



Understanding Hotel Employees' Motivation in Phuket, Thailand

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ชื่อวิทยานิพนธ์ แรงจูงใจในการทำงานของพนักงานโรงแรมในจังหวัดภูเก็ต
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บทคัดย่อ

ความเข้าใจเกี่ยวกับกับแรงจูงใจของปัจเจกบุคคลเป็นเรื่องที่หลายองค์กรให้ความสนใจ เพราะเป็นเครื่องมือสำคัญที่ช่วยในการบริหารจัดการคนในองค์กรให้ดียิ่งขึ้น

การวิจัยครั้งนี้มีจุดประสงค์เพื่อทำความเข้าใจแรงจูงใจในการทำงานของพนักงานโรงแรมในจังหวัดภูเก็ต โดยมีวัตถุประสงค์คือ 1) เพื่อระบุเหตุผลที่พนักงานเลือกทำงานในโรงแรม 2) เพื่อศึกษาเปรียบเทียบแรงจูงใจในการทำงานของพนักงานแต่ละกลุ่ม 3) เพื่อประเมินความพึงพอใจในการทำงานของพนักงานโรงแรมตามทฤษฎีลำดับขั้นความต้องการของมนุษย์ของมาสโลว์

ในการทำวิจัยครั้งนี้ได้ใช้ระเบียบวิธีวิจัยเชิงปริมาณด้วยการออกแบบสอบถามสำรวจแบบกำหนดพื้นที่และแบบสะดวก โดยมีกลุ่มเป้าหมายเป็นพนักงานโรงแรมในจังหวัดภูเก็ต 417 คน จาก 14 โรงแรม แบบสอบถามประกอบไปด้วย 4 ส่วนคือ (1) ลักษณะด้านประชากรศาสตร์ พนักงานโรงแรม (2) ปัจจัยจูงใจที่ทำให้พนักงานเลือกทำงานในโรงแรม (3) ปัจจัยจูงใจที่มีผลต่อความพึงพอใจของพนักงาน (4) ข้อเสนอแนะที่เปิดโอกาสให้พนักงานเสนอความคิดเห็นเกี่ยวกับแรงจูงใจในการทำงาน และได้ทำการวิเคราะห์ข้อมูลใช้โปรแกรมเอสพีเอสเอส (SPSS) และแบบจำลอง IPA

ผลการศึกษาทำให้ทราบว่า ลักษณะของพนักงานโดยรวมมีลักษณะคือพนักงานส่วนใหญ่เป็นเพศหญิง มีอายุระหว่าง 20 -30 ปี เป็นผู้ที่มีการศึกษาระดับมัธยมศึกษาหรือสูงกว่า และพบว่าปัจจัยจูงใจให้พนักงานเลือกทำงานในโรงแรมคือ เป็นงานที่ปลอดภัย น่าสนใจและพนักงานเองรักในงานบริการ

จากการวิเคราะห์ความแตกต่างระหว่างความสำคัญของปัจจัยจูงใจ 29 ข้อ ที่มีผลต่อความพึงพอใจของพนักงานและการปฏิบัติของโรงแรมต่อพนักงาน พบว่า โดยรวมแล้วพนักงานไม่พึงพอใจการปฏิบัติของโรงแรมต่อพนักงานตามเหตุผลที่กำหนด และมีปัจจัยจูงใจ 3 ข้อที่มีผลแตกต่างกันชัดเจนที่สุด ระหว่างความสำคัญของปัจจัยจูงใจกับการปฏิบัติจริง ได้แก่ อาหารพนักงาน เงินเดือน และเงินค่าบริการ ซึ่งเป็นที่น่าสนใจว่า ปัจจัยจูงใจเหล่านี้ถูกจัดรวมอยู่ในหมวดของความจำเป็นพื้นฐานตามทฤษฎีลำดับขั้นความต้องการของมนุษย์ของมาสโลว์ กล่าวว่าคุณคนมีความต้องการเป็นลำดับขั้น เมื่อความต้องการขั้นพื้นฐานได้รับการตอบสนอง บุคคลจึงจะ

นอกจากนี้ผลการวิจัยยังพบว่า จาก 29 ปัจจัยจุดใจนั้น ความสัมพันธ์ระหว่างเพื่อนร่วมงาน เป็นปัจจัยที่พนักงานให้ความสำคัญสูงสุดซึ่งสอดคล้องกับข้อเสนอแนะซึ่งพนักงานเสนอไว้ในข้อคำถามสุดท้ายในแบบสอบถาม

โดยสรุปแล้วผลการวิจัยครั้งนี้ได้ชี้ให้ผู้บริหารและผู้จัดการวางทราบว่าพนักงานแต่ละกลุ่มจากพื้นฐานทางด้านประชากรศาสตร์ มีแรงจูงใจในการทำงานต่างกัน จึงควรวางแผนการจูงใจพนักงานในการทำงานต่างกันไป เพื่อการทำงานที่มีประสิทธิภาพและประสิทธิผลยิ่งขึ้นในอุตสาหกรรมโรงแรม

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ABSTRACT

Understanding individual motivation has come to be viewed as an essential managerial task that provides organizations with a better plan to manage their people.

The aim of this study is to understand hotel employees' motivation in Phuket, Thailand. The objectives were to 1) determine reasons employees choose to work in hotels, 2) to compare the motivations of different groups of employees and 3) to assess the employees' satisfaction according to Maslow's Hierarchy of Needs theory.

The targeted population was defined as Hotel Employees. The primary data was collected from target population consisting of 417 hotel employees from 14 hotels around Phuket and convenience sampling was applied. The questionnaire included 4 parts, 1) personal, working background and work place condition of the target population, 2) Respondent motive to work in hotel industry 3) motivation factors (needs) that affect job performance and 4) open end questions that allow the employee express their opinion about the motivation factor that affect their performance. Data were analyzed by Statistical Program for the Social Science (SPSS) and Importance Performance Analysis (IPA) model.

The results show that the majority are female employees. The respondents who are 20 -30 years old comprised the largest age group and more than half of them completed high school or higher. From the study result also found that reasons employees have chosen the hotel job mostly because it is safety work, the job is interesting and they enjoy the service.

From Importance Performance Analysis (IPA) results, all 29 motivation factors shown negative mean Gap scores between expectation and performance which indicated that the hotel employees are not satisfied with the hotel performance in over all. The top largest 3 negative Gap scores were 'staff meal' 'Salary' and 'Service charge'. It is interesting that all these 3 motivations factors are grouped under 'Basic Need' which supports the Maslow's theory that an individual has needs which are arranged hierarchically, and that fundamental needs must be met before upper level needs may begin to drive behaviour. This suggests that hotel managers and executives should consider adding performance or productivity-base payment schemes to increase the employee performance. The further finding revealed that out of 29 motivation factors, the most important factor was 'Relation with colleague' which related to most fluency comments expressed by respondent in the last part of questionnaire that they do not happy about the relationship with colloquies at work.

The final implication for hotel executive and managers is the conclusion that there are perceptual differences within and among various groups of employees and they should be treated differently to better motivate them in order to increase job productivity.

Key words: Human resource, Organization behaviour, Hotel employee, Employee motivation, Phuket Thailand

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CHAPTER 1

INTRODUCTION

1.1 Research background and statement of Problem

Tourism plays an important role in the Thai economy, contributing about 6 percent to total country GDP in 2007 (Harwath Hotel, Tourism and Leisure, 2007). The industry creates a large demand for workers particularly the hotel industry. In 2006, there were 2.28 million workers in the hotel and restaurant industry and the forecasting demand for employees in 2009 increased by 52,000 particularly the entry level in Food and Beverage and Front Office Departments (Ministry of Labor Administration, 2006). However, the combination of Thailand's political issues and the global economic crisis caused a unique situation that limited the country's growth. These circumstances reduced worker mobility and significantly created a high level of unemployment.

It is a challenge for human resource to manage people of the industry, not only to maintain the good employee but also to improve their performances at the highest proficiency. Chernish (2001) mentioned that empowerment of workers in the hospitality, tourism and leisure industries can provide firms with a competitive advantage and a way of motivating employees and increasing levels of customer service and potential profit. Chernish (2001) studied the " Empowering Service Personnel to Deliver Quality Service and found that empowerment of workers in the hospitality, tourism, and leisure industries can provide firms with a competitive advantage and way of motivating employees and increasing levels of customer service and potential profit.

The ability to identify motivators, and hence to increase individual performance and productivity, has come to be viewed as an essential managerial task that provides organizations with a significant competitive advantage. However, little research has been conducted in the hospitality industry, despite its growth and its difficulty in meeting constantly increasing human resource needs (Reynolds, 1999). Chiang and Jang

(2008) mentioned that both hotel employees and the management acknowledge the importance of employee motivation, and both will benefit from a better understanding of forms of employee motivation. Hotel employees will be motivated in the way they want to be motivated. The hotel management will implement employee motivation more effectively, and effective employee motivation will impact employee performance and service quality directly or indirectly. This study supports the notion Petcharak (2002) that when employees maintain a high level of motivation, quality services will result.

Managers in every kind of organization have made generalized assumptions about what motivates their employees. Motivation seems to be one of the most important determinants of performance (Lawler, 1973). The research that has targeted the service sector suggests that “needs” can be used as an indicator of an individual’s future workplace behavior and of his or her likely fit within a particular organizational culture (Swanlung, 1981). The same study mentioned that motivation is based on how much someone wants something. In a study on the needs or wants of managers and employees from their job, the top three for both, managers and employees were their desire to have job security (Jurkiewicz, 1997). Unfortunately, not all employees have the same wants and needs. Some academics believe that all people are motivated by certain common needs which known as the content theories of motivation (Woods, 2002).

Hence, the purposes of this study are to assess whether needs vary among hotel employees according to Maslow’s theory so that hotel managers can better understand how to motivate hotel employee.

1.2 Related Literature

Related Literature is separated into four parts. The first part highlights the motivation theories and ideas as both content and process theories. The second part provides information about the Human Management Practice and the HR role in Thailand, HRM in the Hotel industry and also relevant legal issues. The Important Performance Analysis (IPA) is mentioned in the third part to explain its concept and application. The last part then reviews the general information about Phuket– a focus area of this study and reviews the current conditions of its hotel business. The outline of literature is follows;

1.2.1 Employees' motivation

1.2.1.1 The definition of motivation

1.2.1.2 Underlying Content theories

1.2.1.3 Underlying Process theories

1.2.1.4 Related studies

1.2.2 Human Resource Management

1.2.2.1 HRM in Thailand

1.2.2.2 Legal issues/ Employee compensation and benefits

1.2.2.3 HRM in the hotel industry

1.2.3 Importance Performance Analysis (IPA)

1.2.3.1 Definition and significance of the IPA model

1.2.3.2 IPA application

1.2.4 Phuket Tourism Development and its present situation

1.2.4.1 Information about Phuket

1.2.4.2 Tourism Development in Phuket

1.2.4.3 Significance of Tourism industry to Phuket's economy

1.2.4.4 Accommodation Industry in Phuket

1.2.1 Employees' motivation

Understanding what motivates employees and how they are motivated is the focus of many researchers. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. Motivation theories fall into two principal types: content theories and process theories. Content theories propose that all people are motivated by certain common needs. The various content theories identify and categorize these needs in different ways. In contrast, process theories identify the factors in any given situation that determine whether an individual will become motivated or not.

1.2.1.1 The definition of motivation

Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Motivation is generally related to the Latin *movere*, which means “to move” and as used in contemporary management also means to entice employees to move in a direction and manner that meet the organization’s goals (Esichaikul, 2004). Rey and Wieland (1985) stated that motivation is the force within a person that makes him or her act in a certain way to achieve some goal. Further study of the definitions laid out by those researchers identify three common characteristics, which are concerned with (1) what energizes human behavior, (2) what directs or channels such behavior, and (3) how this behavior is maintained or sustained (Steers, Porter, and Bigler, 1996). The implication is that the behavior is directed toward something, and that the something is consistent with the goals of the organization (Chernish, 2001). Later work in motivation provides more definitive theories of ways in which managers can better understand the needs and movement of workers (Chernish, 2001). The works of Maslow (1968), Herzberg and McClelland (1961) are considered essential contributions to the “Content theory” of motivation, while the work of Vroom (1964) and Porter and Lawler (1968) are classified as “Process theories”

1.2.1.2 Underlying Content theories

Maslow and Herzberg are perhaps the most widely recognized names associated with content motivation. Maslow developed a “Hierarchy of needs” which describes how people’s needs guide behavior. Maslow contends that an individual has needs which are arranged hierarchically, and that the basic needs must be met before upper level needs may begin to drive behavior. Maslow contends that only unsatisfied needs can influence behavior; those that are satisfied do not motivate (Maslow, 1968).

Maslow's Theory

Maslow's Hierarchy of Needs Theory contends that individuals have five basic needs. This theory states that all people experience these five needs at different times, depending on individual priority. Maslow's theory assigns an order of priority or hierarchy to these five needs. The theory also further states that an individual will be motivated to fulfill a higher level need only when a lower-level need is satisfied or nearly satisfied. According to this theory, if a manager can identify the stage an employee is at, then the manager can effectively motivate the employee. The five categories of needs include;

(1) Physiological. First are the survival needs, such as light, food, water or shelter.

(2) Safety. At this level, the individual strives to find or create an environment safe from external dangers. In organizations, this level of need might include an employee's need for job security, seniority, safe working conditions, benefits, insurance and retirement plans (Woods, 2002)

(3) Social. The need for affection and relationships becomes the primary motivator after the lower needs are met. These include the need for companionship, love and belonging. In an organization, such needs may be met through formal and informal work groups, teams and company sponsored activities.

(4) Self-Esteem. The drive for feelings of self-worth and individual importance takes place at this level. According to Woods (2002), the Self-Esteem or satisfaction with oneself involves one's sense of worth, accomplishment, achievement, competence, maturity, independence, and self respect. In organizations, esteem needs might involve personal reputation, recognition, titles, praise, status symbols, responsibility, promotions and appreciation.

5) Self-actualization. At the top of the hierarchy, the motivator is a sense of fulfillment that allows the individual to maximize their own growth and make a contribution to that of others. Seeking to realize one's full potential, increase knowledge or skills, and be creative are manifestations of this need in both personal and professional life.

As each of these needs is met, or substantially satisfied, the individual focuses on attaining the needs at the next level, thus striving to move up the hierarchy. The theory states that, although no need is ever fully gratified, a substantially satisfied need no longer motivates. The model's intuitive logic and ease of understanding have made it a popular theory for over 40 years. Stum, D. (2001) who wrote of "Maslow: Building the employee commitment pyramid" comparing Maslow theory with employees needs as shown in figure 2-4 below:

Figure 2.1: Hierarchy of Needs pyramid.

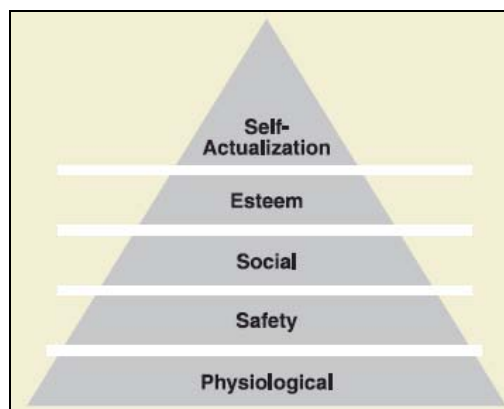


Figure 2.2: Employee Commitment Pyramid



Source: Stum, D. (2001)

Stum states that the five levels of workforce needs, as shown in the Performance Pyramid, can be illustrated for the job as following:

(1) **Safety/security:** The employee first and foremost must feel physically and psychologically safe in the work environment for commitment to be possible. In addition to a physical sense of well being there must be a psychological belief that the environment is safe from fear, intimidation or interpersonal treatment that is threatening. Though change is accepted as a constant in the modern organization, a belief that imminent change will cost the individual their job or radically change the employment relationship will also make a need for security paramount to the individual.

(2) **Rewards:** Extrinsic rewards in compensation and benefits are the next need that must be met in the hierarchy. Compensation and benefits have been shown for years to be the major influences of why people take jobs. It is also commonly accepted that their motivation and commitment increasingly diminishes once the candidate becomes an employee. Because of this, these items have often come to be seen as entitlements, not motivators. The Performance Pyramid model, however, places compensation and benefits, as the fundamental foundation that must be in place before higher needs become commitment drivers. Study statements such as "overall recognition and reward for performing your job" and questions about benefits and compensation "fairness," "objectivity" and "equity" indicate whether rewards are playing their role in building the pyramid.

(3) **Affiliation:** The need for affiliation is intrinsic. A sense of belonging to the work team and/or the larger organization is sought at this level. A sense of belonging that includes being "in the know" and "part of the team" is key at this level. Being part of something larger than oneself has been understood as part of human psychology for decades and translates into being more than just a "worker" when on the job. Study items covering attributes such as "direction in which the organization is headed," "employee involvement" and "open, candid communications" are the drivers at this level. Successful cultures strengthen this natural need to belong and thus encourage the individual to be a strong contributor. Leaders who communicate a strong sense of mission, vision and strategy enable the need for affiliation to be met.

(4) **Growth:** The need for positive individual and organizational change must be addressed to drive commitment at this level. Employees want opportunities to

change, learn and have new experiences on the job. Stum (2001) studies have shown that this level is not only about individual growth, but a desire that the organization grow and change in its work processes, its products and its ability to satisfy customers. ``Opportunity for personal growth'' is the key element for the hospitality area. Work teams also want to meet the need for improvements in efficiency, effectiveness, quality and productivity. The overall need at this level can be characterized as achievement, whether that success is seen as taking place within the individual, the workgroup or the overall organization.

(5) **Work/life harmony.** At this level, the drive is to achieve a sense of fulfillment in balancing work and life responsibilities. Similar to the idea of individual self-actualization, members of the workforce want to reach their potential both on the job and in other facets of their lives. The importance of this level in the studies may be due to two external influences: first, a strong economy, which has helped employees in the basic needs and allowed them to focus on the higher needs of the pyramid; and second, a generational values shift toward home, family and personal interests.

In contrast, Frunzi and Savini (1997) applied Maslow's theory to the Organizational Assurance in a different way as shown below;

Table 1. 1: The definition of Need and Organizational Assurance

| Need and definition | Organizational Assurance |
|---|--|
| Self actualization: realization of one's potential | Major components are competence and achievement, implying the necessity for adequate training and tools to control the environment of the work place, and to achieve organizational goals. |
| Self esteem: desire for self respect and respect of others | The organization takes appropriate measures to balance needs for profits and people. |
| Social: associations and friendships interaction with others | By developing opportunities for social interactions, informal activities, and employee gatherings |

Sources: Maslow, 1943; Frunzi and Savini, 1997

Herzberg's Theory

Frederick Herzberg (1959) performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book "*The Motivation to Work*". The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He developed the *motivation-hygiene* theory to explain these results. He called the satisfiers *motivators* and the dissatisfiers *hygiene factors*, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction, but that by themselves do not provide satisfaction.

