender</b>	<b>Age</b>	<b>Years of Industry Experience</b>	<b>Years of Working in the Hotel</b>	<b>Hotel Location</b>
1	Female	36	14	5	Hatyai, Songkhla
2	Female	35	13	4	Hatyai, Songkhla
3	Female	35	13	4	Hatyai, Songkhla
4	Female	37	15	5	Hatyai, Songkhla
5	Male	39	17	3	Hatyai, Songkhla
6	Female	34	11	2	Hatyai, Songkhla
7	Male	38	16	8	Hatyai, Songkhla
8	Male	42	20	10	Hatyai, Songkhla
9	Female	37	15	7	Hatyai, Songkhla
10	Female	37	15	6	Hatyai, Songkhla
11	Female	40	18	9	Hatyai, Songkhla
12	Female	43	21	5	Hatyai, Songkhla
13	Female	35	12	4	Hatyai, Songkhla
14	Female	37	15	5	Hatyai, Songkhla
15	Female	39	17	5	Hatyai, Songkhla
16	Male	41	18	7	Kathu, Phuket
17	Female	40	18	8	Kathu, Phuket
18	Female	42	20	8	Kathu, Phuket
19	Male	45	23	10	Kathu, Phuket
20	Female	39	17	8	Kathu, Phuket
21	Female	46	24	8	Kathu, Phuket
22	Female	47	25	9	Kathu, Phuket
23	Female	42	20	9	Kathu, Phuket
24	Female	48	26	13	Kathu, Phuket
25	Female	44	22	8	Kathu, Phuket
26	Female	42	20	9	Kathu, Phuket

## 4.2 Understanding of Family-friendly Policy

FFPs are understood to be the hotels' policies that allow employees to reduce the demands from their family with the essence of reducing the conflict between work and family. These FFPs are those policies or welfare packages provided by employers for the employees to meet with their family needs. They could be policies that allow employees to spend time with their families or welfare packages that extend to employees' family members. The informants clearly articulated their understanding of FFPs when asked how their organizations define FFPs by the following statements:

*“In this hotel, we have family-friendly policies, like we havensome policies for employees to take care their family. Sometimes some employees call to say their child is sick, we give them time to take the child to the hospital and maybe one day off to care their child.”*

*(Informant 4)*

*“In our hotel, if employee have urgent family issues like someone die or child sick, the employee call to get approval from the manager. The employee is allowed”*

*(Informant 7)*

Sometimes the family-friendly policies are tied to the leadership style of the organization and they are not expressly stated as a policy in the organization. The managers use their discretion to allow employees time for their family. This is deduced from some of the responses below.



*“In this hotel, we have respect for employees’ family need. Because employee can quit because of family pressure. We quite flexible to allow employee take time off if needed for their family. We are quite open, you can talk to the manager or your supervisor if have family problem. We decide if we should allow you some time off. We can give money also if family member dies”*

*(Informant 2)*

*“We are friendly to family of employees. If employee have family problem we try to support. If not their mind will not be at work and the customer will get the effect. But not too much, if one employee always have family problem, we can try to transfer to the job that not face customer.”*

*(Informant 9)*

Following the responses provided by the respondents with few presented above, it could be inferred that the organizations all understand FFPs to be policies and practices that give employees time to attend to their family demands without jeopardizing the work at the organization.

### **4.3 Family-friendly Policies in the Organizations**

There are various family-friendly policies and practices allowed in each organization. The respondents were asked to enumerate the FFPs provided by their organizations. One of such policies that stood out clearly is the work flexibility policy. The work flexibility policy allows employee to create time for their family and

could reduce the conflict between work and family. Time is one of the common constraints when it comes to balancing work and other aspect of time. By having work flexibility policy, employers allow the employees to choose the time to work so long as they work for the total required hours per week. The common form of work flexibility policy common to the hospitality industry is the working shifts. Some the responses provided by the respondents are given below.

*“For our hotel, the flexibility of work time is priority, we are well understood that attendance is a time shift, which our time allocation will rotate. Some days, the staff may enter the morning for four days, followed by a holiday or a morning three days, two days afternoon.”*

*(Informant 1)*

Apart from the shift that is organized by the managers and supervisors in the hotels, some hotels allow employees to arrange a change in schedule among themselves when they are in the same departments with approval from their supervisors. Thus creating a form of work flexibility for the employees.

*“Yes, if two employees work in the same position, another colleague is satisfied with the exchange of working days with you. This happens on a regular basis, because some people want to leave for their own holidays to go to rest or some people may leave because they have business needed.”*

*(Informant 12)*

Another aspect of FFPs pointed out by the respondents is the leave policy. All the organizations have a form of written and agreed leave policies. This is because

some of the leaves are mandatory by law like annual leave, maternity leave and public holidays. However, there are also some discretionary, non-paid leave which some organizations allowed like the sick leave, leave for male staff who want to be ordain as a monk for a short period. Some organizations even offer leave to employees on their birthdays. These leave practices were enumerated by the respondents and some of the direct responses are provided below.