The following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

Table 1.2 Factors Affecting Job Attitudes

| Leading to Dissatisfaction | Leading to Satisfaction |
|----------------------------|-------------------------|
| • Company policy | • Achievement |
| • Supervision | • Recognition |
| • Relationship w/Boss | • Work itself |
| • Work conditions | • Responsibility |
| • Salary | • Advancement |
| • Relationship w/Peers | • Growth |

Source: Adapted from Herzberg, 1959.

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, *no* satisfaction. Similarly, the opposite of dissatisfaction is *no* dissatisfaction.

While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed.

First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow.

In conclusion, Herzberg's theory is based on two distinct sets of factors that influence behavior:

1. Basic factors influencing job dissatisfaction, which include pay, organization policies, working environment and the satisfaction with supervision.

2. Motivating factors influencing job satisfaction, which include recognition, promotion, achievement, and the intrinsic nature of the work.

Job satisfaction and dissatisfaction, according to Herzberg, are seen as two distinct and independent continuums. At one end, it ranges from satisfaction to no satisfaction while at the other; it ranges from dissatisfaction to no dissatisfaction. Herzberg considered job factors such as pay, status, working environment, job security and interpersonal relations as extrinsic factors. These factors have a disrupting effect in that employees will become dissatisfied with their jobs when these needs are not adequately met. On the other hand, factors such as the work, recognition, feeling of achievement, opportunities for growth and advancement are known as intrinsic factors (Siu, Tsang and Wong 1999). Balmer and Baum (1993) applied Herzberg's theories to the area of hotel guest satisfaction in Cyprus. They argued that Herzberg's theory is more applicable and relevant than Maslow's, in view of changes in customer expectations and the concept of quality.

McClelland's N- Achievement Theory

McClelland's N-Achievement (1987) Theory contends that people have three needs: achievement, power, and affiliation. According to this theory, all employees have some combination of these three needs; the theory also contends that companies can predict employee performance by identifying each employee's needs. In addition, the McClelland theory contends that people with a high need for achievement make good managers. These individuals tend to exhibit moderate levels of risk taking, a desire for concrete performance feedback, problem-solving responsibility, and a tendency to set

moderate goals. They may also possess strong organizational and planning skills. To motivate these employees, companies must create opportunities for them to initiate, conduct and complete jobs.

McClelland's Theory portrays the need for power as a desire to assume leadership. For many companies, such a need is perceived as a positive attribute. The need for affiliation reflects a desire for close, cooperative and friendly relations with others. According to the theory, people with a high need for affiliation tend to succeed in jobs that require strong social interaction skills, or in which interpersonal skills are highly valued.

McClelland identifies three types of managers: institutional manager, personal-power managers, and affiliation managers. Institutional managers have greater needs for power than for affiliation and tend to exhibit high levels of self-control. Personal-power managers have a greater need for power than for affiliation, but are open to social interaction. Affiliation managers tend to have a greater need for affiliation than for power and are open to social interaction. Research by McClelland and others has shown that personal-power managers and institutional managers typically are more productive because of their greater need for power (Woods, 2002).

1.2.1.3 Underlying Process theories

Process theories of motivation are used to explain how employees can be motivated to work (Wood, 2002). In a sense, these theories help managers understand how to motivate employee. Three process motivation theories are widely acknowledged: Expectancy theory (Victor Vroom), equity theory (J. Stacey Adams), and reinforcement theory (B.F Skinner).

Expectancy Theories (Victor Vroom)

The expectancy theory of motivation, originally developed by Vroom (1964), is a theory explaining the process individuals use to make decisions on various behavioral alternatives. Chiang and Jang (2008) presented Expectancy theory as follows;

$$\text{Motivation force} = \text{expectancy} \times \text{instrumentality} \times \text{valence}$$

According to expectancy theory, motivation is related to an individual's perception of three factors:

Expectancy: The probability that effort will lead to performance.

Instrumentality: The probability that performance will lead to certain outcomes (positive and negative). A single performance can lead to several outcomes.

Valence: The value attached to each outcome.

From an employee's perspective, this can be restated as three 'questions'

- If I try to perform a certain task or at a specified level, am I likely to succeed?
- If I succeed, what are the likely results?
- Do I like or dislike those results?

If an employee believes that working harder will lead to higher performance, the expectancy is strong. If an employee sees no connection between effort and performance, the expectancy is weak (Woods, 2002). For example, if an employee does not have knowledge, training, or equipment needed to perform a task, simply working harder is not likely to lead to the desired performance, and therefore the motivation to work harder will be low.

Woods (2002) explained the next element is the individual perception of whether the performance will lead to certain outcomes. If an employee believes that a given outcome or result is likely, the instrumentality is strong. For example, if an employee works in an organization that clearly relates pay to performance, the employee will perceive that higher performance is likely to lead to higher pay. If there is no clear relationship between performance and certain outcomes, the low instrumentality will weaken motivation. The third element according to Vroom explained by Woods (2002) is valence the individual's opinion of or desire for the likely outcomes. A desired outcome has motivational force, while an undesired outcome weakens or destroys motivation. The strongest motivation occurs when an employee believes that he or she can perform at a

specified level, that doing so will clearly lead to specific outcome or rewards and that those likely outcomes are desirable.

In conclusion, motivation will be low if an employee sees no relationship between effort and performance or performance and rewards, or if the reward is not considered valuable or desirable.

Equity theory (J. Stacey Adams)

Equity theory is considered one of the justice theories. This theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. It was first developed in 1962 by John Stacey Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcome that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization; this includes the work done by the employees and the behavior brought by the employee as well as their skills and other useful experiences the employee may contribute for the good of the company.

Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow Hierarchy of Need and Equity Theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners. According to Adams (1965), anger is induced by underpayment

inequity and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role for the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have more outcomes.

This can be illustrated by the following equation:

$$\frac{\text{Individual's outcomes}}{\text{Individual's own inputs}} = \frac{\text{Relational Partner's outcomes}}{\text{Relational Partner's inputs}}$$

The three primary assumptions applied to most business applications of Equity Theory can be summarized as follows:

1. Employees expect a fair return for what they contribute to their jobs, a concept referred to as the “equity norm”.
2. Employees determine what their equitable return should be after comparing their inputs and outcomes with those of their coworkers. This concept is referred to as “social comparison”.
3. Employees who perceive themselves as being in an inequitable situation will seek to reduce the inequity either by distorting inputs and/or outcomes in their own minds (“cognitive distortion”), by directly altering inputs and/or outputs, or by leaving the organization (Carrell and Dittrich, 1978).

Reinforcement Theory (B.F Skinner)

Reinforcement theory is an important explanation of how people learn behavior. It is often applied to organizational settings in the context of a behavioral modification program. Although the assumptions of reinforcement theory are often criticized, its principles continue to offer important insights into individual learning and motivation.

Reinforcement theory is the process of shaping behavior by controlling the consequences of the behavior. In reinforcement theory a combination of rewards and/or punishments is used to reinforce desired behavior or extinguish unwanted behavior. Any behavior that elicits a consequence is called **operant behavior**, because the individual operates on his or her environment. Reinforcement theory concentrates on the relationship between the operant behavior and the associated consequences, and is sometimes referred to as operant conditioning.

Reinforcement theory suggests that individuals can choose from several responses to a given stimulus, and that individuals will generally select the response that has been associated with positive outcomes in the past. E.L. Thorndike articulated this idea in 1911, in what has come to be known as the **law of effect**. The law of effect basically states that, all other things being equal, responses to stimuli that are followed by satisfaction will be strengthened, but responses that are followed by discomfort will be weakened. Skinner argued that the internal needs and drives of individuals can be ignored because people learn to exhibit certain behaviors based on what happens to them as a result of their behavior. This school of thought has been termed the behaviorist, or radical behaviorist, school.

2.2.1.4 Related studies of motivation

Service Quality

Chernish (2001) studied the “ Empowering Service Personnel to Deliver Quality Service and found that empowerment of workers in the hospitality, tourism, and leisure industries can provide firms with a competitive advantage and way of motivating employees and increasing levels of customer service and potential profit.

Employee Turnover

Petcharak (2002) reviewed the Hong Kong Hotels Association's annual staff-turnover report (Siu, Tsang and Wong, 1997) that average employee turnover was 41.26 percent in 1994-1995 and indicated that if hotel managers knew what motivates their staff; management would stand a better chance of satisfying and ultimately retaining their employee longer.

An expectancy theory model for hotel employee motivation

Chiang and Jang (2008) studied an expectancy theory model for hotel employee motivation and found that the expectancy theory is valid for the hotel employee. This study illustrated the importance of motivation, because hotel employees understand if they work hard, their performance will significantly improve, and when they are highly motivated, they will put more effort into the job and enhance their productivity and the quality of their performance. Managers need to motivate employees continuously and provide on-going feedback for employees. Since feeling good about one self, having a sense of accomplishment, taking responsibility and having challenging work are good motivators for employees.

Motivating Needs of Managers in the On-Site Food Service Segment

Reynolds (1999) studied the motivating needs of food service managers; the purpose of this study was to examine whether the motivating needs are different for organizationally and demographically distinct groups. He found that the needs vary with position and demographic such as gender, level of education, time with an organization, and aspects of respondents' personal profiles. This information is relevant to such functions as selection, training and succession planning, and should aid human resource managers as they attempt to better understand the fit between individuals and their organizations.

Differences of motivation by gender

Petcharak (2002) reviewed Simons and Enz (1995) that there is no difference of motivation factors by gender. Males and females may require similar, not different treatment for optimal workplace motivation. The study conducted by Reiger and Rees in 1993 revealed that years of experience significantly alter the motivational levels of teachers but no significant differences were found in relation to gender, age or race. In

contrast, the study of Siu, Tsang and Wong (1997) found that female employees had a high preference for several job related motivators, including interesting work, feeling of being involved, good working environment, appreciation and praise for work done.

Differences of motivation by level of work

The survey of the US Department of Labor among 1,500 workers who were asked to rate the job factors, from a list of 23, that they considered important starting from the most important factor by Sanzotta (1977) found the following;

Table 1.3: Job Satisfaction between white and blue collar workers

| Job Satisfaction Finding | |
|-------------------------------------|-------------------------------------|
| White-collar workers | Blue-collar workers |
| A. Interesting work | A. Good pay |
| B. Opportunities for development | B. Enough help and resources |
| C. Enough information | C. Job security |
| D. Enough authority | D. Enough information |
| E. Enough help and resources | E. Interesting work |
| F. Friendly, helpful coworkers | F. Friendly, helpful co-workers |
| G. See results of own efforts | G. Clearly defined responsibilities |
| H. Competent supervision | H. See results of own work |
| I. Clearly defined responsibilities | I. Enough Authority |
| J. Good pay | J. Competent supervision |

Source: Sanzotta (1977)

The study found that out of the 23 job factors listed for the survey, yet with the exception of two items; white-collar workers' choice (B) and blue-collar workers' choice (C)) groups selected the same top ten factors, although with different rankings. It is significant that good pay was considered as the most important factor by the blue-collar workers, but it ranked as the least important for white-collar workers.

A study of industrial employees, conducted by Kovach (1987) also ranked interesting work as the top factor as the same as Harpaz (1990) who studied employee

motivation and also found that “interesting work” is the top important factor. These findings supported the Hawthorne Studies conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973) that employees are not motivated solely by money and employee behavior is linked to their attitudes.

1.2.2 Human Resource Management

1.2.2.1 HRM in Thailand

Thailand HRM Development in Thailand

The collapse of Southeast Asian markets and regional currencies has encouraged HRM practices to an accelerated re-examination of its company’s policies in Thailand. Prior to that time, reform programs were geared towards egalitarian welfare provisions and maintaining lifetime employment by administrative, procedural frameworks, rather than engendering in employees a strong commitment to work effort and institutional productivity (Chaweewatanasakul 1998, Laohathanakul 1999, Vorapongse 2001).

The influence of Western literature, throughout the 1980s was critically instigated the improvement of company competitiveness and national productivity. Nevertheless, HRM as the organizational function and the body of knowledge of a firm’s management development, in developing countries such as Thailand, has been gradually developing until the financial crisis experienced in 1997. Indeed, until that time most companies still had so called ‘traditional’ personnel management which was perceived as the payroll function (Siengthai & Bechter 2005).

In the early period of economic development, until the sixth National Economic and Social Development plan (1987-1991), the use of cheap, mostly uneducated labour was considered a key element of Thailand’s comparative advantage, particularly for investors. At that time there was a necessity for the promotion and maintenance of an unorganized work force, weak trade unions and dominant employer authority. This led to the hierarchical relationship between employer and employees in the organization, which was a feature to be observed in the public administration and large

corporations of the country. It showed that the economy was then based mainly on the labour intensive manufacturing activities where unskilled and semi skilled workers dominated the workforce of such enterprises. The majority of workers from the rural areas were concentrated in these industrial enterprises located in Bangkok and the other neighboring provinces (Siengthai & Bechter 2005).

It was not until direct foreign investment started to flow into the country around mid 1970s that modern, or professional, management became commonly practiced. This transition of traditional to modern management was reflected by foreign, or joint venture firms that recruited professional managers, who were expatriates sent from the headquarters to operate their business. In practice, the firms hired professional HR managers who had formal training in HRM to oversee the HR operations. (Siengthai & Bechter 2005).

In 1975, by the time the Labour Relations Act was proclaimed, many companies already had professionals who practiced more progressive HRM. Initially, the role of these professionals, and hence, the personnel department, was recognized by their contributions to reducing the work stoppages in the workplace and to make sure that their company complied with the labour law. In addition to this responsibility, the personnel department also maintained the payroll records and function. However, since the 5th National Economic and Social Development Plan (1982-1986), and the 6th Development Plan (1987-1991) HRM has gained a more significant role in business operations. This achievement is reflected in training and development activities which became the domain of the HRM department. Moreover, in some firms, a separate unit from the personnel department, was established to focus on training and development (Siengthai & Bechter 2005).

Progression in HRM initiatives accelerated after the 1997 collapse of Asian financial markets. Since then large Thai organizations in the service sectors, such as banks and particularly some small and medium sized financial institutions, have considerably developed their HR systems (Lawler & Siengthai 2005). In mid 1997, when Thailand was impacted by the financial crisis, many companies had to restructure and downsize. Consequently, layoffs were experienced by many firms that had been financially involved in

international markets either through exporting their products, investing overseas, or even making loans from international sources through the Bangkok International Banking Facilities office. Financial insecurity and soaring inflation from the financial crisis reinvigorated the reform initiatives (of earlier periods) in many family businesses (Suehiro & Wailerdsak 2004). For instance, after the financial crisis, when many of these family owned enterprises entered the securities market and became 'public companies' business practices were adjusted to improve transparency and achieve greater efficiency. In this 'new role' these companies exhibited greater professionalism of HRM to support market needs, worker participation, welfare benefits and better job security.

Recent studies demonstrate a development in HRM practices in Thailand. Siengthai (2005) reviewed Laohathanakul (1999) and Vorapongse (2001) business firms' HRM strategies and practices and revealed that those institutions that do have business plans have adjusted their HR strategies and practices to cope with the economic crisis. For example, with respect to recruitment, most organizations have addressed retrenchment and turnaround strategies by recruiting only certain necessary positions and the selection process has now become very rigorous. In the real estate sector, for example, most firms have recruited more employees from the external labour market to support the expansion of the company (Vorapongse 2002), and the recruitment criteria are based on specific qualifications, knowledge, competence and experience. Furthermore, firms have become quite strict in the probationary evaluation of new employees. And in terms of remuneration, most companies have suspended or reduced items such as monthly payments, bonuses, annual salary increases, overtime, strict overtime payments, reduction in work hour/day, payment for time not worked, sub contraction, or/and reduction in welfare or activities.

Vorapongse (2001) also found that in the real estate sector, most companies set the compensation level according to the standards of living. Bonuses are paid depending on the profits made. Most organizations provide welfare and fringe benefits, of which some are required by law. In terms of performance appraisal, the evaluation criteria for promotion or salary increase are based on the profits made by the company and individual employee's performance achieved (Vorapongse 2001.) Earlier, Laohathanakul (1999) observed that many companies have turned to 'in house training, and on the job

training' as a result of the recession. These public enterprises, while realizing the emergence of a knowledge based economy as a feature of the global marketplace, have attempted to acquire a more skilled workforce as well as 'redeployment and/or job rotation programs'.

Nevertheless, a 'layoff' is used as the last option for most firms (Siengthai & Bechter 2005). Following the Asian economic crisis many Thai corporations reengineered their HRM capabilities. Indeed, many large organizations have restructured and implemented the business processes, such as restructuring, downsizing, and integrating to cope with the fierce competition which comes with the new information and communication technologies. These changes have been implemented to improve the efficiency and reduce their operational costs. In fact, organizations have attempted to adopt flatter structures to endorse the notion of empowerment (Siengthai & Bechter, 2005).

A more recent trend is that the traditional concepts of personnel management and HRM have been adjusted to a broader perspective. Such action is in line with the concept of the resource based view of an organization which advocates that an entity will gain a greater competitive advantage through the development and sustainability of its renewable and inimitable human resources (Siengthai & Bechter 2005).

1.2.2.2 Legal issues/ Employee compensation and benefits

According to the Labour Protection Act of 1998, the following is an overview of critical issues (Adapted from Labour Protection Act, 1998).

1.) Recruiting

Laws do not prohibit discriminatory hiring based on sex, age, physical features, or labor union status.

2.) Wages

By default, employees must receive their salaries at their place of work. Employee agreement is required for payment at a different place or method, such as

automatic bank account deposit system. Current minimum wage rates differ by region, as shown in table 1.4.

Table 1.4: Minimum Wage Rates by Location enforce in June 1, 2008

| THB | Location |
|------------|--|
| 203 | Bangkok, Nakornpratom, Nonthaburi, Pratumthani, Samutprakarn, Samutsakorn |
| 197 | Phuket |
| 180 | Chonburi |
| 179 | Saraburi |
| 173 | Chachengsao, Pranakornsriayuthaya and Rayong |
| 170 | Nakornratchasima |
| 169 | Ranong |
| 168 | Pang-nga and Chiangmai |
| 165 | Krabi and Kanchanaburi |
| 164 | Petchaburi and Ratchaburi |
| 163 | chantaburi, Prachinburi and Lopburi |
| 162 | Loei |
| 161 | Singhaburi and Angthong |
| 160 | Prachaubkirikhan, Samutsongcram and Srakaew |
| 158 | Chumporn and Uthaitani |
| 157 | Chaingrai, Trang, Nongkhai and Udonthani |
| 156 | Kampaengpetch, Trad, Nakornnayok and Lumpoon |
| 155 | Kalasin, Nakornrithammarat, Nakornsawan, Burirum, Pattani, Pattalung, Petchaboon, Yasothon, Yala, Sakonnakorn, Satoon and Suratthani |
| 154 | Khonkean, Chainat, Roi-ed, Lumpang, Suphanburi, Nongbualumpoo, Ubonratchatani |
| 153 | Nakornpanom, Naratiwat, Mugdahan, Sukaothai and Amnatchareon |
| 152 | Chaiyaphum, Phitsanulok and Uttraradit |
| 151 | Tak, Nan, Mahasaracram, Maehongsorn and Surin |
| 150 | Payao, Pichit, Phrae and Srisaket |

Source: Ministry of Labour, 2008

Employees must receive at least 13 national holidays and six days of vacation per year once they have worked with the company for one year. In addition, each employee must receive a one-hour rest period after working for five hours. The employee may opt for less break time, but must accept at least one hour per day. The employee also must take one day off per week. Pregnant employees may not work on holidays.

5.) Overtime

Overtime is limited to 36 hours a week. Pregnant employees may not work overtime. Professional, white-collar workers may be entitled to overtime pay, depending on their function within the company. Although management with a largely supervising function is exempt from overtime wages, this does not necessarily apply to all management-level employees. Employers should consult with legal counsel concerning the applicability of overtime pay to professional workers.

6.) Maternity Leave

Female employees are allotted a 90-day maternity leave period, with a maximum paid leave of 45 days.

7.) Sick Leave

There is no limit on the number of sick leave days that may be taken, but an employer is only required to pay one month's wages if an employee takes more than three months leave.

8.) Work Regulations

Employers with at least ten employees must establish and display regulations concerning work performance, written in Thai, at the workplace. In addition, employers must keep a register of employees in Thai, as well as documents relating to wage payments and overtime.

9.) Employee Relocation

Employers must give employees thirty days' notice before requiring them to relocate. If the employee is unwilling to move, the employer must pay him or her a "special severance" at half the normal severance rate.

10.) Termination Procedures

The Act outlines specific conditions for employment termination. If the employment period is not specified in the employee's contract, both the employer and the employee have the right to end the contract at any time, effective at the next pay period or after one month, whichever is shorter. Conditions differ for termination based on unacceptable employee behavior, or "cause." Termination for cause does not entitle the employee to severance pay, may be effective immediately, and is permitted in the following cases:

- Employee is not honest in his or her work, or commits a purposeful criminal action against the employer.
- Employee causes harm to the employer.
- Employee abuses work rules after having been issued a written warning. For serious offenses, a warning may not be required.
- Employee does not fulfill duties for three consecutive working days without viable explanation.
- Employee commits a serious act of negligence that results in considerable harm to employer.
- Employee is sentenced to prison.

11.) Severance Pay:

The severance pay is the pay that an employee who has worked for a minimum of 120 days is entitled to get for a termination which caused by none cases shown above.

Table 1.5: Severance Pay

| Time Worked at Company | Severance Pay Due |
|-------------------------------|--------------------------|
| 120 days– 1 year | 30 days |
| More than 1 year – 3 years | 90 days |
| More than 3 years – 6 years | 6 months |
| More than 6 years – 10 years | 8 months |
| More than 10 years | 10 months |

Source: Ministry of Labour, 2008

12.) Compensation and Benefits

Under the Compensation Act, employers must provide benefits to employees who are injured, become ill, or die due to work-related activities. The employer must provide the legally prescribed compensation amount, medical expenses, work rehabilitation expenses, and/or funeral expenses. The compensation amount varies by case.

a. Social security:

In Thailand, the Compensation Fund was the first step of Thailand's social security administration to provide security to employees in the event of accident or illness resulting from work performance. Thailand has had a full-fledged social security system under which the employee will be protected in terms of accident or illness, disability and death, either related or unrelated to work performance; including childbirth, child assistance, old age and unemployment as is the case in other countries (Social Security Office, 2007).

The Social Security Act requires employers with ten or more employees to withhold 5% of each employee's salary together with 5% from the employee and 2.5% added by the government for social security contributions each month. Employees may use their social security benefits to receive compensation for non-job related injury and illness, as well as for childbirth fees, child welfare, pensions, and unemployment compensation.

b. Provident fund:

This is another profit plan companies can provide for employees. Provident fund is a fund set up voluntarily between employers and employees. The asset of the fund consists of money contributed by both employers and employees. This means employees are not alone in saving the money, employers help them at the same time. The contribution to be made by the employer will always equal or exceed that contributed by employees. Therefore, set up of a provident fund can be regarded as a kind of benefit that could motivate employees to work with employee (www.Thaipvd.com, 2006).

c. Other benefits

Others benefit that the employees of hotels in Thailand may get includes tip, service charges, bonuses, overtime pay, public holiday leave with pay, vocation with pay, free meals, free transportation, free uniform and laundry, free accommodation and so forth (Isichaikul, 2003).

13.) Labor Relations

The Labor Relations Act stipulates legal actions concerning employer-employee relations. Employers with at least 20 employees must come to an agreement concerning labor terms and conditions. Specifically, they must agree on work periods, salaries, welfare benefits, complaint resolution procedures, employment termination and renewal, and changes in employment. The default for these conditions is the current employment regulation. The agreement will remain effective for a maximum of three years and a minimum of one year. Once the specified expiration date has passed without renegotiation, the agreement will remain in effect for an additional year.

Either party may submit a demand to change the agreement, and must also list a maximum of seven names of negotiation participants for its side. If a request on the behalf of employees is not submitted by a labor union, it must include at least 15% of all participants' signatures. Employers' negotiators may include partners, shareholders, directors, permanent employees, or employer association or federation committee member. Negotiators for the employees may include employees and labor union or federation committee members. Negotiations must take place within three days after the other party has received the demand

If negotiations do not occur within this date or if the parties cannot settle the matter to the satisfaction of both sides, the situation shall be determined to be a labor dispute. The party making the demands must contact the labor dispute conciliator, who must conduct a renegotiation between the parties within five days. If no agreement is reached, then the labor dispute is considered irreconcilable. Employees then may call a strike and the employer may also affect a lockout, after having given the dispute conciliator and the other party 24 hours' notice.

If the strike or lockout endangers the national economy, public order, or state security, then the Minister of Labor Protection and Welfare may order a cease to the strike or lockout, find replacement for the employees, or give the Labor Relations Committee authority to decide on the dispute and issue an opinion or an order to both parties.

Employers with at least 50 employees must set up an employee committee. The employer must meet with committee members at least every three months to discuss regulations, resolve disputes, hear complaints, and provide welfare.

Employees, the employees committee, or the labor union may appeal to the Labor Court if they believe an employer is engaging in unfair labor practice. Reports of abuses within the Labor Court, however, have led human rights and legal experts to push for reform. Because the court usually works without lawyers, and because judges must investigate the cases personally, the system is prone to corruption.

US pressure has pushed the Thai parliament to pass the State Enterprise Relations Act, granting employees in state-owned enterprises the right to unionize. Although this will introduce greater parity between public and private labor conditions, many analysts believe it will slow down the privatization process, as employees resist the painful changes necessary to streamline public companies. Among their grievances is the sale of state enterprises to foreign bidders (Adapted from Labour Relations Act 1975).

1.2.2.3 HRM in the Hotel Industry

The hospitality sector of the tourism industry, unlike almost all others, is especially labor intensive and traditionally resistant to the automation and downsizing characteristic of other industries such as manufacturing, retailing, transportation and agriculture. Despite its recent impressive growth and financial success globally, the hospitality sector is also perhaps the most sensitive to a wide range of external and internal factors which at times threaten its very survival (Faulkner, 1993).

As a heavily labour-intensive industry then, hospitality presents an excellent case-example of the management of human resources within a dynamic and often volatile external and internal industrial environment. Apart from the plethora of external factors which buffet this industry sector – political, economic, social, global and regional competition, guest market preferences – there are also a number of unresolved internal dilemmas which affect the success of the hospitality sector in all countries. Most of these pressures impact the effective management of a hotel's human resources.

Thus, hoteliers in all parts of Southeast Asia and the Pacific should be well-equipped to design appropriate duty statements, adapted to local guest market and cultural conditions, in order to guide their subsequent HRM practices. Some hotels do have such statements and attempt to operate them as a contribution to enhanced productivity and profitability. However, specific and measurable job descriptions are only the first step in maximizing employee productivity and organizational profitability.

1.2.3 IPA model

1.2.3.1 Definition and significance of the IPA model

IPA was introduced by Martilla and James (1977) as a framework for understanding customer satisfaction as a function of both expectations and related to salient attributes (importance) and judgments about their performance (performance). They declared IPA to be a low-cost, easily understood re-allocates able resource for areas identified (Martilla & James, 1977 quoted in Zhang & Chow, 2004).

Although Important Performance Analysis was originally developed to examine customer satisfaction and program effectiveness, some evidence suggests that it is useful for evaluating staff performance. Richardson (1987) examined its utility for studying organizational communication effectiveness. Support for the adaption of Importance Performance Analysis to staff evaluation is also evident in the marketing literature. Berry (1984) argued that the same marketing tools traditionally used to attract and retain customers can also serve to attract and retain employees. This concept was referred to as 'internal marketing' and it was defined by Berry (1984) as "viewing employee as internal customers, viewing jobs as internal products, and then endeavoring to offer internal products that satisfy the needs and wants of those internal customers while addressing the objectives of the organization".

Berry argued further that marketing research techniques may be used to identify employee's needs, wants and attitudes. Therefore, Importance Performance Analysis may be an effective tool for evaluating staff related concerns and priorities, just as it is useful for evaluating customer satisfaction.

There are several potential benefits to be realized from conducting Importance Performance Analysis regarding job related tasks on a regular basis. Havitz M, Twynam G. and DeLorenzo (1991) mentioned that Importance Performance Analysis can first provide a mechanism for identifying organizational breakdowns and policy violations. For example, consistently high scores for job training on the importance section and consistently low scores for job training on the performance section would suggest that additional time and resources should be allocated to this area. Low scores on importance and performance regarding maintenance and cleanliness standards may indicate that department standards are not being met.

In this case, the standards should be reevaluated. Second, direct feedback can be received regarding the degree of satisfaction that internal customers (the employee) have with the departments' work environment (the internal products). This feedback may help administrators isolate components of various jobs which should be improved. For example, the analysis might reveal that people hired because of their technical skills are

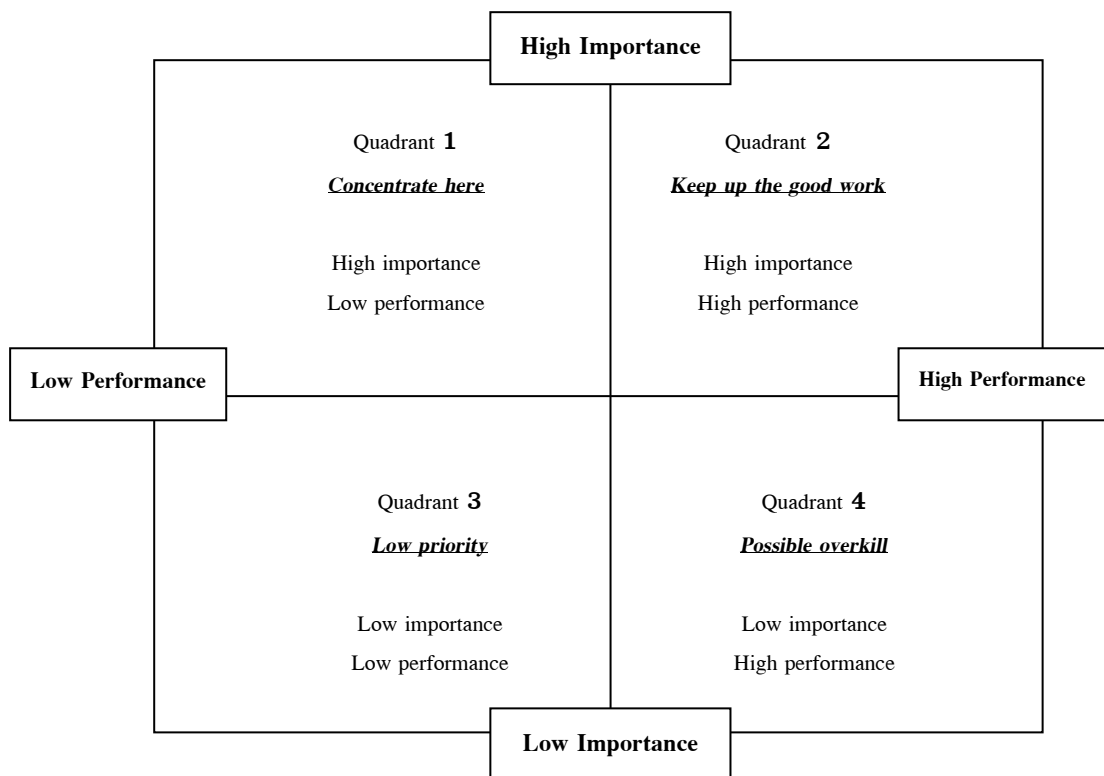
actually spending most of their time performing tasks which require strong interpersonal skills. Or it might reveal those job-related tasks which are very desirable or very undesirable could be distributed among several employees rather than being delegated to one employee or group of employees.

1.2.3.2 IPA application

The illustration and interpretation of the IPA grid is divided into four quadrants (Figure 1.3). IPA has been used in many areas of the study. Magal & Levenburg(2005) applied the IPA model to evaluate E-business Strategies among small businesses in the United States and to make recommendations regarding priorities and resource allocation. Havitz M, Twynam G. and DeLorenzo (1991) applied the IPA as a Staff Evaluation Tool. The analysis revealed differences in the perceived importance of various job-related tasks and in perceptions of the department's performance of those tasks across the four categories of employees.

There are three-steps to process IPA. First, a set of product attributes or features is identified through techniques such as literature review, focus group interviews, and so on. Second, internal customers (employee) are asked two questions about each attribute: How important is it and How well did the product or service performs (by employer). Third, importance and performance scores for each attribute are calculated. These values provide x and y coordinates that are then placed on a two dimensional plot called an IPA grid. The importance and performance scores are plotted on the vertical and horizontal axes respectively. By plotting the numerical results in this way, the components are effectively sorted into a 4-cell typology. This typology categorizes importance and performance on a scale of high or low, so four combinations are possible (see Figure 1.3).

Figure 1.3: Importance – Performance Analysis Grid (IPA Model)



Source: O’Leary, S. & Deegan, J. (2005)

Quadrant 1 will comprise variables that are held high in importance but on which the respondents rate the performance as low (*concentrate here*).

Quadrant 2 will comprise variables that are held high in importance and on which the respondents rate the destination’s performance as high (*keep up the good work*).

Quadrant 3 will comprise variables characterized by the respondents as being of low importance and whose performance is also rated low (*low priority*).

Quadrant 4 will comprise variables that are held in low importance but on which the destination’s performance is perceived by the respondents to be high (*possible overkill*).

1.2.4 Phuket Tourism Developments and Its Present Situation

1.2.4.1 Information about Phuket

Phuket is the largest island in Thailand and one of the country's premier holiday destinations. It is situated on the west coast of Southern Thailand in the Andaman Sea, approximately 890 kilometers away from Bangkok, the capital of Thailand. Phuket covers a total area of approximately 550 square kilometers, roughly the same size as Singapore. The island is mostly mountainous, with a mountain range in the west of the island from the north to the south. Forest, rubber and palm oil plantations cover about 60 percent of the island.

1.2.4.2 Tourism Development in Phuket

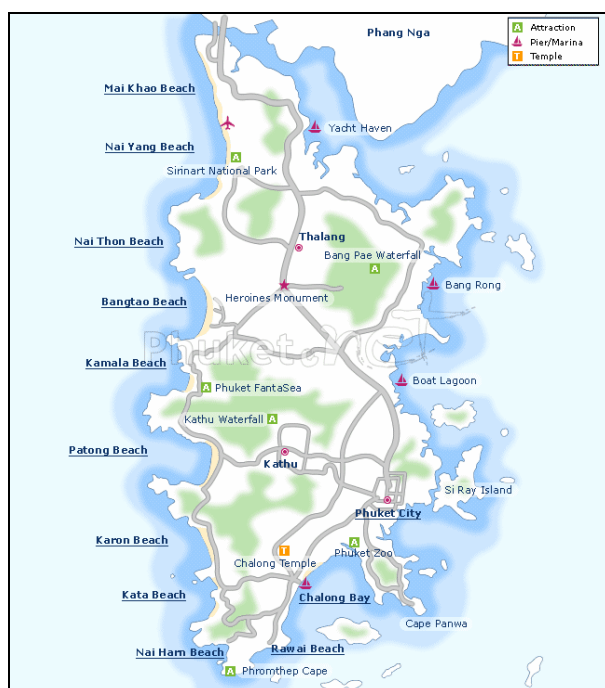
In the 16th century a Dutch trading post was established to harvest the area's excellent tin resources. Other nations became interested in Phuket due to the growing importance of tin. The French began to show great interest in Phuket and one of their numbers, medical missionary Brother Rene Charbonneau, was appointed governor of Phuket in 1681. The British were also interested in Phuket and the East India Company began to scout Phuket as a possible strategic base to control the Malacca Straits. They sent Captain Francis Light to reconnoiter the island. Although the British eventually chose Penang as their base, Captain Light married a Phuket girl and built a home on the island. His chapter in the history of Phuket was not yet finished.

During the 19th century tin became the most important resource in Phuket and Chinese laborers flocked to the island in huge numbers. The cultural influence of the Chinese came to dominate most of the island's interior while the southern and coastal areas were made up predominantly of Muslim fishermen.

After the decline of the tin industry, tourism on the island experienced a spectacular growth. The beginning of tourism development in Southern Thailand initiated in 1970, in which Phuket was selected and developed into a major tourist city (TAT, 1970).

When tourism first began attracting visitors to Thailand, Phuket was among the first regions to benefit. Not surprisingly, the beautiful beaches and fantastic scenery in the region turned the island into one of Asia's most popular destinations. With the construction of an airport, and easy road links, the island blossomed and by the 1980s had become a world renowned resort destination. Since the island has hosted foreigners for centuries the infra-structure for tourism rapidly grew into Thailand's most sophisticated resource for vacationers (www.onestopphuket.com).

Figure 1.4: Illustrates a map of Phuket and its nearby island.

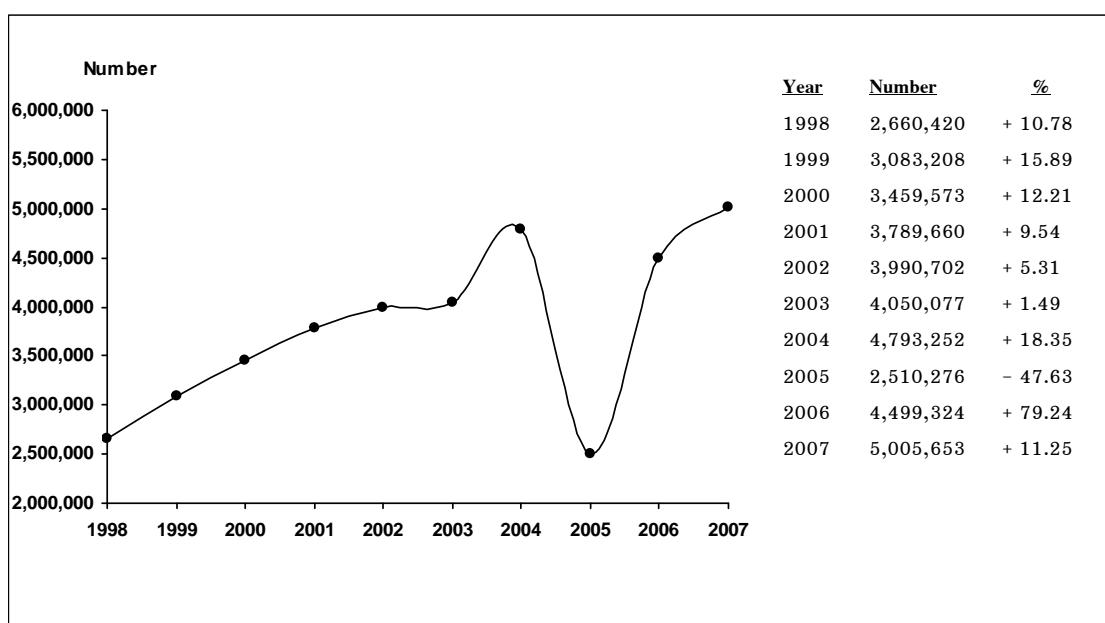


Source: www.phuket.net

The growth of international tourism in the previous decades has expanded the wealth and economic advantage of Phuket over other provinces in Thailand. The number of international Tourist arriving in 1976 was approximately 20,000 (Ludwig, 1976). Essentially, during the 1990s, international tourism arrivals dramatically increased by an average rate of 18 percent per year until it reached 3.4 million in 2004 (TAT, 2006)

Phuket International Airport is the second largest international gateway to Thailand after Bangkok for both passenger and cargo volume. Phuket International Airport had a total of 38,368 flights which is a 32 percent rise from 2006 with 5.47 million passengers using the airport, a 23 percent increase over the previous year. The sharp rise has also been attributed to the growing popularity of low-cost carriers (Horwath HTL 2009).