*“For our or any organizations holiday leave is provided to the employees, they're going on vacation, sick leave, maternity leave or some organization as the case may be. This will determine the number of days required by law. But if the employee has worked for a long time, the hotel will offer more vacation time.”*

*(Informant 14)*

*“Of course, our organization will give employees the right to leave on their own birthday. The staffs are very happy with this policy of the hotel, which this policy has just added to the plan two years ago.”*

*(Informant 7)*

*“Male employees can request leave but not more than one month for ordination. But no salary is paid, but if assuming he had accumulated one month of leave, then we would think of the salary as the day of work.”*

*(Informant 19)*

Some organizations allow their employees to accumulate their leave by deciding to continue working even on the days of public holiday and take the leave out altogether.

*“Yes, you can accumulate as your holiday. Some employees do accumulate to keep as a long holiday, but can stop at a time when the staff is sufficient.”*

*(Informant 6)*

The respondents also mentioned other forms of welfare practices that they considered to be family-friendly. These practices are those that involve financial provision for employee’s family in case an employee dies while in the employment of the organization. They also include financial assistance to an employee in the case a family of the employee dies. There are also welfare practises that are offered to employees that are nursing mothers and special rates given to employees’ family when they stay at the hotel. These welfare packages are generally referred to as dependent care policy. Some of the direct responses from the respondents are presented below.

*“Our hotel has social insurance and also has group life insurance for everyone. We value the safety of every step of the hotel. The staff is like our family.”*

*(Informant 25)*

*“The hotel has discount welfare for all employees in case of bringing the family to rest. We will have a discount rate for employees. This includes food, beverages and services in the hotel.”*

*(Informant 15)*

*“We have a provident fund. And then there is money to help if the family of the employee dies In addition ...”*

*(Informant 10)*

Some of the organizations have shuttle buses to bring their employees to work and provide nursery facility for employees to bring their babies to the work.

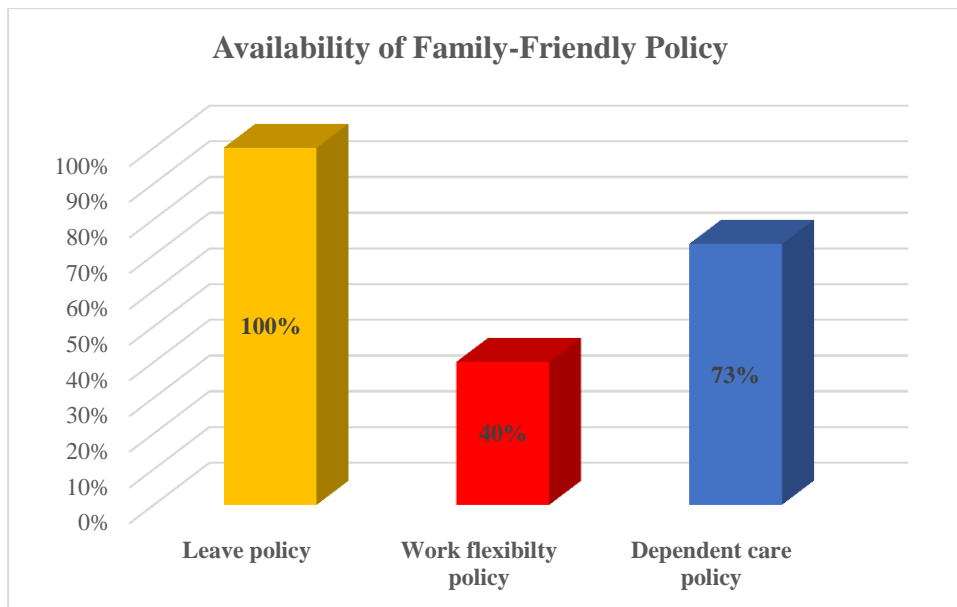
*“Our hotel have a shuttle bus from the hotel to the city. Which one day will have 4 rounds according to the shift of the work time of the staff, which the staff can depend on various pick-up points that the shuttle bus determines.”*

*(Informant 12)*

*“If you work in the office, you can bring your baby. At this time, our hotel is having a policy about employees can bring their children to the nursery at the hotel nursery ...”*

*(Informant 17)*

Overall, all the organizations agree that they have some form FFPs. However, the policies approach differs among the hotels. The figure below summarizes the availability of FFPs in the organizations where the semi-structured interview was conducted. All the respondent agreed that they have some form of FFPs. Also, all the 26 respondents agreed that they have leave policy in the organizations. This is because some of the leave practices are mandatory under the labour law. Forty per cent of the respondents and seventy-three per cent mentioned during the interview they have work flexibility policy and dependent care policy respectively.