Figure 1.5: Internal Tourism in Phuket (visitors to Phuket from 1998 –2007)



Average Growth rate 1998–2007 is +7.28%

Average Growth rate 2003–2007 is +5.44

Source: TAT, 2007

From 1998– 2002 the number of visitors is significantly higher, the figures show 15.89 percent changes in 1999 from 1998. In 2003, total number of visitors is 1.49 % higher than the total number of visitors in 2002. However, the number of visitor significantly drops down due to the effect of the Persian Gulf War and the break out of the ‘SARs’ epidemics.

By 2004, the total number of visitors was increased by 18.35 % from those of 2002. The growth of visitor numbers in 2004 was due to many factors, including the tourist attraction in Phuket such as the opening of low- cost airlines with direct flights from Sydney & Melbourne to Phuket, the introduction of spa tourism, and the government's effort to make Phuket a shopping paradise.

However, in 2005 the Tsunami dramatically caused great damages to tourist's life and the overall tourism industry. Almost 100% of the trips to Phuket were canceled because people were afraid (TAT Annual Report, 2005). Moreover many Asian tourists believe that the spirits of the people who died there still existed which directly affected the number of visitor to Phuket a few years later. Further more there are problems of hygiene and epidemics in the affected area. Therefore, it is obviously seen that the total number of visitors was remarkably decreased at 47.63 % from those of 2004. However, in the last quarter of 2005 to the first half of 2006, tourism in Phuket has rebounded because of the serious effort of the government and private enterprises.

1.2.4.3 Significance of Tourism Industry to Phuket's Economy

Phuket's economy has been driven by three major economic sectors, which are, tourism industry, agriculture, and manufacturing. Amongst these sectors, tourism generates the highest income to Phuket economy. The table 1.6 provide some of Phuket's economic indicators between 2003 and 2007.

Table 1.6: Phuket Economic report between 2003 and 2007.

| | 2003 | 2004 | 2005 | 2006 | 2007 | Change |
|-----------------|---------|----------|---------|---------|---------|--------|
| Population | 268 | 273 | 279 | 285 | 289 | 2% |
| GPP(THB) | 45,938 | 54,962 | 50,371 | 57,128 | 62,055 | 8% |
| GPP Growth | 1% | 20% | -8% | 13% | 9% | - |
| GPP per capital | 171,687 | 301,1339 | 180,439 | 200,765 | 214,621 | 6% |

*** Remark: GPP = Gross Provincial Product

Source: Top-Tier Resort Market Overview Phuket Thailand, Horwath HTL 2009

Between 2003 and 2007, the GPP of Phuket grew by 8 percent. In 2007, the main contributors to the GPP of Phuket were hotels and restaurants by 38 percent transport, storage and communications by 15 percent and wholesale and retail trade at 10 percent (Horwath HTL, 2009). In 2003, hotels and restaurants contributed 44 percent to Phuket's GPP. The Tsunami on Christmas day 2004 dealt a huge blow to tourism in Phuket and in 2005 the sector witnessed a drop of 19 percent yield. However, the post-Tsunami efforts were put into rebuilding the tourism sector in Phuket which resulted in a 6 percent growth in 2006 and 9 percent in 2007. As of 2007, the hotels and restaurants sector contributed THB 23.9 million to the GPP of Phuket and is thus, the largest revenue generator for the province (Top-Tier Resort Market Overview Phuket Thailand, Horwath HTL 2009).

1.2.4.4 Accommodation Industry in Phuket

According to the Tourism Authority of Thailand, there are 620 hotels in Phuket divided by location which provide a total of 36,822 rooms. Table 1.7 shows all accommodation establishments in Phuket.

Table 1.7: Accommodation establishments in Phuket

| Accommodation areas | Establishments | Rooms |
|---------------------|----------------|-------|
| Ao Po | 2 | 266 |
| Ao Sane Beach | 2 | 60 |
| Bangtao Beach | 20 | 2,340 |
| Chalong Bay | 8 | 98 |
| Coral Island | 1 | 64 |
| Friendship Beach | 4 | 120 |
| Ka cape | 1 | 270 |
| Kalim Beach | 14 | 1,076 |
| Kamala Beach | 30 | 1,302 |
| Karon Beach | 80 | 5,850 |
| Karon Noi Beach | 4 | 570 |
| Kata Beach | 63 | 2,847 |
| Kata Noi Beach | 4 | 750 |
| Kathu Village | 2 | 35 |
| Laemsai | 1 | 40 |

Table 1.7: Accommodation establishments in Phuket (Continue)

| Accommodation areas | Establishments | Rooms |
|-----------------------|----------------|---------------|
| Layan Beach | 3 | 103 |
| Lone Island | 2 | 19 |
| Maprao Island | 1 | 7 |
| Maikhao Beach | 3 | 281 |
| Maiton Island | 1 | 60 |
| Nakalay Beach | 1 | 210 |
| Naiharn Beach | 11 | 400 |
| Naithon Beach | 9 | 275 |
| Naiyang Beach | 14 | 555 |
| Patong Beach | 224 | 11,965 |
| Panwa Cape | 8 | 664 |
| Phuket Town | 58 | 4,223 |
| Rawai Beach | 11 | 259 |
| Raya Yai Island | 5 | 147 |
| Siray Island | 4 | 33 |
| Surin Beach | 13 | 726 |
| Thalang | 1 | 3 |
| Traitrang Beach | 3 | 512 |
| Yanui Beach | 3 | 48 |
| Campus Accommodations | 3 | 71 |
| Gold course | 4 | 231 |
| Marina Accommodations | 1 | 312 |
| Youth Hostel | 1 | 30 |
| Total | 620 | 36,822 |

Source: TAT, 2007

According to the Tourism Authority of Thailand, between 2003 and 2007 the total number of hotels increased 3 percent. The 5 year period was a tumultuous period with the SARs and Bird Flu outbreaks as well as the Tsunami in 2004. However, after 2005 the occupancy improved to better situation. Table 1.8 shows an overview of the accommodation business in Phuket.

Table 1.8: An overview of the accommodation business in Phuket.

| | 2003 | 2004 | 2005 | 2006 | 2007 | change |
|--------------------------|--------|--------|--------|--------|--------|--------|
| Number of Hotels | 549 | 579 | 528 | 570 | 620 | 3% |
| Rooms | 31,302 | 32,076 | 31,488 | 43,297 | 36,822 | 5% |
| Occupancy | 57% | 65% | 35% | 61% | 66% | 3% |
| Room Nights sold (,000s) | 6,558 | 7,686 | 3,977 | 7,597 | 9,019 | 8% |
| Average Length of stay | 3.74 | 3.63 | 3.19 | 3.64 | 3.70 | 0% |

Source: TAT 2007 (* Occupancy includes all registered hotels and guesthouses)

1.3 Aim and objectives of the Study

1.3.1 Aims

The aim of this study is to understand hotel employee motivation in Phuket, Thailand.

1.3.2 The objectives of this study are:

- 1.) To determine reasons hotel employees choose to work in the hotel industry
- 2.) To compare how motivation differs among different demographic profile of employees
- 3.) To assess hotel employee job satisfaction according to Maslow Hierarchy of Need theory.

1.4 Significances of the Study

In an organization, different employees have different needs and different priorities, therefore the study will help;

1.4.1 Managers to better understand how the employee with different personal backgrounds, working background and different work place are motivated.

1.4.2 Managers to be able to create different motivational tools to satisfy different needs of employees.

1.4.3 The research results can also be applied to motivate individuals at the managerial level in the hotel industry.

1.5 Scope of the Study

1.5.1 Scope of Area:

This study specifies the famous tourism service area Phuket Province, which is the biggest island in Thailand and located in the Andaman Sea, in the Southern part of Thailand (Figure 1.6). There are 620 registered hotels or 36,822 hotel rooms available for visitors (TAT, 2007).

Figure 1.6: Location of Phuket, Thailand



Source: www.guideroom.com

1.5.2 Scope of Demography:

The demography of this study specifies the hotels with full time employee different departments and different areas around Phuket from a total of 620 hotels.

1.5.3 Scope of time

The study was conducted during September 2008 until July 2009.

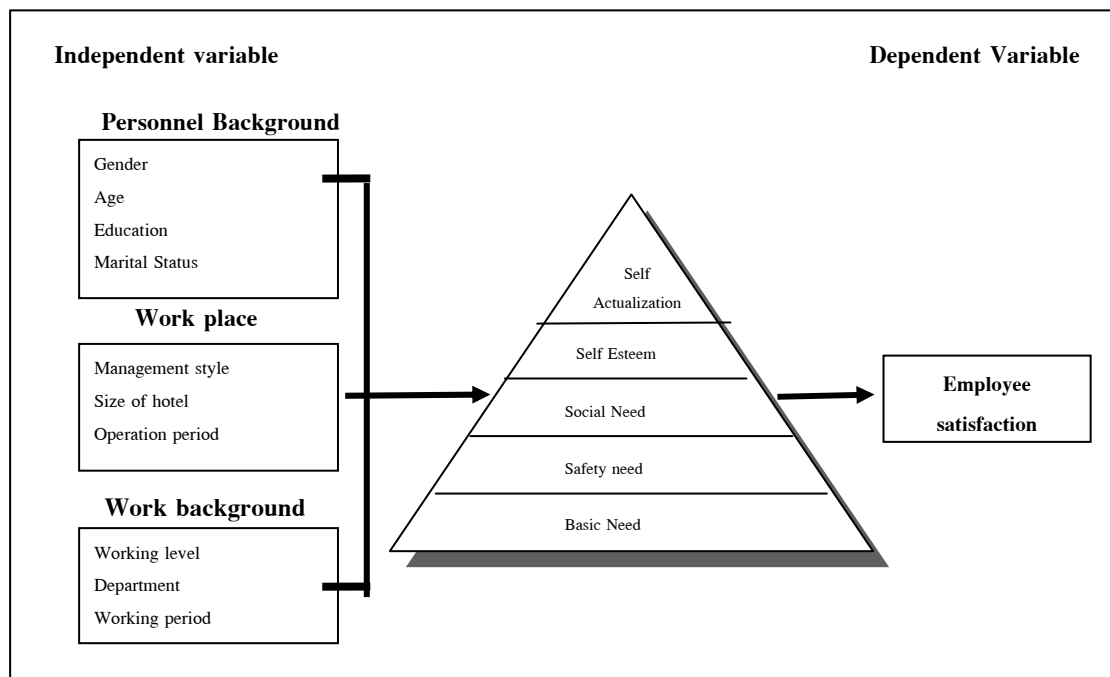
| Activities | 2008-2009 | | |
|---|-----------|-----------|----------|
| | Sep-Dec | Jan-April | May- Dec |
| Review all literatures | / | | |
| Collect data and identify best practice | | / | |
| Design questionnaire and launch | | / | |
| Analyze and summarize | | | / |
| Recommendations and finish report | | | / |
| Project writing up and submit | | | / |

Source: The author

1.6 Conceptual framework

The conceptual framework is an outline of possible courses of action to present a preferred approach of this study and was drawn according to the Maslow's hierarchy of need theory. The profiles of sample population are grouped into 3 areas; Personal background, work place back ground and work experience background. (See figure 1.7)

Figure 1.7: Conceptual framework– Understanding Hotel Employee Motivation



Source: The author, base on Maslow Hierarchy of Need theory

1.7 Definition of Terms

For the purpose of clarification in this study, the following terms are defined for better understanding.

Equity theory is a theory that relates to whether employees feel like they are being treated fairly or unfairly compared to others.

Expectancy theory is a motivation theory explains that motivation as a process involving an individual's perception of three variables (expectancy, instrumentality, and valence)

Extrinsic rewards is mentioned in Herzberg's Two Factor theory that they are outer factors which are expected by employees, and do not lead to satisfaction.

Herzberg's Two-Factor Theory is a theory that contends that there are 2 factors that lead satisfaction and dissatisfaction for employee. The satisfaction factors is

called “Motivation or Instinct factors” and the dissatisfaction factors is called “Hygiene or Extinct factors”

Hygiene factors are mentioned in Herzberg’s theory, those factors which are expected by employees, and therefore cannot lead to satisfaction –Also known as extrinsic rewards.

Hospitality industry is defined as the industry segment pertaining to guests and entertainment such as hotels, restaurants, attractions, etc.

Hotel Employee is defined as attendant, keeper or managers who work in the hotels.

Intrinsic rewards are mentioned in Herzberg’s theory, those factors that can lead to satisfaction.

Maslow’s Hierarchy of Needs Theory is the motivation theory contending that individuals have five basic needs: Physiological, safety and security, social, esteem and self-actualization.

Motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

Motivator is defined as the factors that can lead to satisfaction –Also known as intrinsic rewards.

McClelland’s N-Achievement theory is the theory contends that people have three needs: achievement, power, and affiliation. The theory also contends that companies can predict employee performance by indentifying each employee’s needs.

Reinforcement theory is a theory proposed by B.F Skinner that people are conditioned to respond to stimuli and that behavior can be guided through the use of various types of reinforcement.

CHAPTER 2

METHODOLOGY

This chapter presents research methodology of the study including Population and Sampling, Research Design, Instrument of the Study, Data Collection and Data Analysis. The questionnaire was developed for data collection from hotel employees around Phuket, Thailand.

2.1 Population and Sample size

2.1.1 Population

A population in this study is a full time hotel employee in Phuket. The target population included employees from different departments, different working levels and different hotels and resorts in Phuket. The 500 questionnaires are distributed to hotel employees.

2.1.2 Sampling

1.) Infinite Population

Regarding the limitation of official information, the exact number of hotel employees in Phuket is not available. A formula to calculate an unknown number population or Infinite population is applied according to Siljaru (2006) as follows;

$$n = \frac{P(1-P)(Z)^2}{e^2}$$

By which

n = stands for size of the sample

e = stands for analysis error (in this study the researcher set the error level at 5%, therefore, e = .05)

Z = stands for a certain reliability level (in this study the researcher set the reliability level at 95%, therefore the Z score in this study = 1.96)

P = stands for probability of the population percentage

In this case the value of the probability of the population (P) is not available. Therefore the researcher set the value of P = .05 (Siljaru, 2006).

So, at the 95% confidential level, which Z = 1.96 and E = 0.05

$$\begin{aligned}
 \text{Therefore N} &= \frac{(0.50)(1-0.5)(1.96)^2}{(0.5)^2} \\
 &= \frac{(0.50)(0.5)(3.8416)}{(0.0025)} \\
 &= \frac{0.9604}{0.0025} \\
 &= 384.16 \text{ or } \sim 384
 \end{aligned}$$

However, the 400 samples are determined for this study as this number allows the researcher to equally allocate the number of samples to the focused 14 hotels according to this study.

2.) Sampling Method

There are two kinds of sampling methods. One is probability sampling and the other is no probability sampling. Probability sampling is a sampling process where each unit is drawn with known probability. The examples of probability sampling are simple random sampling, systematic, stratified and cluster. The non-probability sampling, on the contrary is a sampling process whereby probabilities cannot be assigned to the units objectively. The examples for non-probability sampling are such as convenience sampling, purposive sampling. Purposive sampling targets a particular group of people. When the desired population for the study is rare or very difficult to locate and to recruit for a study, purposive sampling may be the done because of the convenience (Siljara, 2006).

To select the studied hotels for this study, the researcher employs non-probability sampling method, using purposive and convenience technique to pick 14 hotels from totally 620 hotels in Phuket where the hotel management fully support and provide good cooperation and questionnaires randomly distribute to employee of the 14 hotels from different departments.

The 14 purposively selected hotels were Ramada Resort, Best Western Phuket, Club Mediterrane Metropole Phuket and Phuket Town Inn from Muang district. There were also Novotel Phuket Resort, Phuket Holiday Inn, The Diamond Cliff Resort and Spa, Patong Merlin Hotel, Baan Thai Beach Resort and The Royal Paradise Hotel from Kathu district. Lastly, 2 hotels from Thalaang district included Twin Plams Phuket and Courtyard by Marriott Surin Beach, Phuket. Table 2.1 show participated hotels with number of rooms and year of operation.

Table 2.1: The participated hotels

| District | Hotels name/ number of rooms | Year Operation |
|-------------|--|-------------------|
| 1. Muang | 1. Ramada Resort (119 rooms) | 2 years |
| | 2. Best Western Phuket Ocean Resort (240 rooms) | 4 years |
| | 3. Club Mediterrane (300 rooms) | 25 years |
| | 4. Phuket Town Inn (165 rooms) | 5 years |
| | 5. Metropole Phuket (248 rooms) | 19 years |
| | 6. Boat Lagoon Resort (312 rooms) | 14 years |
| 2. Kathu | 7. Novotel Phuket Resort (215 rooms) | 13 years |
| | 8. The Royal Paradise Hotel (350 rooms) | 20 years |
| | 9. The Diamond Cliff Resort and Spa (333 rooms) | 20 years |
| | 10. Patong Merlin Hotel (400 rooms) | 18 years |
| | 11. Baan Thai Beach Resort (291 rooms) | 23 years |
| | 12. Phuket Holiday Inn, Patong (450 rooms) | 20 years |
| 3. Thalaang | 13. The twin Palm (76 rooms) | 5 years |
| | 14. Courtyard by Marriott, Surin Beach (256 rooms) | Less than 1 years |

Source: TAT, 2007

2.2 Research Design

The study on “**Understanding hotel employee motivation in Phuket**” is a quantitative research which depends upon the collection of data. The questionnaire was used to collect data and was designed to cover the Maslow hierarchy of needs theory. The basic human needs according to Maslow were used as an indicator to determine what motivate hotel employee. The figure 1.7 (page 41) shows the conceptual framework of this study.

2.3 Research Instrument

The research instrument for this study is questionnaires. The questionnaire was designed in accordance with objectives and the research framework.

2.3.1 Questionnaire features

There are 3 features comprised in the questionnaire which were 1) check list, 2) rating scales and 3) open ended question.

1) **The check-list** question had a minimum of two choices which allowed respondents to answer the 'most applicable' choice. The check-list questions include department, working level, working period, gender, age, highest education, marital status.

2) **Rating scale** feature aimed at measuring the important factors based on respondents' opinions. The Likert scale was applied in order to investigate the respondent's opinions by using a 5 point scale to obtain feedback about the motivation factors that affect hotel employee satisfaction which leads to better job performance. The 5 point scale descriptions are following;

1= least

2= less

3= medium

4= much

5= most

3) **Open end questions** provide the respondents an opportunity to express their opinions what they like and dislike about hotel jobs in order to track some other factors that may motivate or de-motivate them at work. These questions are analyzed by content analysis.

The questionnaire consists of 4 parts (see appendix X) to describe the assessment of motivation of Hotel employees. It addressed three major concerns of this research: the reason for choosing to work in Hotel Industry, the motivational factors that

make employees perform their jobs the best and lastly the satisfaction level of hotel employee toward individual needs.

2.3.2 The questionnaire

The 4 parts of questionnaire include;

Part 1: (Q1–Q7) was designed to collect respondents' personal information including

Q1: Department that correspondents currently work for

Q2: Current position

Q3: Period working in hotel industry

Q4: Gender

Q5: Age

Q6: Highest education

Q7: Marital status

Part 2: (Q1– Q13) was designed to gather respondents' motivation characteristics. The questions include: what factor that motivate the correspondent to work in hotel industry. This part can answer the objective of this study regarding the reasons people choose to work in Hotel industry. The question sought to learn the following reasons (1) salary, (2) service charge (3) benefit (4) job security (5) job safety (6) opportunity to meet people, (7) opportunity to meet foreigner, (8) opportunity to growth in career, (9) hotel reputation, (10) interesting job, (11) enjoy service (12) respondents can not find other jobs, (13) close to respondents' home.

Part 3: (Q1–Q29) can assess two things: one is to determine the most significant motivational factors that effect correspondent performance to perform their job. Two is to find out how the correspondent satisfies each factor. The question wanted the correspondent to rate the level of important and level of satisfaction to following factors:

(1) staff meal (2) staff bus (3) staff house (4) day off (5) holiday (6) salary (7) service charge (8) working condition (9) job security (10) social security (11) health insurance (12) safety task (13) safety work place (14) relationship with manager (15) relationship with colleague (16) interaction with guest (17) employee

relation activity (18) relationship with community (19) acceptance from manager (20) acceptance from colleague (21) recognition from manager (22) recognition from guest (23) position or title (24) opportunity to growth (25) feeling of achievement (26) flexible working hours (27) challenging task (28) authority to make decision (29) feeling happy of work.

Part 4: (Q1-Q3) this part allows correspondent to express their opinions through 3 open ended questions include (1) what is it that you like the most working in the hotel industry, (2) what is it that you dislike the most working in the hotel industry, (3) others opinions.

2.3.3 The qualification of the questionnaire

To ensure the accuracy, the questionnaires were designed by taking content validity to account of the questionnaire by sending draft of questionnaire to the advisor for comment on the congruence of each questionnaire item. After, receiving comment from the advisor, the question item will be adjusted according to the advisor's comment then pre-testing the questionnaire with the President of Personnel Club of Phuket who works in the hotel industry especially in Human Resource filed for more than 30 years. After some comment the questionnaire came back to the advisor for the final approval. The questionnaires are then distributed to the sample population.

2.4 Data Collection

2.4.1 Primary data:

Primary data was gathered from questionnaires. The 500 questionnaires were distributed to hotel employee over 14 hotels around Phuket and 417 were completed.

2.4.2 Secondary data:

Secondary data had been gathered from relevant ideas, theories, research material and statistics in order to complete the scope of this study. In addition,

various articles, previous theses, news articles, journals, e-journals, and references books are collected.

2.5 Data Analysis

Data from questionnaires were processed by Statistic Package for Social Science (SPSS) program for Windows version 16 to analyze the hotel employee motivations. The Importance Performance Analysis (IPA) Model is used to assess the Employee Satisfaction from the gap of Performance^o Importance. The following statistics are used in the analysis from SPSS program;

2.5.1. Descriptive Statistic

The descriptive statistics are used to describe demographic characteristics of the samples include;

- 1.) Frequency percentage
- 2.) Distribution Analysis involved mean and standard deviation

The criteria for interpretation of mean value for the rating scale questions are calculated as follow:

$$\frac{5-1}{5} = 0.8$$

It means items with scores fall between the ranges of:

- 4.20 – 5.00 are considered as strongly agree/ most
- 3.40 – 4.19 are considered as agree/ much
- 2.60 – 3.39 are considered as neither agree or not agree/ medium
- 1.80 – 2.59 are considered as disagree/ less
- 1.00 – 1.79 are considered as strongly disagree/ least

2.5.2 Inferential Statistic

Inferential Statistics are used in hypotheses testing, as follows

- 1.) T-test
- 2.) One-way ANOVA

2.5.3 The Importance Performance Analysis

The IPA model is attributed into four quadrants based on two axes: Important (Y) and Performance (in this study referred satisfaction) (X)

The IPA model also used to find the interval level as following;

$$\begin{aligned}
 \text{Interval level} &= \frac{\text{Range4}}{\text{Number of levels}} \\
 &= \frac{(5-1)}{5} \\
 &= 0.8
 \end{aligned}$$

Thus, the average value of importance and satisfaction of motivation factor as follow;

- 4.20 – 5.00 are considered as very high important/ satisfaction
- 3.40 – 4.19 are considered as high important/ satisfaction
- 2.60 – 3.39 are considered as moderate important/ satisfaction
- 1.80 – 2.59 are considered as low important/ satisfaction
- 1.00 – 1.79 are considered as least important/ satisfaction

CHAPTER 3

RESULTS

This study explores the hotel employee motivation in Phuket, Thailand. The questionnaire was conducted in Phuket, 500 questionnaires were distributed and 417 were fully completed by hotel employee of 14 sample hotels. The data collected from questionnaires were analyzed by using the Statistical Program for the Social Science (SPSS). Then inferential statistics, frequency counts, percentage distributions, and means were calculated and analyzed. Eventually, by using Importance-Performance Analysis (IPA), employee job satisfactions were assessed through Maslow's the hierarchy of need theory.

There are three parts in this chapter, presenting discussion and suggestions related to findings and objectives of this study as follows;

3.1 Hotel employee

3.1.1 Personal information of respondent

3.1.2 Work place information

3.1.3 Working background of respondent

3.2 Motivation

3.2.1 Factor that motivate respondent to work in the hotel

3.2.2 The comparison of motivation among different respondent

3.3 Importance-Performance Analysis

3.1 General Information of respondents

The general profile of the respondents is presented in Table 3.1. The profile of respondent is grouped into 3 areas.

3.1.1 Demography of respondents.

From the 417 respondents, the majority are female employees (58.3%, n = 417) and 41.7 percent are male. The respondents who are 20 -30 years old (51.8%) comprised the largest age group. There is 1.4 percent of respondent's age over 50 years old and the rest of 32.4 percent are the age of 31-40 years old and 12 percent 41-50 years old.

About half of respondents completed high school or diploma (45.3%) and another half completed Bachelor degree from university (48.2%). There are 1.4 percent of respondent completed Master degree or higher and 5 percent with high school certificate.

Slightly more than half of them are single (59%) and 34.5 percent are married. The result also shown that there are some single parents who work in the hotel industry which are 3.6 percent divorced and 2.9 percent widow.

Table 3.1: Demography of respondents

| | Work place | Fluency | Percentage (%) |
|-------------------------|---------------------------|---------|----------------|
| Hotel type | | | |
| | International Chain Hotel | 120 | 28.8 |
| | Independent hotels | 297 | 71.2 |
| Hotel size | | | |
| | Less than 100 rooms | 21 | 5 |
| | 100 - 300 rooms | 361 | 86.6 |
| | More than 300 rooms | 35 | 8.4 |
| Hotel year of operation | | | |
| | 0- 5 years | 135 | 32.4 |
| | More than 10 years | 282 | 67.6 |

Source: The author, Output data from SPSS, n=417

3.1.2 Working background of respondents.

The majority of respondent work as entry level (74.8%). There is 6.5 percent work as management level and 18.7 percent are supervisors. They work in different

departments which most of them are working in housekeeping department (17.7%). The Food and Beverage Department is the second highest percentage that the respondents are currently working for (15.8%). The Administration is the least which is 2.6 percent. The result also reveal that most of the respondent work for 3 -6 years (25.9%) and the percentages of working period from less than 1 year and more than 10 years are about the same (17.5% and 18.2%).

Table 3.2: Working background of respondents

| | Working background | Fluency | Percentage (%) |
|-------------------------|--------------------|---------|----------------|
| Working position | | | |
| | Management | 27 | 6.5 |
| | Supervisor | 78 | 18.7 |
| | Entry level | 312 | 74.8 |
| Department | | | |
| | Front office | 68 | 16.3 |
| | Food and Beverage | 66 | 15.8 |
| | Housekeeping | 74 | 17.7 |
| | Accounting | 46 | 11 |
| | Human Resource | 31 | 7.4 |
| | Sale and market | 14 | 3.4 |
| | Engineering | 52 | 12.5 |
| | Administration | 11 | 2.6 |
| | Others | 55 | 13.2 |
| Working period | | | |
| | Less than 1 year | 73 | 17.5 |
| | 1- 2 years | 96 | 23 |
| | 3-6 years | 108 | 25.9 |
| | 7 -10 years | 64 | 15.3 |
| | over 10 years | 76 | 18.2 |

Source: The author, Output data from SPSS, n=417

3.2 General Motivation of Hotel employee

3.2.1 Factor that motivate respondent to work in the hotel

There are number of factors that motivate employee to work in the hotel industry, the descriptive analysis from SPSS program show how important the employee rate each factors. The factors that motivate hotel employee to work in the hotel industry shown (table 4.4) that “Safety work place” is ranged as the most important factor (mean = 3.90), follow with “Enjoy to service” (mean = 3.85), “Reputation of hotel” (3.83) “Interesting job” was next (mean = 3.82) and “Security job” was ranged number five (mean = 3.80). The least important motivation factor is “No other job to do” (mean = 2.23) which shown that

the employee have alternative choice but they are motivated to work in the hotel because of others reasons.

The average mean of salary and service charge are the same at the mean of 3.57 which is very interesting result which will be discuss in the next chapter.

Table 3.3: Factor that motivate hotel employee to work in the hotel industry

| Motivation factors | Level of importance | | | | | | | | | | Mean |
|------------------------|---------------------|------|-----|------|-----|------|----|------|----|------|------|
| | 5 | | 4 | | 3 | | 2 | | 1 | | |
| | n | % | n | % | n | % | n | % | n | % | |
| 1. Safety work place | 116 | 27.8 | 168 | 40.3 | 114 | 27.3 | 16 | 3.8 | 3 | 0.7 | 3.90 |
| 2. Enjoy to service | 102 | 24.5 | 191 | 45.8 | 94 | 22.5 | 23 | 5.5 | 7 | 1.7 | 3.85 |
| 3. Reputation of hotel | 91 | 21.8 | 202 | 48.8 | 100 | 24.0 | 14 | 3.4 | 10 | 2.4 | 3.83 |
| 4. Interesting job | 94 | 22.5 | 184 | 44.1 | 116 | 27.8 | 18 | 4.3 | 5 | 1.2 | 3.82 |
| 5. Job secure | 116 | 27.8 | 160 | 38.4 | 97 | 23.3 | 30 | 7.2 | 14 | 3.4 | 3.80 |
| 6. Chance to growth | 88 | 21.1 | 160 | 38.4 | 131 | 31.4 | 29 | 7.0 | 9 | 2.2 | 3.69 |
| 7. Employee benefit | 97 | 23.3 | 153 | 36.7 | 118 | 28.3 | 37 | 8.9 | 12 | 2.9 | 3.68 |
| 8. To meet foreigner | 106 | 25.4 | 143 | 34.4 | 102 | 24.5 | 53 | 12.7 | 13 | 3.1 | 3.66 |
| 9. To meet people | 85 | 20.4 | 168 | 40.3 | 110 | 26.4 | 43 | 10.3 | 11 | 2.6 | 3.65 |
| 10. Salary/ pay | 85 | 20.4 | 125 | 30.0 | 164 | 39.3 | 32 | 7.7 | 11 | 2.6 | 3.57 |
| 11. Service Charge | 96 | 23.0 | 135 | 32.4 | 118 | 28.3 | 49 | 11.8 | 19 | 4.5 | 3.57 |
| 12. Near my place | 43 | 10.3 | 83 | 19.9 | 160 | 38.4 | 59 | 14.1 | 72 | 17.3 | 2.91 |

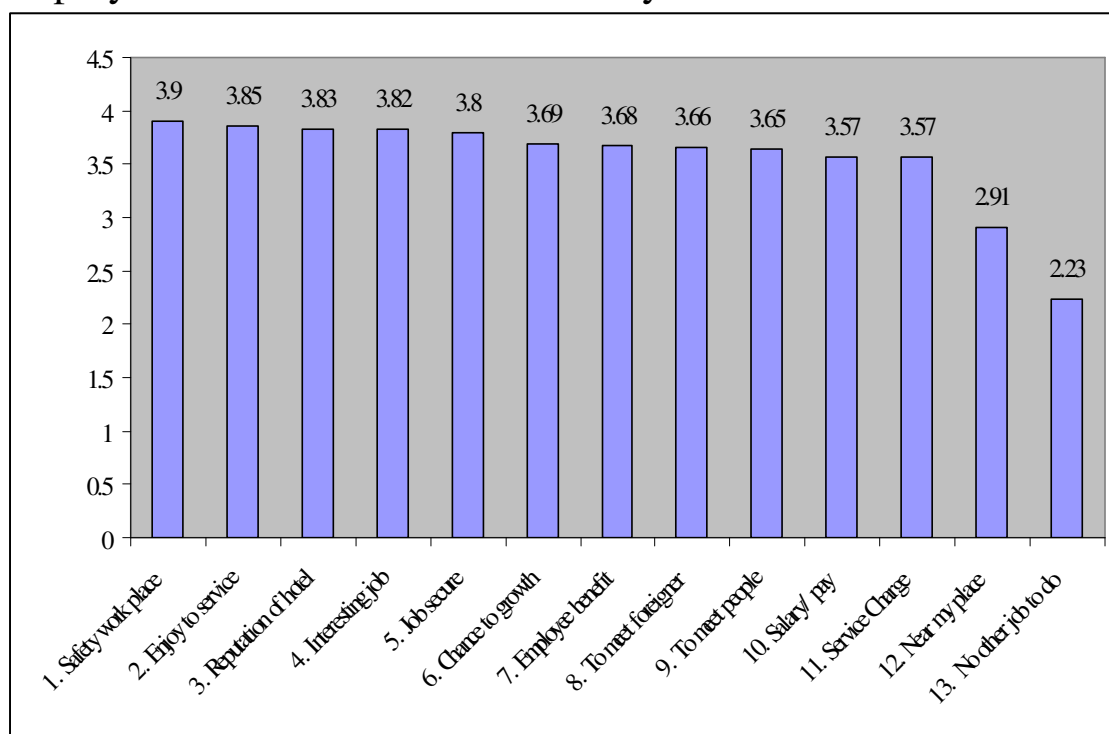
| | | | | | | | | | | | |
|---------------------------|----|-----|----|-----|-----|------|----|------|-----|------|------|
| 13. No other job to do | 18 | 4.3 | 26 | 6.2 | 135 | 32.4 | 97 | 23.3 | 141 | 33.8 | 2.23 |
|---------------------------|----|-----|----|-----|-----|------|----|------|-----|------|------|

Source: The author, Output data from SPSS, n = 417.

The numbers are illustrated as below;

- 5 = Very important
- 4 = Important
- 3 = Natural
- 2 = low important
- 1 = Very low important

Figure 3.1: The mean score of Factors that motivate hotel employee to work in the hotel industry



Source: The author, Output data from SPSS, n=417

3.2.2 Comparison of different group respondents

According to the research objectives, to compare how motivation are differ among different groups of employee, the mean are compare to find the significant different of each group using T-test and One way ANOVA at the significant level at 0.05.

1.) Personal Background of respondents

Gender

In this study, regarding to the personal background of respondents by t-test analysis indicated that there was no statistical difference between male and female toward the motivation factors that motivate employee to work in hotel industry at the significant level at 0.05 (table 3.4).

Table 3.4 Comparison between male and female opinion on the important of motivation factors (t-test)

| No. | Motivation factors | Male | | Female | | t | P-value |
|-----|---------------------|--------|--------|--------|--------|--------|---------|
| | | Mean | S.D | Mean | S.D | | |
| 1 | Salary | 3.6782 | 0.9616 | 3.5062 | 0.9932 | 1.767 | 0.078 |
| 2 | Service charge | 3.6667 | 1.0443 | 3.5103 | 1.1404 | 1.430 | 0.154 |
| 3 | Benefit | 3.7471 | 0.9762 | 3.6420 | 1.0442 | 1.042 | 0.298 |
| 4 | Job security | 3.8103 | 0.9758 | 3.7942 | 1.0712 | 0.157 | 0.875 |
| 5 | Safety workplace | 3.8506 | 0.8470 | 3.9465 | 0.8914 | -1.106 | 0.269 |
| 6 | To meet people | 3.6092 | 0.9838 | 3.6872 | 1.0128 | -0.785 | 0.433 |
| 7 | To meet foreigner | 3.5747 | 1.0820 | 3.7243 | 1.0843 | -1.390 | 0.165 |
| 8 | Growth | 3.7414 | 0.8846 | 3.6584 | 0.9972 | 0.877 | 0.381 |
| 9 | Reputation of hotel | 3.8161 | 0.9377 | 3.8560 | 0.8478 | -0.453 | 0.651 |
| 10 | Interesting job | 3.8333 | 0.8334 | 3.8189 | 0.8954 | 0.167 | 0.868 |
| 11 | Enjoy service | 3.8276 | 0.8562 | 3.8807 | 0.9437 | -0.588 | 0.557 |
| 12 | No other job | 2.3621 | 1.1179 | 2.1523 | 1.1085 | 1.899 | 0.058 |
| 13 | Near my place | 2.8966 | 1.1229 | 2.9342 | 1.2547 | -0.315 | 0.753 |

Source: The author, Output data from SPSS, n=417

Age

There are some significant differences among the age group of employee illustrated from ANOVA test at the significant level of 0.05.

There are statistical differences between the age group of employee toward the following factors; Salary ($F = 2.854$, $P = 0.024$), Chance to meet people ($F = 2.610$, $P = 0.035$), Chance to meet foreigner ($F = 4.375$, $P = 0.002$), Interesting job ($F = 4.375$, $P = 0.009$), Near my place ($F = 2.895$, $P = 0.022$). Thrust, there is no statistical difference between the age group of employee toward the following factors; Service charge ($F = 1.618$, $P = 0.024$), Benefit ($F = 2.279$, $P = 0.060$), Job secure ($F = 2.279$, $P = 0.060$), Safety work place ($F = 1.804$, $P = 0.581$), Opportunity to growth ($F = 1.804$, $P = 0.127$), Enjoy Service ($F = 1.227$, $p = 0.299$) and No other job to do ($F = 0.861$, $P = 0.487$).