*Figure 4.1 The Availability of FFPs in the Organizations*

The respondents also highlighted some of the reasons why their organizations have FFPs. FFPs are used by the organization to increase employee engagement and commitment to work. This is important because the hospitality industry focus more on service and if employees are not engaged or happy at work it will easily reflect in their service to customers. Also, FFPs are used as competitive strategy to attract the best employees in the industry and as employee retention strategy. Some of the reasons provided by the respondents are presented below.

*“We are quite confident because if we take good care of our employees as a family and we offer better welfare elsewhere. Employees will not leave and love more in the organization.”*

*(Informant 3)*

*“For the hotel, we are always aware that every employee is the most important thing for the hotel business because, firstly, the service to the guests is something that they express themselves willingly, happy with the job if they receive good return from the hotel.”*

*(Informant 6)*

*“Of course, if the hotel has good welfare and staff care, this all employees will work hard and service out perfectly. In addition, I think that we do not care for them only about welfare or benefit but I think we should makes them stay with the hotel for as long as possible, because if employees have frequent leaving, we have to consider why. I think that creating a new person is difficult and time consuming. We should offer welfare and take care of developing their potential to the best in order to stay with our hotel as long as possible.”*

*(Informant 23)*

In summary, the findings of the qualitative study have showed that the hotels in Hatyai Municipality have FFPs. The FFPs highlighted by the HR managers can be categorised into work flexibility policy, leave policy, and dependent care policy. The finding from the interviews were therefore used to develop questionnaire for the FFPs that is used for the quantitative study. The next section therefore presents the result of the quantitative study.

## **PART 2: QUANTITATIVE RESULTS**

### **4.4 Introduction**

The research is designed to examine the influence of family-friendly policies on employee engagement using a case study of the hotel industry in Hatyai, Songkhla and Kathu, Phuket. Following the qualitative interview of the HR managers of the participated hotels, the questionnaire for the quantitative study was developed in line with the research procedure earlier discussed in Chapter 3 of this study. The questionnaire for the FFPs was self-developed based on the responses received during the semi-structured interview while the questionnaire for employee engagement was adopted from past studies. This chapter therefore presents the result of the quantitative survey of the employees of the hotels. Firstly, the descriptive statistics of the respondents to the questionnaire are presented. Secondly, the result of the exploratory factor analysis (EFA) are presented and described. Lastly, the Pearson correlation and the regression analysis of the dependent and independent variables are presented.

### **4.5 Demographic and Background Information**

This section reports the demographic of the respondents to the questionnaire in the form of frequency and percentage. A total 600 questionnaires were distributed to employees of large size hotels in Hatyai and Kathu with a minimum estimated response rate at 64% to reach the number of sample size suggested by Krejcie and Morgan (1970) and 506 questionnaires were returned. Out of the 506, 18 questionnaires were incomplete, and 76 questionnaires were discarded due to the obvious pattern of the answer, suggesting that all the items were not read carefully.



Therefore the author performed analysis using 402 complete questionnaires, representing a response rate at 67%.

According to Table 4.2 below, majority of the respondents are female (74%) while 26% of the respondents are male. In terms of level of education, majority (64.5%) of the respondents have bachelor's degree followed by 27.7% of respondents which have high vocational certificate. 32.6% of the respondents are married with dependents while 31.6% of the respondents are single. Almost half of the respondents have work experience between 3 – 5 years (46.9%). Most of the respondents (69.3%) earn monthly salary between 10,000 – 19,999 baht. The minimum working hours per week of the respondents is 48 hours while the maximum working hours is 62 hours. The youngest of the respondents is 22 years old while the oldest is 51 years old.

Table 4.2

*Demographic Data of Respondents*

<b>Variables</b>	<b>Description</b>	<b>Frequency (n=402)</b>	<b>Percentage</b>
Gender	Male	105	26.0
	Female	297	74.0
	Total	402	100.0
Education	High school graduate	13	3.1
	Vocational certificate	19	4.7
	High vocational certificate	111	27.7
	Bachelor's degree	259	64.5
	Total	402	100.0
Marital Status	Single	127	31.6
	Single with dependents	9	2.3

<b>Variables</b>	<b>Description</b>	<b>Frequency (n=402)</b>	<b>Percentage</b>
	Living with partner	85	21.1
	Married with dependents	131	32.6
	Separated	8	2.0
	Divorced	21	5.1
	Widowed	21	5.3
	Total	402	100.0
Work Experience	Less than 1 year	31	7.8
	1 – 3 years	82	20.3
	3 – 5 years	199	49.6
	5 – 7 years	60	14.8
	> 7 years	30	7.4
	Total	402	100.0
Monthly Salary	Below 9,000	1	0.2
	9,000 – 9,999	30	7.4
	10,000 – 19,999	278	69.3
	20,000 – 29,999	93	23.2
	Total	402	100.0