Table 3.5: Comparison of employee opinion on the important of motivation factor among different age group (ANOVA test)

| Motivation factors | No. | Age | N | Mean | Std. Deviation | f | p-value |
|--------------------|-----|-----------------|----|--------|----------------|-------|---------|
| Salary | 1 | Younger than 20 | 10 | 4.0000 | 1.1547 | 2.854 | 0.024 |
| | 2 | 20 -30 years | 21 | 3.4676 | 0.9878 | | |
| | 3 | 31-40 years | 13 | 3.6000 | 0.9159 | | |
| | 4 | 41-50 years | 50 | 3.8200 | 1.0240 | | |
| | 5 | Over 50 years | 6 | 4.3333 | 1.0328 | | |
| | | Total | 41 | 3.5779 | 0.9827 | | |
| Service Charge | 1 | Younger than 20 | 10 | 4.2000 | 1.1353 | 1.618 | 0.169 |
| | 2 | 20 -30 years | 21 | 3.4954 | 1.1533 | | |
| | 3 | 31-40 years | 13 | 3.6000 | 0.9789 | | |
| | 4 | 41-50 years | 50 | 3.6600 | 1.1359 | | |
| | 5 | Over 50 years | 6 | 4.1667 | 1.3292 | | |
| | | Total | 41 | 3.5755 | 1.1027 | | |
| Benefit | 1 | Younger than 20 | 10 | 4.1000 | 0.9944 | 1.921 | 0.106 |
| | 2 | 20 -30 years | 21 | 3.5880 | 1.0440 | | |
| | 3 | 31-40 years | 13 | 3.7926 | 0.9627 | | |
| | 4 | 41-50 years | 50 | 3.6600 | 1.0022 | | |
| | 5 | over 50 years | 6 | 4.3333 | 1.0328 | | |
| | | Total | 41 | 3.68 | 1.0165 | | |

| | | | | | | | |
|--------------------------|---|-----------------|-----|--------|--------|-------|-------|
| | | | 7 | 59 | | | |
| Job secure | 1 | Younger than 20 | 10 | 4.3000 | 0.9487 | 2.279 | 0.060 |
| | 2 | 20 -30 years | 216 | 3.6759 | 1.0417 | | |
| | 3 | 31-40 years | 135 | 3.8889 | 0.9900 | | |
| | 4 | 41-50 years | 50 | 3.9400 | 1.0577 | | |
| | 5 | over 50 years | 6 | 4.3333 | 1.0328 | | |
| | | Total | 417 | 3.8010 | 1.0313 | | |
| Safety work place | 1 | Younger than 20 | 10 | 4.3000 | 0.9487 | 0.716 | 0.581 |
| | 2 | 20 -30 years | 216 | 3.8750 | 0.8398 | | |
| | 3 | 31-40 years | 135 | 3.9185 | 0.8469 | | |
| | 4 | 41-50 years | 50 | 3.9000 | 1.0152 | | |
| | 5 | over 50 years | 6 | 4.1667 | 1.3292 | | |
| | | Total | 417 | 3.9065 | 0.8734 | | |

Table 3.5: (Continued)

| Motivation factors | N o. | Age | N | Mean | Std. Deviation | f | p-value |
|---------------------------|-------------|-----------------|----------|-------------|-----------------------|----------|----------------|
| To meet people | 1 | Younger than 20 | 10 | 4.1000 | 0.9944 | 2.610 | 0.035 |
| | 2 | 20 -30 years | 216 | 3.6481 | 0.9723 | | |
| | 3 | 31-40 years | 135 | 3.6963 | 0.9870 | | |
| | 4 | 41-50 years | 50 | 3.6200 | 1.1045 | | |
| | 5 | over 50 years | 6 | 2.5000 | 0.8367 | | |
| | | | Total | 417 | 3.6547 | 1.0003 | |
| <hr/> | | | | | | | |
| To meet foreigner | 1 | Younger than 20 | 10 | 3.8000 | 1.2293 | 4.375 | 0.002 |
| | 2 | 20 -30 years | 216 | 3.7500 | 1.0664 | | |
| | 3 | 31-40 years | 135 | 3.6889 | 1.0471 | | |
| | 4 | 41-50 years | 50 | 3.3600 | 1.1386 | | |
| | 5 | over 50 years | 6 | 2.1667 | 0.4082 | | |
| | | | Total | 417 | 3.6619 | 1.0846 | |
| <hr/> | | | | | | | |
| Opportunity to growth | 1 | Younger than 20 | 10 | 4.3000 | 0.8233 | 1.804 | 0.127 |
| | 2 | 20 -30 years | 216 | 3.6343 | 0.8947 | | |
| | 3 | 31-40 years | 135 | 3.6667 | 0.9620 | | |
| | 4 | 41-50 years | 50 | 3.8600 | 1.0692 | | |
| | 5 | over 50 years | 6 | 4.0000 | 1.5492 | | |
| | | | Total | 417 | 3.6930 | 0.9516 | |

| | | | | | | | |
|------------------|---|-----------------|-----|--------|--------|-------|-------|
| | | | | | | | |
| Hotel reputation | 1 | Younger than 20 | 10 | 4.3000 | 0.9487 | 2.141 | 0.075 |
| | 2 | 20 -30 years | 216 | 3.7361 | 0.8679 | | |
| | 3 | 31-40 years | 135 | 3.9630 | 0.8323 | | |
| | 4 | 41-50 years | 50 | 3.8400 | 1.0174 | | |
| | 5 | over 50 years | 6 | 4.0000 | 1.0954 | | |
| | | Total | 417 | 3.8393 | 0.8856 | | |
| | | | | | | | |
| Interesting Job | 1 | Younger than 20 | 10 | 4.7000 | 0.6749 | 3.418 | 0.009 |
| | 2 | 20 -30 years | 216 | 3.7407 | 0.8282 | | |
| | 3 | 31-40 years | 135 | 3.8963 | 0.8488 | | |
| | 4 | 41-50 years | 50 | 3.8000 | 0.9897 | | |
| | 5 | over 50 years | 6 | 4.0000 | 1.2649 | | |
| | | Total | 417 | 3.8249 | 0.8691 | | |

Table 3.5: (Continued)

| Motivation factors | N o. | Age | N | Mean | Std. Deviation | f | p-value |
|---------------------------|-------------|-----------------|----------|-------------|-----------------------|----------|----------------|
| Enjoy service | 1 | Younger than 20 | 10 | 4.1000 | 1.1005 | 1.227 | 0.299 |
| | 2 | 20 -30 years | 216 | 3.8102 | 0.8819 | | |
| | 3 | 31-40 years | 135 | 3.9704 | 0.8547 | | |
| | 4 | 41-50 years | 50 | 3.7600 | 1.0797 | | |
| | 5 | over 50 years | 6 | 3.5000 | 1.0488 | | |
| | | | Total | 417 | 3.8585 | 0.9076 | |
| <hr/> | | | | | | | |
| No other job to do | 1 | Younger than 20 | 10 | 2.7000 | 1.4181 | 0.861 | 0.487 |
| | 2 | 20 -30 years | 216 | 2.2176 | 1.0843 | | |
| | 3 | 31-40 years | 135 | 2.2519 | 1.0839 | | |
| | 4 | 41-50 years | 50 | 2.2800 | 1.2623 | | |
| | 5 | over 50 years | 6 | 1.6667 | 1.2111 | | |
| | | | Total | 417 | 2.2398 | 1.1159 | |
| <hr/> | | | | | | | |
| Near my place | 1 | Younger than 20 | 10 | 2.5000 | 1.5811 | 2.895 | 0.022 |
| | 2 | 20 -30 years | 216 | 2.9444 | 1.1151 | | |
| | 3 | 31-40 years | 135 | 3.0222 | 1.2546 | | |
| | 4 | 41-50 years | 50 | 2.7800 | 1.2664 | | |
| | 5 | over 50 years | 6 | 1.5000 | 0.8367 | | |
| | | | Total | 417 | 2.9185 | 1.2002 | |

Source: The author, Output data from SPSS, n=417

Education

There are some significant differences among the education level group of employee illustrated from ANOVA test at the significant level of 0.05.

There are statistical differences between the education level group of employee toward the following factors; Salary (F = 3.549, P = 0.015), Service charge (F=3.684, P= 0.012), Benefit (F=3.042, P= 0.029), Safety work place (F= 3.964, P = 0.008), Chance to growth (F= 2.972, P =0.032), Interesting job (F= 5.257, P = 0.001), No other job to do (F= 4.117, 0.007) and Near my place (F=5.107, P=0.002).

Table 3.6: Comparison of employee opinion on the important of motivation factor among different education level (ANOVA test)

| Motivation factors | Education Level | N | Mean | Std. Deviation |
|--------------------|--------------------------------|-----|--------|----------------|
| Salary | Primary school | 21 | 3.4762 | 0.9808 |
| | High school/diploma/vocational | 189 | 3.4286 | 0.9291 |
| | Bachelor degree | 201 | 3.7114 | 1.0131 |
| | Master Degree of higher | 6 | 4.1667 | 0.9832 |
| | Total | 417 | 3.5779 | 0.9827 |
| Service Charge | Primary school | 21 | 3.1905 | 1.3645 |
| | High school/diploma/vocational | 189 | 3.4339 | 1.0428 |
| | Bachelor degree | 201 | 3.7363 | 1.1114 |
| | Master Degree of higher | 6 | 4.0000 | 0.8944 |
| | Total | 417 | 3.5755 | 1.1027 |
| Benefit | Primary school | 21 | 3.4762 | 1.1233 |
| | High school/diploma/vocational | 189 | 3.5608 | 1.0015 |
| | Bachelor degree | 201 | 3.8060 | 1.0085 |
| | Master Degree of higher | 6 | 4.3333 | 0.8165 |
| | Total | 417 | 3.6859 | 1.0165 |

| | | | | | |
|-------------------|--------------------------------|-----|--------|--------|---|
| | | | | | |
| Job secure | Primary school | 21 | 3.8571 | 1.0623 | 1 |
| | High school/diploma/vocational | 189 | 3.7196 | 1.0214 | |
| | Bachelor degree | 201 | 3.8458 | 1.0398 | |
| | Master Degree of higher | 6 | 4.6667 | 0.5164 | |
| | Total | 417 | 3.8010 | 1.0313 | |
| | | | | | |
| Safety work place | Primary school | 21 | 3.9048 | 0.9437 | 3 |
| | High school/diploma/vocational | 189 | 3.7619 | 0.8881 | |
| | Bachelor degree | 201 | 4.0249 | 0.8333 | |
| | Master Degree of higher | 6 | 4.5000 | 0.8367 | |
| | Total | 417 | 3.9065 | 0.8734 | |

Table 3.6: (Continued)

| Motivation factors | Education Level | N | Mean | Std. Deviation |
|---------------------------|--------------------------------|----------|-------------|-----------------------|
| To meet people | Primary school | 21 | 4.0000 | 0.8944 |
| | High school/diploma/vocational | 189 | 3.5344 | 0.9867 |
| | Bachelor degree | 201 | 3.7164 | 1.0169 |
| | Master Degree of higher | 6 | 4.1667 | 0.7528 |
| | Total | 417 | 3.6547 | 1.0003 |
| To meet foreigner | Primary school | 21 | 3.8095 | 0.9284 |
| | High school/diploma/vocational | 189 | 3.5556 | 1.0686 |
| | Bachelor degree | 201 | 3.7264 | 1.1134 |
| | Master Degree of higher | 6 | 4.3333 | 0.8165 |
| | Total | 417 | 3.6619 | 1.0846 |
| To growth | Primary school | 21 | 3.6190 | 0.9735 |
| | High school/diploma/vocational | 189 | 3.5661 | 1.0064 |
| | Bachelor degree | 201 | 3.8010 | 0.8833 |
| | Master Degree of higher | 6 | 4.3333 | 0.8165 |
| | Total | 417 | 3.6930 | 0.9516 |
| Hotel reputation | Primary school | 21 | 4.0000 | 0.6325 |
| | High school/diploma/vocational | 189 | 3.7354 | 0.9305 |
| | Bachelor degree | 201 | 3.9055 | 0.8579 |
| | Master Degree of higher | 6 | 4.3333 | 0.8165 |
| | Total | 417 | 3.8393 | 0.8856 |
| Interesting job | Primary school | 21 | 3.5714 | 0.9783 |
| | High school/diploma/vocational | 189 | 3.6772 | 0.8421 |
| | Bachelor degree | 201 | 3.9751 | 0.8570 |
| | Master Degree of higher | 6 | 4.3333 | 0.8165 |
| | Total | 417 | 3.8249 | 0.8691 |

Table 3.6: (Continued)

| Motivation factors | Education Level | N | Mean | Std. Deviation | |
|---------------------------|--------------------------------|----------|-------------|-----------------------|-----|
| Enjoy service | Primary school | 21 | 3.5714 | 1.2071 | 0.8 |
| | High school/diploma/vocational | 189 | 3.8466 | 0.8889 | |
| | Bachelor degree | 201 | 3.8955 | 0.8911 | |
| | Master Degree of higher | 6 | 4.0000 | 0.8944 | |
| | Total | 417 | 3.8585 | 0.9076 | |
| No other job | Primary school | 21 | 2.5238 | 1.3274 | 4.1 |
| | High school/diploma/vocational | 189 | 2.4127 | 1.1104 | |
| | Bachelor degree | 201 | 2.0448 | 1.0691 | |
| | Master Degree of higher | 6 | 2.3333 | 1.2111 | |
| | Total | 417 | 2.2398 | 1.1159 | |
| Near my place | Primary school | 21 | 3.7143 | 1.2705 | 5.1 |
| | High school/diploma/vocational | 189 | 3.0159 | 1.1645 | |
| | Bachelor degree | 201 | 2.7562 | 1.1897 | |
| | Master Degree of higher | 6 | 2.5000 | 1.2247 | |
| | Total | 417 | 2.9185 | 1.2002 | |

Source: The author, Output data from SPSS, n=417

Marital Status

There are single significant differences among the marital status group of employee illustrated from ANOVA test at the significant level of 0.05. There is a statistical differences between the Marital group of employee toward the “Near my place” factor which $F= 2.66$ and $P = 0.048$.

Table 3.7: Comparison of employee opinion among different marital status (ANOVA test)

| Motivation factors | Marital status | N | Mean | Std. Deviation | f | p-value |
|---------------------------|-----------------------|----------|-------------|-----------------------|----------|----------------|
| Salary | Single | 246 | 3.5285 | 1.0087 | 0.772 | 0.51 |
| | Married | 144 | 3.6736 | 0.9148 | | |
| | Divorced | 15 | 3.6000 | 1.0556 | | |
| | Widow | 12 | 3.4167 | 1.1645 | | |
| | Total | 417 | 3.5779 | 0.9827 | | |
| Service charge | Single | 246 | 3.5976 | 1.0788 | 0.15 | 0.929 |
| | Married | 144 | 3.5347 | 1.1089 | | |
| | Divorced | 15 | 3.6667 | 1.2344 | | |
| | Widow | 12 | 3.5000 | 1.4460 | | |
| | Total | 417 | 3.5755 | 1.1027 | | |
| Benefit | Single | 246 | 3.6585 | 0.9883 | 0.363 | 0.78 |
| | Married | 144 | 3.7500 | 1.0478 | | |
| | Divorced | 15 | 3.5333 | 1.0601 | | |
| | Widow | 12 | 3.6667 | 1.2309 | | |
| | Total | 417 | 3.6859 | 1.0165 | | |
| Job secure | Single | 246 | 3.7276 | 1.0395 | 1.099 | 0.349 |
| | Married | 144 | 3.8889 | 1.0043 | | |
| | Divorced | 15 | 4.0000 | 1.0690 | | |
| | Widow | 12 | 4.0000 | 1.1282 | | |
| | Total | 417 | 3.8010 | 1.0313 | | |
| Safety work place | Single | 246 | 3.9024 | 0.8322 | 0.37 | 0.775 |
| | Married | 144 | 3.8819 | 0.9571 | | |
| | Divorced | 15 | 4.0667 | 0.7988 | | |
| | Widow | 12 | 4.0833 | 0.7930 | | |
| | Total | 417 | 3.9065 | 0.8734 | | |
| To meet people | Single | 246 | 3.6829 | 0.9589 | 1.01 | 0.388 |
| | Married | 144 | 3.5694 | 1.0555 | | |
| | Divorced | 15 | 4.0000 | 1.1952 | | |
| | Widow | 12 | 3.6667 | 0.8876 | | |
| | Total | 417 | 3.6547 | 1.0003 | | |

Table 3.7: (Continued)

| Factors | Marital status | N | Mean | Std. Deviation | f | p-value |
|-------------------|-----------------------|----------|-------------|-----------------------|----------|----------------|
| To meet foreigner | Single | 246 | 3.7154 | 1.0263 | 1.3 | 0.274 |
| | Married | 144 | 3.5417 | 1.1760 | | |
| | Divorced | 15 | 4.0000 | 1.1339 | | |
| | Widow | 12 | 3.5833 | 0.9962 | | |
| | Total | 417 | 3.6619 | 1.0846 | | |
| To growth | Single | 246 | 3.6829 | 0.9064 | 0.331 | 0.803 |
| | Married | 144 | 3.6875 | 1.0068 | | |
| | Divorced | 15 | 3.9333 | 1.0998 | | |
| | Widow | 12 | 3.6667 | 1.0731 | | |
| | Total | 417 | 3.6930 | 0.9516 | | |
| Hotel reputation | Single | 246 | 3.7927 | 0.8534 | 0.736 | 0.531 |
| | Married | 144 | 3.8889 | 0.9543 | | |
| | Divorced | 15 | 4.0667 | 0.7988 | | |
| | Widow | 12 | 3.9167 | 0.7930 | | |
| | Total | 417 | 3.8393 | 0.8856 | | |
| Interesting job | Single | 246 | 3.8293 | 0.8001 | 1.014 | 0.386 |
| | Married | 144 | 3.8681 | 0.9255 | | |
| | Divorced | 15 | 3.6000 | 1.2984 | | |
| | Widow | 12 | 3.5000 | 0.9045 | | |
| | Total | 417 | 3.8249 | 0.8691 | | |
| Enjoy service | Single | 246 | 3.8008 | 0.8881 | 0.913 | 0.435 |
| | Married | 144 | 3.9306 | 0.9435 | | |
| | Divorced | 15 | 4.0667 | 1.0328 | | |
| | Widow | 12 | 3.9167 | 0.6686 | | |
| | Total | 417 | 3.8585 | 0.9076 | | |
| No other job | Single | 246 | 2.2195 | 1.0265 | 0.564 | 0.639 |
| | Married | 144 | 2.2431 | 1.2361 | | |
| | Divorced | 15 | 2.6000 | 1.2984 | | |
| | Widow | 12 | 2.1667 | 1.1934 | | |
| | Total | 417 | 2.2398 | 1.1159 | | |

Table 3.7: (Continued)

| Factors | Marital status | N | Mean | Std. Deviation | f | p-value |
|---------------|----------------|-----|--------|----------------|------|---------|
| Near my place | Single | 246 | 2.8211 | 1.1538 | 2.66 | 0.048 |
| | Married | 144 | 3.0278 | 1.2173 | | |
| | Divorced | 15 | 3.6000 | 1.3522 | | |
| | Widow | 12 | 2.7500 | 1.4848 | | |
| | Total | 417 | 2.9185 | 1.2002 | | |
| | | | | | | |

Source: The author, Output data from SPSS, n=417

2.) Work place of respondents

Type of hotel

In this study, regarding to the Work place of respondents by t-test analysis indicated that there is a statistical difference between International chain hotel and Independent hotel toward the motivation factors that motivate employee to work in hotel industry at the significant level at 0.05 (table 3.8). The t-test illustrated that there is significant differences between the opinion of employee who work in different type of hotel toward the Service charge ($t= 3.179$, $P = 0.002$).