#### **4.6 Current Status of Family-friendly Policy**

The current status of the availability of FFPs in the hotels was identified by descriptive statistic of mean and explained using class interval. The FFPs were measured on a five-point Likert scale. According to Likert (1932), the class interval can be used to interpret attitude of respondents. For the class interval of a five-point Likert scale of 1 = strongly disagree to 5 = strongly agree, the class interval was calculated as follows:

$$\text{Class interval} = \frac{\text{Highest value} - \text{lowest value}}{\text{Number of class}}$$

$$= \frac{5 - 1}{5}$$

$$= 0.8$$

Therefore 1.00 – 1.80 is interpreted as strongly disagree, 1.81 – 2.60 is disagree, 2.61- 3.40 is neutral, 3.41 -4.20 is agree and 4.21 – 5.00 is strongly agree. Table 4.3 below therefore gives the result and interpretation on the current status of FFPs in the hotels.

Table 4.3

*The Descriptive Statistics of Family-friendly Policy*

<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Interpretation</b>
<b>Leave Policy</b>			
Your organization provides maternity leave for 90 days with 45 days paid.	3.45	1.11	Agree
Your organization allows sick leave not exceeding 30 days per year.	3.09	1.11	Neutral
Your organization provides annual vacation days to employees at least 6 days per year.	3.53	1.53	Agree
Your organization allows 30 days the staff to ordain, but not paid.	3.03	1.16	Neutral

<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Interpretation</b>
Your organization gives employees leave on their birthday.	4.31	0.71	Strongly agree
Your organization allows employees to personal leave but not paid.	4.47	0.58	Strongly agree
<b>Average of all leave policy items</b>	3.65	0.80	Agree
<b>Work Flexibility Policy</b>			
Your organization uses the flexibility (Flex time), allowing employees to choose their starting and quitting times.	3.00	1.07	Neutral
Your organization allows employees can switch times with others.	3.21	1.24	Neutral
Your organization provides for working shifts and can switch time with others.	3.34	1.41	Neutral
If you do not want to stop working on the day the organization set, you can work to accumulate a holiday.	3.68	0.73	Agree
<b>Average of all work flexibility policy items</b>	2.92	0.85	Neutral

<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Interpretation</b>
<b>Dependent Care Policy</b>			
Your organization provides social insurance for employees.	4.72	0.50	Strongly agree
Your organization offers group life insurance for employees.	3.36	1.46	Neutral
Your organization provides a nursery for employees to bring their own children.	1.74	1.00	Strongly disagree
Your organization offers maternity welfare benefits.	3.62	0.75	Agree
Your organization has one meal allowance for employees.	3.64	0.59	Agree
Your organization has the money to help in case a family of employee's death.	4.71	0.51	Strongly agree
Your organization provides group accident insurance.	4.64	0.51	Strongly agree
<b>Average of all dependent care policy items</b>	4.23	0.75	Strongly agree

Note: S.D = Standard deviation

According to Table 4.3 above, out of all the items of leave policy related FFPs, the item; Your organization allows 30 days the staff to ordain, but not paid, has the lowest score and the employees of the hotels gave a neutral score to this item. The item; Your organization allows employees to personal leave but not paid, has the highest score and the employees of the hotels strongly agree with this statement. On the average, employees of the hotel agree that the hotels currently have leave policy FFPs (Mean = 3.65, S.D = 0.80).

The item with the lowest mean score in the work flexibility policy FFPs is: Your organization uses the flexibility (Flex time), allowing employees to choose their starting and quitting times. Employees of the hotels are neutral about this statement. However, the item with the highest mean score is: If you do not want to stop working on the day the organization set, you can work to accumulate a holiday. Employees of the hotels agree with this statement. On the average, the mean score for work flexibility policy showed that employees are neutral about this variable (Mean = 2.98, S.D = 0.87). This means that employees neither agree nor disagree that the hotels have work flexibility policy related FFPs.

The lowest mean score out of all the items of dependent care policy is the item: Your organization provides a nursery for employees to bring their own children. Employees strongly disagree with this statement. The highest mean score is: Your organization provides social insurance for employees. Employees in the hotels strongly agree to this statement. The mean score of all the items indicates that employees strongly agree that the hotels have dependent care policy FFPs (Mean = 4.23, S.D = 0.75).

When the mean of the leave policy items, work flexibility policy items and the dependent care policy items are combined together, it gives the mean score of 3.81. Therefore, the overall mean score for FFPs is 3.81 which is being interpreted as agree. Thus, the employees of the hotels agree that the hotels have FFPs.

#### 4.7 Current Status of Employee Engagement

Employee engagement items were measured on a seven-point Likert scale from 0 = never, 1 = almost never, 2 = rarely, 3 = sometimes, 4 = often, 5 = very often, and 6 = always. Therefore, the class interval is calculated as follows:

$$\begin{aligned} \text{Class interval} &= \frac{\text{Highest value} - \text{lowest value}}{\text{Number of class}} \\ &= \frac{7 - 1}{7} \\ &= 0.86 \end{aligned}$$

Therefore 0.00 – 0.86 is interpreted as never, 0.87 – 1.72 is almost never, 1.73 – 2.58 is rarely, 2.59 – 3.44 is sometimes, 3.45 – 4.30 is often, 4.31 – 5.16 is very often, and 5.17 – 6.0 is always. Table 4.4 below therefore presents that mean score and interpretation of the items of employee engagement.