Table 3.8: Comparison of employee opinion among different type of hotel (t- test)

| N o. | Motivation Factor | International Chain | | Independent hotel | | t | p-value |
|------|-------------------|---------------------|--------|-------------------|--------|-----------|---------|
| | | Mean | S.D | Mean | S.D | | |
| 1 | Salary | 3.4500 | 0.8874 | 3.6296 | 1.0155 | 1.79 3 | 0.074 |
| 2 | Service charge | 3.3083 | 1.1061 | 3.6835 | 1.0847 | 3.17 9 | 0.002 |
| 3 | Benefit | 3.5583 | 1.0108 | 3.7374 | 1.0159 | 1.63 2 | 0.104 |
| 4 | Job secure | 3.8667 | 0.8690 | 3.7744 | 1.0903 | 0.90 9 | 0.364 |
| 5 | Safety work place | 3.8667 | 0.8690 | 3.9226 | 0.8761 | 0.59 1 | 0.555 |

| | | | | | | | |
|----|---------------------|--------|--------|--------|--------|-------|-------|
| 6 | To meet people | 3.6417 | 0.9330 | 3.6599 | 1.0277 | 0.169 | 0.866 |
| 7 | To meet foreigner | 3.7417 | 0.9658 | 3.6296 | 1.1289 | 1.020 | 0.309 |
| 8 | Growth | 3.5667 | 0.8671 | 3.7441 | 0.9805 | 1.728 | 0.085 |
| 9 | Reputation of hotel | 3.8250 | 0.7295 | 3.8451 | 0.9424 | 0.210 | 0.834 |
| 10 | Interesting job | 3.7167 | 0.7905 | 3.8687 | 0.8965 | 1.620 | 0.106 |
| 11 | Enjoy service | 3.7583 | 0.8792 | 3.8990 | 0.9171 | 1.435 | 0.152 |
| 12 | No other job | 2.2167 | 1.0783 | 2.2492 | 1.1324 | 0.269 | 0.788 |
| 13 | Near my place | 2.9833 | 1.1448 | 2.8923 | 1.2227 | 0.701 | 0.484 |

Source: The author, Output data from SPSS, n=417

Table 3.9: Comparison of employee opinion among different size of hotel (ANOVA test)

| Motivation factors | No. | Size of hotel | n | Mean | S.D | f | p-value |
|--------------------|-----|---------------------|-----|--------|--------|--------|---------|
| Salary | 1 | Less than 100 rooms | 21 | 3.6190 | 0.9735 | 7.287 | 0.000 |
| | 2 | 100 - 300 rooms | 361 | 3.5180 | 0.9749 | | |
| | 3 | more than 300 rooms | 35 | 4.1714 | 0.8907 | | |
| | | Total | 417 | 3.5779 | 0.9827 | | |
| Service Charge | 1 | Less than 100 rooms | 21 | 4.1429 | 0.6547 | 11.472 | 0.000 |
| | 2 | 100 - 300 rooms | 361 | 3.4765 | 1.1106 | | |
| | 3 | more than 300 rooms | 35 | 4.2571 | 0.8859 | | |
| | | Total | 417 | 3.5755 | 1.1027 | | |
| Benefit | 1 | Less than 100 rooms | 21 | 3.4286 | 1.1650 | 6.052 | 0.003 |
| | 2 | 100 - 300 rooms | 361 | 3.6482 | 1.0142 | | |
| | 3 | more than 300 rooms | 35 | 4.2286 | 0.7702 | | |

| | | | | | | | |
|-------------------|---|---------------------|-----|--------|--------|-------|----|
| | | Total | 417 | 3.6859 | 1.0165 | | |
| Job secure | 1 | Less than 100 rooms | 21 | 3.3333 | 1.3166 | 8.522 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.7701 | 1.0164 | | |
| | 3 | more than 300 rooms | 35 | 4.4000 | 0.7356 | | |
| | | Total | 417 | 3.8010 | 1.0313 | | |
| Safety work place | 1 | Less than 100 rooms | 21 | 3.6667 | 0.9661 | 6.127 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.8753 | 0.8618 | | |
| | 3 | more than 300 rooms | 35 | 4.3714 | 0.8075 | | |
| | | Total | 417 | 3.9065 | 0.8734 | | |
| To meet people | 1 | Less than 100 rooms | 21 | 3.7619 | 0.9952 | 1.318 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.6731 | 0.9796 | | |
| | 3 | more than 300 rooms | 35 | 3.4000 | 1.1931 | | |
| | | Total | 417 | 3.6547 | 1.0003 | | |
| To meet foreigner | 1 | Less than 100 rooms | 21 | 3.9524 | 1.0713 | 2.614 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.6787 | 1.0603 | | |
| | 3 | more than 300 rooms | 35 | 3.3143 | 1.2781 | | |
| | | Total | 417 | 3.6619 | 1.0846 | | |

Table 3.9: (Continued)

| Motivation factors | No. | Size of hotel | n | Mean | S.D | F | P-va |
|--------------------|-----|---------------------|-----|--------|--------|--------|------|
| Growth | 1 | Less than 100 rooms | 21 | 3.6667 | 0.6583 | 3.290 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.6565 | 0.9652 | | |
| | 3 | more than 300 rooms | 35 | 4.0857 | 0.8869 | | |
| | | Total | 417 | 3.6930 | 0.9516 | | |
| Hotel reputation | 1 | Less than 100 rooms | 21 | 4.0952 | 0.7003 | 5.600 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.7839 | 0.9024 | | |
| | 3 | more than 300 rooms | 35 | 4.2571 | 0.6572 | | |
| | | Total | 417 | 3.8393 | 0.8856 | | |
| Interesting job | 1 | Less than 100 rooms | 21 | 3.9524 | 0.9207 | 1.695 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.7950 | 0.8641 | | |
| | 3 | more than 300 rooms | 35 | 4.0571 | 0.8726 | | |
| | | Total | 417 | 3.8249 | 0.8691 | | |
| Enjoy service | 1 | Less than 100 rooms | 21 | 4.2857 | 0.7171 | 2.739 | 0. |
| | 2 | 100 - 300 rooms | 361 | 3.8255 | 0.9189 | | |
| | 3 | more than 300 rooms | 35 | 3.9429 | 0.8382 | | |
| | | Total | 417 | 3.8585 | 0.9076 | | |
| No other job | 1 | Less than 100 rooms | 21 | 1.7619 | 0.9952 | 10.532 | 0. |
| | 2 | 100 - 300 rooms | 361 | 2.3352 | 1.1111 | | |
| | 3 | more than 300 rooms | 35 | 1.5429 | 0.9185 | | |
| | | Total | 417 | 2.2398 | 1.1159 | | |
| Near my place | 1 | Less than 100 rooms | 21 | 2.7143 | 1.4880 | 3.328 | 0. |
| | 2 | 100 - 300 rooms | 361 | 2.9751 | 1.1652 | | |
| | 3 | more than 300 rooms | 35 | 2.4571 | 1.2912 | | |
| | | Total | 417 | 2.9185 | 1.2002 | | |

Source: The author, Output data from SPSS, n=417

Size of hotel

There are some significant differences among employee who work in different size of the hotel which illustrated by ANOVA test at the significant level of 0.05.

There are statistical differences between employees who work in different size of hotel toward the following factors; Salary (F= 7.287, P = 0.001), Service charge (F= 11.472, P = 0.000), Benefit (F=6.052, P = 0.003), Job secure (F= 8.522, P = 0.000), Safety work place (F= 6.127, P = 0.002), Chance to growth (F= 3.290, P = 0.038), Hotel reputation (F= 5.600, P = 0.004), No other job to do (F= 10.532, P = 0.000) and Near my place (F= 3.328, P = 0.037).

Hotel year of Operation

In this study, regarding to the Work place of respondents by t-test analysis indicated that there is a statistical difference between Hotel year of operation toward the motivation factors that motivate employee to work in hotel industry at the significant level at 0.05 (table 3.10).

The t-test illustrated that there are significant differences between the opinion of employee who work in different hotel which has different operation year toward the following factors; Service charge (t= 3.234, P = 0.001), Benefit (t=4.616, P = 0.000), Job secure (t= 4.911, P = 0.000), Safety work place (t = 3.016, P = 0.003), Chance to growth (t= 2.722, P = 0.007) and Reputation of hotel (t= 3.788, P = 0.000).

Thus, there is no statistical difference toward others factors which are Salary, Chance to meet people, Chance to meet foreigner, Interesting job, Enjoy service, No other job to do and near the my place.

Table 3.10: Comparison of employee opinion among hotel with different year of operation

| No. | Motivation factors | 0-5 years | | More than 10 years | | t | p-value |
|-----|---------------------|-----------|--------|--------------------|--------|--------|---------|
| | | Mean | S.D | Mean | S.D | | |
| 1 | Salary | 3.4593 | 0.9523 | 3.6348 | 0.9935 | -1.710 | 0.088 |
| 2 | Service charge | 3.3259 | 1.1384 | 3.6950 | 1.0668 | -3.234 | 0.001 |
| 3 | Benefit | 3.3407 | 1.1141 | 3.8511 | 0.9237 | -4.616 | 0.000 |
| 4 | Job secure | 3.4148 | 1.2056 | 3.9858 | 0.8807 | -4.911 | 0.000 |
| 5 | Safety work place | 3.7185 | 0.8949 | 3.9965 | 0.8499 | -3.016 | 0.003 |
| 6 | To meet people | 3.5778 | 1.0109 | 3.6915 | 0.9949 | -1.086 | 0.278 |
| 7 | To meet foreigner | 3.7111 | 1.0918 | 3.6383 | 1.0822 | 0.641 | 0.522 |
| 8 | Growth | 3.5111 | 0.9373 | 3.7801 | 0.9477 | -2.722 | 0.007 |
| 9 | Reputation of hotel | 3.5926 | 0.9643 | 3.9574 | 0.8212 | -3.788 | 0.000 |
| 10 | Interesting job | 3.7407 | 0.9139 | 3.8652 | 0.8455 | -1.370 | 0.171 |
| 11 | Enjoy service | 3.9481 | 0.8041 | 3.8156 | 0.9515 | 1.482 | 0.139 |
| 12 | No other job | 2.1259 | 1.0956 | 2.2943 | 1.1233 | -1.444 | 0.150 |
| 13 | Near my place | 2.8444 | 1.1899 | 2.9539 | 1.2056 | -0.871 | 0.384 |

Source: The author, Output data from SPSS, n=417

3.) Working background of respondent

Working Level

There are some significant differences among employee who work in different level in the hotel which illustrated by ANOVA test at the significant level of 0.05.

There are statistical differences between employees who work in different level in hotel toward the following factors; Salary (F= 8.200, P = 0.000), Service charge (F= 4.271, P = 0.015), Benefit (F=3.980, P = 0.019), Chance to growth (F= 7.923, P = 0.000), Interesting job (F= 3.177, P = 0.043), No other job to do (F =6.980, P = 0.001) and Near my place (F =4.910, P = 0.008).

Table 3.11: Comparison of employee opinion among different working level

| Motivation factors | Working level | N | Mean | S.D | f | P-value |
|---------------------------|----------------------|----------|-------------|------------|----------|----------------|
| Salary | Management | 27 | 4.2222 | 0.8916 | 8.200 | 0.000 |
| | Supervisor | 78 | 3.7179 | 0.7712 | | |
| | Entry level | 312 | 3.4872 | 1.0143 | | |
| | Total | 417 | 3.5779 | 0.9827 | | |
| Service Charge | Management | 27 | 4.0741 | 0.9578 | 4.271 | 0.015 |
| | Supervisor | 78 | 3.7179 | 1.0051 | | |
| | Entry level | 312 | 3.4968 | 1.1256 | | |
| | Total | 417 | 3.5755 | 1.1027 | | |
| Benefit | Management | 27 | 4.1481 | 1.0267 | 3.980 | 0.019 |
| | Supervisor | 78 | 3.7949 | 1.0111 | | |
| | Entry level | 312 | 3.6186 | 1.0074 | | |
| | Total | 417 | 3.6859 | 1.0165 | | |
| Job security | Management | 27 | 4.2222 | 1.0500 | 2.430 | 0.089 |
| | Supervisor | 78 | 3.7821 | 1.0525 | | |
| | Entry level | 312 | 3.7692 | 1.0197 | | |
| | Total | 417 | 3.8010 | 1.0313 | | |
| Safety work place | Management | 27 | 4.1481 | 1.0635 | 1.567 | 0.210 |
| | Supervisor | 78 | 3.9744 | 0.8214 | | |
| | Entry level | 312 | 3.8686 | 0.8667 | | |
| | Total | 417 | 3.9065 | 0.8734 | | |
| To meet people | Management | 27 | 3.6667 | 1.3301 | 1.358 | 0.258 |
| | Supervisor | 78 | 3.8205 | 0.8489 | | |
| | Entry level | 312 | 3.6122 | 1.0017 | | |
| | Total | 417 | 3.6547 | 1.0003 | | |

Table 3.11 (Continued)

| Motivation factors | Working level | N | Mean | S.D | f | p-value |
|---------------------------|----------------------|----------|-------------|------------|----------|----------------|
| To meet foreigner | Management | 27 | 3.5185 | 1.3408 | 0.265 | 0.768 |
| | Supervisor | 78 | 3.6538 | 1.1146 | | |
| | Entry level | 312 | 3.6763 | 1.0552 | | |
| | Total | 417 | 3.6619 | 1.0846 | | |
| Growth | Management | 27 | 4.2593 | 1.1298 | 7.923 | 0.000 |
| | Supervisor | 78 | 3.8718 | 0.8430 | | |
| | Entry level | 312 | 3.5994 | 0.9402 | | |
| | Total | 417 | 3.6930 | 0.9516 | | |
| Hotel reputation | Management | 27 | 4.0370 | 1.1260 | 0.935 | 0.393 |
| | Supervisor | 78 | 3.8846 | 0.9395 | | |
| | Entry level | 312 | 3.8109 | 0.8484 | | |
| | Total | 417 | 3.8393 | 0.8856 | | |
| Interesting job | Management | 27 | 4.1111 | 1.1209 | 3.177 | 0.043 |
| | Supervisor | 78 | 3.9615 | 0.7803 | | |
| | Entry level | 312 | 3.7660 | 0.8598 | | |
| | Total | 417 | 3.8249 | 0.8691 | | |
| Enjoy service | Management | 27 | 3.8519 | 1.2311 | 1.916 | 0.149 |
| | Supervisor | 78 | 4.0385 | 0.8129 | | |
| | Entry level | 312 | 3.8141 | 0.8952 | | |
| | Total | 417 | 3.8585 | 0.9076 | | |
| No other job | Management | 27 | 1.8148 | 1.2101 | 6.980 | 0.001 |
| | Supervisor | 78 | 1.9231 | 1.0903 | | |
| | Entry level | 312 | 2.3558 | 1.0930 | | |
| | Total | 417 | 2.2398 | 1.1159 | | |

| | | | | | | |
|---------------|-------------|-----|--------|--------|-------|-------|
| | | | | | | |
| Near my place | Management | 27 | 2.2963 | 1.3248 | 4.910 | 0.008 |
| | Supervisor | 78 | 2.7949 | 1.2206 | | |
| | Entry level | 312 | 3.0032 | 1.1690 | | |
| | Total | 417 | 2.9185 | 1.2002 | | |

Source: The author, Output data from SPSS, n=417

Working Department

There are some significant differences among employee who work in different department which illustrated by ANOVA test at the significant level of 0.05.

There are statistical differences between employees who work in different department toward the following factors; Safety work place ($F= 1.857$, $P = 0.065$), Chance to meet people ($F = 3.591$, $P = 0.000$), Chance to meet foreigner ($F = 5.166$, $P = 0.000$), Interesting job ($F = 1.957$, $P = 0.051$), Enjoy the service ($F= 2.262$, $P = 0.023$), No other job to do ($F = 2.149$, $P = 0.031$), Near my place ($F= 1.849$, $P = 0.067$).