Table 4.4

##### *The Descriptive Statistics of Employee Engagement*

<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Interpretation</b>
You feel inspired when working at the hotel	4.52	0.77	Very often
You get carried away when you're working at the hotel	4.47	0.75	Very often
You feel happy when you work intensely at the hotel	4.34	0.86	Very often
You are proud of the work you do	4.41	0.71	Very often
You are immersed in your work	4.45	0.67	Very often

<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Interpretation</b>
You feel like going to work when you wake up in the morning	4.44	0.69	Very often
You have the enthusiasm to work	4.54	0.70	Very often
<b>Average of all items of employee engagement</b>	4.46	0.57	Very often

Note: S.D = Standard deviation.

The employees of the hotels rated all the employee engagement items as very often. Nevertheless, the lowest mean score is the item: You feel happy when you work intensely at the hotel, while the highest mean score is the item: You have the enthusiasm to work. On the average the employees of the hotels very often feel engaged (Mean = 4.46, S.D = 0.57).

#### **4.8 Pearson Correlation Matrix**

The relationship between the four variables (work flexibility policy, leave policy, dependent care policy, and employee engagement) was tested with Pearson correlation. The Table 4.5 below shows the result of the Pearson correlation. The correlation between employee engagement and all the three variables of FFPs showed positive correlation coefficient. Out of all the three FFP variables, work flexibility policy has the highest correlation with employee engagement ( $r = 0.14, p < 0.01$ ). This means that as the hotels introduce more work flexible policies, their employees tend to show higher level of engagement. The correlation between employee engagement and leave policy was also positive ( $r = 0.11, p < 0.05$ ). This means that as the management of the hotel introduce more or better leave policies, their employees tend to show higher level of engagement. Lastly, the lowest correlation is between dependent care policy and employee engagement ( $r = 0.03, p < 0.05$ ). This is also a



positive correlation and it indicate that as the hotel introduce more dependent care policies to their employees, the employees tend to show higher level of engagement. Although all the correlations are weak because the correlation coefficients are less than 0.5, they are statistically significant.

Table 4.5

*Pearson Correlation of Measured Variables*

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. Work flexibility policy</b>	1			
<b>2. Leave policy</b>	-0.63***	1		
<b>3. Dependent care policy</b>	-0.27***	0.12*	1	
<b>4. Employee engagement</b>	0.14**	0.11*	0.03*	1

Note: \*\*\* $p < 0.001$ , \*\* $p < 0.01$ , \* $p < 0.05$

#### **4.9 Regression Analysis**

Multiple regression analysis was performed to test the influence of FFPs on employee engagement and also to fulfil the fourth objective of this study. The multiple regression tests how the independent variables of work flexible policy, leave policy and dependent care policy can predict the outcome of the dependent variable employee engagement. The independent variables were tested for multicollinearity to present bias in the regression estimate. Multicollinearity was also tested through tolerance test and variance inflation factor (VIF) values. According to Tabachnick and Fidell (2007), tolerance value that is above 0.10 and VIF value less than 10 indicate no sign of multicollinearity among the independent variables. Therefore, as shown in Table 4.6 below, there is no multicollinearity among the independent variables.

Table 4.6

*Collinearity Diagnostics*

<b>Independent Variables</b>	<b>VIF</b>	<b>Tolerance</b>
Work flexible policy	1.11	0.57
Leave policy	1.22	0.42
Dependent care policy	1.47	0.41

The multiple regression result is presented in Table 4.7 below. All the three independent variables statistically influence employee engagement. The strongest predictor of engagement from this model is work flexible policy ( $\beta = 0.35$ ,  $p < 0.001$ ). Leave policy influence employee engagement at  $\beta = 0.33$  ( $p < 0.001$ ). The least predictor of employee engagement in this study is dependent care policy ( $\beta = 0.11$ ,  $p < 0.05$ ). All the independents variables can explain 8% of the variance in employee engagement.

Table 4.7

*Results of Multiple Regression Analysis of Employee Engagement*

<b>Independent variables</b>	<b>Standardized regression coefficients</b>	<b><i>t</i></b>	<b>Standard Error</b>
Work flexible policy	0.35***	6.60	0.05
Leave policy	0.33***	6.15	0.05
Dependent care policy	0.11*	1.98	0.06
R <sup>2</sup>	0.08		
F	14.61***		

\* $p < 0.05$ , \*\*\* $p < 0.001$ .

Table 4.8

*Summary of Hypothesis*

<b>Hypothesis</b>	<b>Results</b>
H <sub>1</sub> : Family-friendly policy positively influences employee engagement in the hotel industry in Hatyai, Songkhla.	Accepted
H <sub>1a</sub> : Dependent care policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.	Accepted
H <sub>1b</sub> : Leave policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.	Accepted
H <sub>1c</sub> : Work flexibility policy positively influences employee engagement in large-sized hotels in Hatyai, Songkhla and Kathu, Phuket.	Accepted

## **CHAPTER 5**

### **Discussion**

This final chapter of the study present the conclusion of the research. The results presented in Chapter 4 are discussed in detail and compared to the overall objective of this study. The results are also compared with results from past research and the implication and the possible explanation of the results are discussed. The chapter starts by summarizing the research, thereafter the results are discussed in line with the objective and hypothesis. The chapter concludes with the implication of the study, the limitation and recommendation for future research.

#### **5.1 Conclusion**

The study was carried out with the aim to investigate the influence of family-friendly policy on employee engagement. In essence, it has been concluded that large hotels in Hatyai, Songkhla and Kathu, Phuket have current status of the availability of family-friendly policies. The employees at the operational level were perceived of FFPs and employee engagement. The study found that FFPs positively influence on employee engagement in all three components, including work flexibility policy, dependent care policy and leave policy. Mixed method was employed as the research method. Twenty-six HR managers of large-size hotels in Hatyai and Kathu Municipality were interviewed to understand the FFPs provided by employers to their employees. The questionnaire was then developed based on the results of the literature and the interviews. Thereafter, a total of 600 questionnaires were distributed, 506 questionnaires were returned filled, out of which 18 questionnaires

were incomplete. Including 76 questionnaires being discarded due to the clear pattern of answers indicating that all items were not read carefully. The author analyzed using 402 complete questionnaires..

To investigate the influence of the FFPs on employee engagement in large-sized hotels multiple regression analysis was conducted with work flexibility policy, leave policy, and dependent care policy as the independent variables and employee engagement as the dependent variable. The result revealed that all the independent variables positively influence employee engagement. The strongest predictor of employee engagement in the model is work flexibility policy with regression coefficient of  $\beta = 0.35$  ( $p < 0.001$ ). Leave policy predicts employee engagement at  $\beta = 0.33$  ( $p < 0.001$ ). The least predictor of employee engagement in the model is dependent care policy at  $\beta = 0.11$  ( $p < 0.05$ ). These results are therefore further discussed in detail in the following section.

## **5.2 Discussion**

The results of this study are discussed in this section in relation to the research objectives. The first objective is to explore the current status of availability of FFPs provided for full-time employees at the operational level by the large-sized hotels in Hatyai, Songkhla and Kathu, Phuket. The result from the qualitative interview of the HR managers of the hotels in Hatyai and Kathu revealed that all the hotels provide a form of FFPs for their employees. The most common form of FFPs that is made available to employees is leave policy. All the HR manager interviewed mentioned that leave policy is one of their FFPs. This is because some of the leave policies are statutory and required by the labour law to be provided for the employees.

The second type of FFP that is commonly available to employees in the hotels is dependent care policies. Seventy-three percent of the HR managers indicated that they have dependent care policies available for their employees. About 40% of the HR managers interviewed mentioned that they have work flexibility policies in their hotels.

The second objective is to investigate the current status of FFPs availability perceived by full-time employees at the operational level in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket. The perception of FFPs in the hotels are quantitatively measured from the employees' view through the questionnaire. The result from the class interval of the questionnaire filled by the employees showed that employees perceived the availability of FFPs. They agreed that there is leave policy in their hotels. Once again this is because leave policy is required by the law. However, they neither agree nor disagree that their hotels have work flexibility policy. This shows that work flexibility policy which is the strongest predictor of employee engagement among the FFPs is not adequately provided by the employers. The employees strongly agree that their employers provide dependent care policy. The third objective of this study is to investigate the current status of employee engagement of full-time employees at the operational level in large-sized hotels located in Hatyai, Songkhla and Kathu, Phuket. The status of employee engagement was quantitatively measured through the questionnaire and the result showed that employees of the hotels very often feel engaged.

The last objective is related is investigate the influence of the FFPs on employee engagement in large-sized hotels located in Hatyai, Songkhla and Kathu,

Phuket. However, from the mixed method used in the research, the three aspects of FFP (work flexibility policy, leave policy, dependent care policy) were identified and their influence tested on employee engagement. Therefore, the discussion will be separated in three parts elucidating the influence of each of the FFPs on employee engagement in the hotel industry in Hatyai, Songkhla and Kathu, Phuket.

### **5.2.1 Influence of Work Flexibility Policy on Employee Engagement**

The result from the multiple regression analysis revealed that work flexibility policy has a significant positive influence on the level of employee engagement of the employees of the large-sized hotels surveyed. This is consistent with the result of Richman et al. (2008) conducted in the US on employees of large size organizations. They found that perceived flexibility, formal workplace flexibility, and occasional workplace flexibility lead to improvement in the level of employee engagement and longer retention. This is because when employees have the partial control on their work schedule, it gives them a level of autonomy which is one of the job characteristics that can motivate employees (Hackman & Oldham, 1976). Moreso, according to Burud and Tumolo (2004), flexible work practices lead to reduction in stress, absenteeism, turnover, and increases employee satisfaction, commitment, and productivity. Additionally, work flexibility will also allow employees to plan other aspect of their life better and reduce work-life or work-family conflict. Certainly, when employees know that they have certain control on their schedules they could create some time for other aspect of their lives or for their family. Employees will be happy to work in the organization that allows some freedom in the work schedule. On the contrary, organization that have strict work schedules are prone to absenteeism

and high employee turnover. Therefore, employees of the hotels feel more engaged when their employers introduce work flexibility policy.

### **5.2.2 Influence of Leave Policy on Employee Engagement**

The result from the multiple regression analysis showed that leave policy has a positive and significant influence on employee engagement among the employees of the large-sized hotels surveyed. This is because leave policies allow the employees to take time off work and can reduced work stress and increase productivity of employees (Kim, 2001). There are different types of leave, but they all produce a positive attitude in employees. For instance, Glass and Riley (1998) found that maternity leave policies had reduced employee turnover intention. Employees are more likely to be happy and more engaged in a job that provide adequate leave time than the job that does not provide enough leave time. The improved leave policy is seen when the employers not only provide the statutory leave but others like family leave (Brady & Elms, 2005). Moreover, Mulvaney (2014) found out that employees working for organizations with leave programs and time off have higher level of organization engagement than employees working for organizations without these benefits. The result of this study is also consistent with the findings of Kawakubo and Oguchi (2019) that recovery experience during leave increase employee creativity, life satisfaction and overall occupational well being of the Japanese employees. Leave programs enable employee to take their mind off the stress at work and therefore could be used as a solution to employee burnout. After employees recovered during the leave, they return to work with a renewed focus and increased motivation to work (Kawakubo & Oguchi, 2019).



### **5.2.3 Influence of Dependent Care Policy on Employee Engagement**

The dependent care policy has a positive and significant influence on employee engagement among the employees of the large-sized hotels in this study. Dependent care policy is particularly important to employees who have non-work demands like child care, and/or elder care (Schwartz, 1994). Employers with good dependent care policy like having a daycare centre at work would enable the employees to be fully present psychologically at work and thus leading to higher level of employee engagement. This is because employees are happy with the work assisting them to lessen their role in taking care of their dependent or makes the role easier while still doing their job in the organization. Employees will be more engaged to the organization based on social exchange theory and this will lead to several other positive attitude from the employees towards their job. This is consistent with the findings of International Labour Organization (2015) which revealed that childcare support shows positive results for all certified companies by which it enhances company reputation, reduce turnover and absenteeism, and improve better productivity and higher employee engagement. Also, Lee and Hong (2011) found that child care subsidies have significant effect on job retention. Dependent care policy is particularly appreciated in the hospitality industry due to the increasing number of female workers in the industry (Poelmands et al., 2003; Woods & Viehland, 2000) including working mothers and thus the need for dependent care policies.

### **5.3 Limitation and Recommendation**

This study was conducted with a case study of hotel industry in Hatyai and Kathu municipality. There could be a different result if the influence of FFPs on

employee engagement was tested in another industry or other locations. More so, only three factors of FFPs were identified from this study. It is, however, possible that future studies might identify other aspects of FFPs that relate to the specific industry being studied or the specific location where the research is being conducted. Therefore, it is recommended for future studies to be done in other industries and locations. Also, more FFPs could be explored in future studies.

## **5.4 Practical Implication**

### **5.4.1 Implication for Managers**

The result of the study revealed that FFPs which are work flexibility policy, leave policy, and dependent care policy all have significant influence on employee engagement. The manager should often communicate and discuss with their employees about each policy that benefits them both to make sure that their policy is suitable for their employees. Some slight changes can be made in order to meet their employees' needs, which would make the employees happy and maximize the employees' efficiency in return. The result suggested that work flexibility policy has the strongest effect on employee engagement. However, it is the least perceived available FFPs by the employees. Therefore, it is recommended that the HR managers or the hotel managers and owners provide more work flexibility policy, or flexible shift, for their employee, which is best suited for hotel industry, to increase their level of engagement and other positive attitude like commitment, enthusiasm and passion for their work. Whilst annual leave and maternity leave are required by the law, the employers should introduce other types of leave to increase the morale of the employees. Other types of leave like birthday day off, family emergency leave,

bereavement leave, paternity leave, religious observance leave, and personal leave should be encouraged by the HR managers. Whether the leave will be paid, or unpaid leave could be determined by the managers or owners of the hotel. While the study does not focus on the types of leave, it revealed that having a good leave policy increases the level of employee engagement. In addition, management teams should illustrate how much they value their employees by communicating more frequently to employees and, at the same time, let their employees share their ideas and thoughts, let their voices be heard, as well as giving feedback to employees, which would lead to a better understanding of their employees and to learn and realize about their employees' needs and how each policy should be set up. It is important to get feedback from employees after any changes made for further improvement. This method would help to increase the level of engagement which would result in a significantly decrease in turnover-rate problem of hotel industry.

### **5.5 Theoretical Implication**

This study provided theoretical implication by providing empirical evidence that FFPs have an influence on employee engagement and therefore has contributed to existing literature on family friendly policy and employee engagement in Thailand. This study is one of the early studies of this empirical. The study found that the hotels provide FFPs to employees and employees who have received and responded to this policy with satisfaction, resulting in more employee engagement with the organization and improved work efficiency. It is common that the hospitality industry around the world will encounter many problems in employee turnover, which is a major problem in the human resources department (Ruggless, 2016). This study

contributed to the further understanding of FFPs as an important human resource practice and an antecedent for employees engagement. The human resource department should be aware of how to treat employees well in order to build employee engagement that is consistent with this study as discussed earlier. Moreover this study is an extension of the social exchange theory in which the employer provides FFPs for their employees and receive more engagement from the employees as a form of exchange between the employer and employees.

### **5.6 Suggestion of future studies**

Future studies should gather information from various employee groups to better serve employees and have a deeper resolution in various policies. In addition, the knowledge gained from this study will benefit researchers who are willing to study FFP and employee engagement.

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## Part 2: Family-Friendly Policy (FFP) Scale

Please answer and fill in all items illustrated below with accuracy and care as much as possible by marking the number that best describes your feeling towards the availability of each specific family-friendly policy in the workplace.

Use the following critical points to express your comments on the message.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

2.1 Work Flexibility Policy		Strongly disagree ↔ Strongly agree				
2.1.1	Your organization uses the flexibility (Flex time), allowing employees to choose their starting and quitting times.	1	2	3	4	5
2.1.2	Your organization allows employees can switch times with others.	1	2	3	4	5
2.1.3	Your organization provides for working shifts and can switch times with others.	1	2	3	4	5
2.1.4	If you do not want to stop working on the day the organization set, you can work to accumulate a holiday.	1	2	3	4	5
2.2 Leave Policy						
2.2.1	Your organization provides maternity leave for 90 days with 45 days paid.	1	2	3	4	5
2.2.2	Your organization allows sick leave not exceeding 30 days per year.	1	2	3	4	5
2.2.3	Your organization provides annual vacation days to employees at least 6 days per year.	1	2	3	4	5
2.2.4	Your organization allows 30 days the staff to ordain, but not paid.	1	2	3	4	5

<b>2.2.5</b>	Your organization gives employees leave on their birthday.	1	2	3	4	5
<b>2.2.6</b>	Your organization allows employees to personal leave but not paid.	1	2	3	4	5
<b>2.3 Dependent Care Policy</b>						
<b>2.3.1</b>	Your organization provides social insurance for employees.	1	2	3	4	5
<b>2.3.2</b>	Your organization offers group life insurance for employees.	1	2	3	4	5
<b>2.3.3</b>	Your organization provides a nursery for employees to bring their own children.	1	2	3	4	5
<b>2.3.4</b>	Your organization offers maternity welfare benefits.	1	2	3	4	5
<b>2.3.5</b>	Your organization has one meal allowance for employees.	1	2	3	4	5
<b>2.3.6</b>	Your organization has the money to help in case a family of employee's death.	1	2	3	4	5
<b>2.3.7</b>	Your organization provides group accident insurance.	1	2	3	4	5

### Part 3: Employee Engagement Scale

Please answer and fill in all 9 items illustrated below with accuracy and care as much as possible by marking the number that best describes your feeling at workplace.

Use the following critical points to express your comments on the message.						
<b>Never</b> <b>0</b>	<b>Almost</b> <b>Never</b> <b>1</b>	<b>Rarely</b> <b>2</b>	<b>Sometimes</b> <b>3</b>	<b>Often</b> <b>4</b>	<b>Very Often</b> <b>5</b>	<b>Always</b> <b>6</b>

		Never	←————→					Always
3.1	You have the enthusiasm to work.	0	1	2	3	4	5	6
3.2	You feel inspired when working at the hotel.	0	1	2	3	4	5	6
3.3	You feel like going to work when you wake up in the morning.	0	1	2	3	4	5	6
3.4	You feel happy when you work intensely at the hotel.	0	1	2	3	4	5	6
3.5	You are proud of the work you do.	0	1	2	3	4	5	6
3.6	You are immersed in your work.	0	1	2	3	4	5	6
3.7	You get carried away when you're working at the hotel.	0	1	2	3	4	5	6



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**List of Publication and Proceeding**

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