Table 3.12: Comparison of employee opinion among different Department (ANOVA test)

| Motivation factors | Department | N | Mean | S.D | f | p-value |
|--------------------|-------------------|-----|-------|-------|-------|---------|
| Salary | Front office | 68 | 3.588 | 1.011 | 0.759 | 0.640 |
| | Food and Beverage | 66 | 3.485 | 0.899 | | |
| | Housekeeping | 74 | 3.459 | 0.879 | | |
| | Accounting | 46 | 3.543 | 1.260 | | |
| | Human Resource | 31 | 3.839 | 0.820 | | |
| | Sale and market | 14 | 3.643 | 1.008 | | |
| | Engineering | 52 | 3.577 | 0.893 | | |
| | Administration | 11 | 4.000 | 0.894 | | |
| | Others | 55 | 3.618 | 1.097 | | |
| | Total | 417 | 3.578 | 0.983 | | |
| Service charge | Front office | 68 | 3.588 | 1.212 | 1.119 | 0.349 |
| | Food and Beverage | 66 | 3.333 | 1.043 | | |
| | Housekeeping | 74 | 3.419 | 1.205 | | |
| | Accounting | 46 | 3.696 | 1.152 | | |

| | | | | | | |
|--|-----------------|-----|-------|-------|--|--|
| | Human Resource | 31 | 3.839 | 0.934 | | |
| | Sale and market | 14 | 3.500 | 0.941 | | |
| | Engineering | 52 | 3.654 | 0.947 | | |
| | Administration | 11 | 3.909 | 1.136 | | |
| | Others | 55 | 3.691 | 1.086 | | |
| | Total | 417 | 3.576 | 1.103 | | |
| | | | | | | |

Table 3.12: (Continued)

| Motivation factors | Department | N | Mean | S.D | f | p-value |
|---------------------------|-------------------|----------|-------------|------------|----------|----------------|
| Benefit | Front office | 68 | 3.824 | 1.145 | 1.501 | 0.155 |
| | Food and Beverage | 66 | 3.439 | 0.994 | | |
| | Housekeeping | 74 | 3.500 | 1.010 | | |
| | Accounting | 46 | 3.652 | 1.140 | | |
| | Human Resource | 31 | 3.935 | 0.814 | | |
| | Sale and market | 14 | 3.714 | 0.914 | | |
| | Engineering | 52 | 3.731 | 0.866 | | |
| | Administration | 11 | 4.000 | 0.775 | | |
| | Others | 55 | 3.836 | 1.032 | | |
| | Total | 417 | 3.686 | 1.017 | | |
| Job secure | Front office | 68 | 3.926 | 1.097 | 0.780 | 0.621 |
| | Food and Beverage | 66 | 3.636 | 0.922 | | |
| | Housekeeping | 74 | 3.851 | 1.016 | | |
| | Accounting | 46 | 3.717 | 1.109 | | |
| | Human Resource | 31 | 3.613 | 1.086 | | |
| | Sale and market | 14 | 4.143 | 0.949 | | |
| | Engineering | 52 | 3.846 | 0.958 | | |
| | Administration | 11 | 4.000 | 0.894 | | |
| | Others | 55 | 3.782 | 1.117 | | |
| | Total | 417 | 3.801 | 1.031 | | |
| Safety work place | Front office | 68 | 4.118 | 1.000 | 1.857 | 0.065 |
| | Food and Beverage | 66 | 3.727 | 0.775 | | |
| | Housekeeping | 74 | 3.811 | 0.917 | | |
| | Accounting | 46 | 3.848 | 0.842 | | |
| | Human Resource | 31 | 3.871 | 0.806 | | |
| | Sale and market | 14 | 4.357 | 0.633 | | |
| | Engineering | 52 | 3.769 | 0.831 | | |
| | Administration | 11 | 4.091 | 0.701 | | |
| | Others | 55 | 4.036 | 0.881 | | |
| | Total | 417 | 3.906 | 0.873 | | |
| To meet people | Front office | 68 | 3.897 | 1.211 | 3.591 | 0.000 |
| | Food and Beverage | 66 | 3.758 | 0.978 | | |

Table 3.12: (Continued)

| Motivation factors | Department | N | Mean | S.D | f | p-value |
|---------------------------|-------------------|----------|-------------|------------|----------|----------------|
| | Housekeeping | 74 | 3.622 | 0.855 | | |
| | Accounting | 46 | 3.109 | 0.994 | | |
| | Human Resource | 31 | 3.742 | 0.893 | | |
| | Sale and market | 14 | 4.071 | 0.730 | | |
| | Engineering | 52 | 3.365 | 0.908 | | |
| | Administration | 11 | 3.909 | 0.701 | | |
| | Others | 55 | 3.800 | 0.989 | | |
| | Total | 417 | 3.655 | 1.000 | | |
| | | | | | | |
| To meet foreigner | Front office | 68 | 3.912 | 1.206 | 5.166 | 0.000 |
| | Food and Beverage | 66 | 3.970 | 1.022 | | |
| | Housekeeping | 74 | 3.676 | 0.908 | | |
| | Accounting | 46 | 2.978 | 1.105 | | |
| | Human Resource | 31 | 3.290 | 1.101 | | |
| | Sale and market | 14 | 4.000 | 0.877 | | |
| | Engineering | 52 | 3.385 | 0.993 | | |
| | Administration | 11 | 3.909 | 0.944 | | |
| | Others | 55 | 3.873 | 1.037 | | |
| | Total | 417 | 3.662 | 1.085 | | |
| | | | | | | |
| To growth | Front office | 68 | 3.647 | 1.033 | 0.715 | 0.678 |
| | Food and Beverage | 66 | 3.561 | 0.947 | | |
| | Housekeeping | 74 | 3.716 | 0.944 | | |
| | Accounting | 46 | 3.674 | 1.097 | | |
| | Human Resource | 31 | 3.710 | 0.864 | | |
| | Sale and market | 14 | 4.071 | 0.829 | | |
| | Engineering | 52 | 3.731 | 0.795 | | |
| | Administration | 11 | 4.091 | 0.539 | | |
| | Others | 55 | 3.673 | 1.019 | | |
| | Total | 417 | 3.693 | 0.952 | | |
| | | | | | | |
| Hotel reputation | Front office | 68 | 3.868 | 1.078 | 1.310 | 0.237 |
| | Food and Beverage | 66 | 3.758 | 0.766 | | |
| | Housekeeping | 74 | 3.811 | 0.753 | | |
| | Accounting | 46 | 3.739 | 0.828 | | |

Table 3.12: (Continued)

| Motivation factors | Department | N | Mean | S.D | f | p-value |
|---------------------------|-------------------|----------|-------------|------------|----------|----------------|
| | Human Resource | 31 | 3.516 | 1.092 | | |
| | Sale and market | 14 | 4.214 | 0.802 | | |
| | Engineering | 52 | 3.981 | 0.828 | | |
| | Administration | 11 | 3.909 | 0.539 | | |
| | Others | 55 | 3.964 | 0.942 | | |
| | Total | 417 | 3.839 | 0.886 | | |
| | | | | | | |
| Interesting job | Front office | 68 | 3.838 | 1.031 | 1.957 | 0.051 |
| | Food and Beverage | 66 | 3.667 | 0.791 | | |
| | Housekeeping | 74 | 3.622 | 0.855 | | |
| | Accounting | 46 | 3.870 | 0.957 | | |
| | Human Resource | 31 | 4.097 | 0.831 | | |
| | Sale and market | 14 | 4.143 | 0.770 | | |
| | Engineering | 52 | 3.750 | 0.764 | | |
| | Administration | 11 | 4.000 | 0.775 | | |
| | Others | 55 | 4.036 | 0.769 | | |
| | Total | 417 | 3.825 | 0.869 | | |
| | | | | | | |
| Enjoy service | Front office | 68 | 3.956 | 1.085 | 2.262 | 0.023 |
| | Food and Beverage | 66 | 4.000 | 0.702 | | |
| | Housekeeping | 74 | 3.838 | 0.828 | | |
| | Accounting | 46 | 3.478 | 1.090 | | |
| | Human Resource | 31 | 3.677 | 0.871 | | |
| | Sale and market | 14 | 4.000 | 0.961 | | |
| | Engineering | 52 | 3.712 | 0.848 | | |
| | Administration | 11 | 3.909 | 0.831 | | |
| | Others | 55 | 4.109 | 0.809 | | |
| | Total | 417 | 3.859 | 0.908 | | |
| | | | | | | |
| No other job | Front office | 68 | 2.338 | 1.277 | 2.149 | 0.031 |
| | Food and Beverage | 66 | 2.303 | 0.894 | | |
| | Housekeeping | 74 | 2.419 | 1.170 | | |
| | Accounting | 46 | 2.022 | 1.000 | | |
| | Human Resource | 31 | 1.613 | 0.844 | | |
| | Sale and market | 14 | 2.286 | 1.383 | | |

Table 3.12: (Continued)

| Motivation factors | Department | N | Mean | S.D | f | p-value |
|---------------------------|-------------------|----------|-------------|------------|----------|----------------|
| | Engineering | 52 | 2.365 | 1.067 | | |
| | Administration | 11 | 2.636 | 1.206 | | |
| | Others | 55 | 2.127 | 1.156 | | |
| | Total | 417 | 2.240 | 1.116 | | |
| | | | | | | |
| Near my place | Front office | 68 | 2.853 | 1.330 | 1.849 | 0.067 |
| | Food and Beverage | 66 | 3.045 | 1.087 | | |
| | Housekeeping | 74 | 3.270 | 1.138 | | |
| | Accounting | 46 | 2.826 | 1.198 | | |
| | Human Resource | 31 | 2.581 | 1.119 | | |
| | Sale and market | 14 | 2.286 | 1.204 | | |
| | Engineering | 52 | 2.942 | 1.074 | | |
| | Administration | 11 | 2.818 | 1.250 | | |
| | Others | 55 | 2.800 | 1.311 | | |
| | Total | 417 | 2.918 | 1.200 | | |
| | | | | | | |

Source: The author, Output data from SPSS, n=417

Working year

There are some significant differences among employee who has different year of working experiences which illustrated by ANOVA test at the significant level of 0.05.

There are statistical differences between employees who has different year of working experiences toward the following factors; Service charge ($F= 3.774$, $P = 0.005$), Job secure ($F= 3.582$, $P = 0.007$), Chance to meet foreigner ($F = 3.835$, $P = 0.005$) and Chance to growth ($F = 2.986$, $P = 0.019$).

Table 3.13: Comparison of employee opinion by different working year (ANOVA test)

| Motivation factors | Working year | N | Mean | S.D | F | P-value |
|---------------------------|---------------------|----------|-------------|------------|----------|----------------|
| Salary | Less than 1 year | 73 | 3.3151 | 1.1289 | 1.747 | 0.139 |
| | 1- 2 years | 96 | 3.6250 | 1.0488 | | |
| | 3-6 years | 108 | 3.6111 | 0.8843 | | |
| | 7 -10 years | 64 | 3.7188 | 0.7862 | | |
| | over 10 years | 76 | 3.6053 | 1.0077 | | |
| | Total | 417 | 3.5779 | 0.9827 | | |
| Service charge | Less than 1 year | 73 | 3.1507 | 1.1746 | 3.774 | 0.005 |
| | 1- 2 years | 96 | 3.6979 | 1.1975 | | |
| | 3-6 years | 108 | 3.7130 | 0.9477 | | |
| | 7 -10 years | 64 | 3.7031 | 0.9542 | | |
| | over 10 years | 76 | 3.5263 | 1.1486 | | |
| | Total | 417 | 3.5755 | 1.1027 | | |
| Benefit | Less than 1 year | 73 | 3.4110 | 1.0386 | 1.924 | 0.106 |
| | 1- 2 years | 96 | 3.7188 | 1.0332 | | |
| | 3-6 years | 108 | 3.8148 | 0.8770 | | |
| | 7 -10 years | 64 | 3.7656 | 1.0038 | | |
| | over 10 years | 76 | 3.6579 | 1.1379 | | |
| | Total | 417 | 3.6859 | 1.0165 | | |
| Job secure | Less than 1 year | 73 | 3.4247 | 1.0919 | 3.582 | 0.007 |
| | 1- 2 years | 96 | 3.7500 | 1.1608 | | |
| | 3-6 years | 108 | 3.9444 | 0.8297 | | |
| | 7 -10 years | 64 | 3.9375 | 0.9739 | | |
| | over 10 years | 76 | 3.9079 | 1.0351 | | |
| | Total | 417 | 3.8010 | 1.0313 | | |
| Safety work place | Less than 1 year | 73 | 3.8082 | 0.8922 | 0.774 | 0.543 |
| | 1- 2 years | 96 | 3.8438 | 0.8624 | | |
| | 3-6 years | 108 | 4.0093 | 0.7913 | | |
| | 7 -10 years | 64 | 3.8906 | 0.8750 | | |
| | over 10 years | 76 | 3.9474 | 0.9784 | | |
| | Total | 417 | 3.9065 | 0.8734 | | |

Table 3.13: (Continued)

| Motivation factors | Working year | N | Mean | S.D | F | P-value |
|---------------------------|---------------------|----------|-------------|------------|----------|----------------|
| To meet people | Less than 1 year | 73 | 3.5205 | 1.0555 | 1.409 | 0.230 |
| | 1- 2 years | 96 | 3.6667 | 1.0018 | | |
| | 3-6 years | 108 | 3.7870 | 0.9477 | | |
| | 7 -10 years | 64 | 3.7500 | 0.8545 | | |
| | over 10 years | 76 | 3.5000 | 1.1136 | | |
| | Total | 417 | 3.6547 | 1.0003 | | |
| To meet foreigner | Less than 1 year | 73 | 3.5342 | 1.1912 | 3.835 | 0.005 |
| | 1- 2 years | 96 | 3.8542 | 1.0258 | | |
| | 3-6 years | 108 | 3.7963 | 0.9547 | | |
| | 7 -10 years | 64 | 3.7344 | 0.9798 | | |
| | over 10 years | 76 | 3.2895 | 1.2200 | | |
| | Total | 417 | 3.6619 | 1.0846 | | |
| To growth | Less than 1 year | 73 | 3.3562 | 1.0458 | 2.986 | 0.019 |
| | 1- 2 years | 96 | 3.8229 | 0.9624 | | |
| | 3-6 years | 108 | 3.7500 | 0.8552 | | |
| | 7 -10 years | 64 | 3.7656 | 0.7714 | | |
| | over 10 years | 76 | 3.7105 | 1.0560 | | |
| | Total | 417 | 3.6930 | 0.9516 | | |
| Hotel reputation | Less than 1 year | 73 | 3.6164 | 0.8918 | 1.724 | 0.144 |
| | 1- 2 years | 96 | 3.8229 | 0.9840 | | |
| | 3-6 years | 108 | 3.9537 | 0.7023 | | |
| | 7 -10 years | 64 | 3.9063 | 0.8304 | | |
| | over 10 years | 76 | 3.8553 | 1.0027 | | |
| | Total | 417 | 3.8393 | 0.8856 | | |
| Interesting Job | Less than 1 year | 73 | 3.8219 | 0.8715 | 0.386 | 0.819 |
| | 1- 2 years | 96 | 3.8958 | 0.9000 | | |
| | 3-6 years | 108 | 3.7778 | 0.7653 | | |
| | 7 -10 years | 64 | 3.8750 | 0.8262 | | |
| | over 10 years | 76 | 3.7632 | 1.0049 | | |
| | Total | 417 | 3.8249 | 0.8691 | | |

Table 3.13: (Continued)

| Motivation factors | Working year | N | Mean | S.D | F | P-value |
|--------------------|------------------|-----|--------|--------|-------|---------|
| Enjoy service | Less than 1 year | 73 | 3.7671 | 0.8901 | 1.270 | 0.281 |
| | 1- 2 years | 96 | 3.9375 | 0.9039 | | |
| | 3-6 years | 108 | 3.8519 | 0.8734 | | |
| | 7 -10 years | 64 | 4.0156 | 0.8260 | | |
| | over 10 years | 76 | 3.7237 | 1.0276 | | |
| | Total | 417 | 3.8585 | 0.9076 | | |
| No other job | Less than 1 year | 73 | 2.3836 | 1.0882 | 0.815 | 0.516 |
| | 1- 2 years | 96 | 2.1667 | 1.1301 | | |
| | 3-6 years | 108 | 2.2963 | 0.9977 | | |
| | 7 -10 years | 64 | 2.2656 | 1.2375 | | |
| | over 10 years | 76 | 2.0921 | 1.1796 | | |
| | Total | 417 | 2.2398 | 1.1159 | | |
| Near my place | Less than 1 year | 73 | 2.9041 | 1.2601 | 0.598 | 0.665 |
| | 1- 2 years | 96 | 3.0000 | 1.1877 | | |
| | 3-6 years | 108 | 2.9537 | 1.1388 | | |
| | 7 -10 years | 64 | 2.9688 | 1.1543 | | |
| | over 10 years | 76 | 2.7368 | 1.2896 | | |
| | Total | 417 | 2.9185 | 1.2002 | | |

Source: The author, Output data from SPSS, n=417

Maslow 5 Needs

Age

The ANOVA test illustrated some significant differences of motivation factor from different Age group of hotel employees at the significant level at 0.05 (Table 3.14). With all attributes, there is a significant different between the age group hotel employee toward the 'Social Needs' ($F = 3.750$, $P = 0.005$), The employee who are younger than 20 year olds rate important of Social Need the highest (Mean = 4.10) where the employee who are over 50 years old rate the important of Social Needs the lowest (Mean = 2.966). On another hand, there is no significant differences between the others Needs according to Maslow Hierarchy of Needs.

Table 3.14: Comparison of employee opinion among age group toward 'Needs'

| Factors | Age - year old (importance mean) | | | | | f | p-value |
|--------------------|-----------------------------------|------------|------------|------------|------------|-----------|---------|
| | < 20 | 20 -30 | 31-40 | 41-50 | > 50 | | |
| Basic Needs | 3.775 0 | 3.836 8 | 3.923 1 | 3.800 0 | 3.854 2 | 0.34 1 | 0.850 |
| Security Needs | 4.340 0 | 4.098 1 | 4.152 6 | 3.968 0 | 4.233 3 | 0.86 9 | 0.482 |
| Social Needs | 4.100 0 | 3.879 6 | 3.940 7 | 3.684 0 | 2.966 7 | 3.75 0 | 0.005 |
| Self Esteem | 4.033 3 | 3.932 1 | 3.996 3 | 3.775 5 | 3.583 3 | 1.26 6 | 0.283 |
| Self Actualization | 4.140 0 | 3.805 6 | 3.925 9 | 3.796 0 | 3.633 3 | 1.08 5 | 0.363 |

Source: The author, Output data from SPSS, n=417

Marital Status

The ANOVA test illustrated some significant differences of motivation factor from different Marital status group of hotel employees at the significant level at 0.05 (Table 3.15). With all attributes, there is no significant different between the different Marital status group of hotel employee toward the motivation factors according to Maslow Hierarchy of Needs.

Table 3.15: Comparison of employee opinion among marital status group toward 'Needs'

| Factors | Marital Status (importance mean) | | | | f | p-value |
|--------------------|-----------------------------------|---------|----------|--------|-------|---------|
| | Single | Married | Divorced | Widow | | |
| Basic Needs | 3.8552 | 3.8490 | 4.0667 | 3.8021 | 0.354 | 0.786 |
| Security Needs | 4.0846 | 4.1083 | 4.3200 | 4.3167 | 0.812 | 0.488 |
| Social Needs | 3.8805 | 3.8153 | 4.1467 | 3.9000 | 1.003 | 0.391 |
| Self Esteem | 3.9390 | 3.8881 | 4.1778 | 4.0000 | 0.811 | 0.488 |
| Self Actualization | 3.8431 | 3.8181 | 4.1333 | 3.9833 | 0.921 | 0.431 |

Source: The author, Output data from SPSS, n=417

Education

The ANOVA test illustrated some significant differences of motivation factor from different Education level group of hotel employees at the significant level at 0.05 (Table 3.16). With all attributes, there are significant different between the education level group hotel employee.

The employee hold Master or higher degree rate 'Social Needs' the highest (mean = 4.4667) and ($F = 3.186$, $P = 0.024$), whereas the employee with High school degree rate 'Social Needs' the lowest (mean = 3.7771) which is the same as how the 'Self Esteem' ($F = 2.955$, $P = 0.032$) and Self Actualization ($F = 4.436$, $P = 0.004$) are rated. On another hand, there are no significant differences between the Basic and Security Needs according to Maslow Hierarchy of Needs.

Table 3.16: Comparison of employee opinion among Education level toward 'Needs'

| Factors | Education (Importance mean) | | | | f | p-value |
|--------------------|------------------------------|-------------|----------|--------|-------|---------|
| | Primary | High School | Bachelor | Master | | |
| Basic Needs | 3.7679 | 3.8294 | 3.9005 | 3.7292 | 0.396 | 0.756 |
| Security Needs | 4.1048 | 4.0222 | 4.1871 | 4.1667 | 1.635 | 0.181 |
| Social Needs | 4.0190 | 3.7714 | 3.9254 | 4.4667 | 3.186 | 0.024 |
| Self Esteem | 3.8413 | 3.8333 | 4.0224 | 4.3056 | 2.955 | 0.032 |
| Self Actualization | 3.8413 | 3.8333 | 4.0224 | 4.3056 | 4.436 | 0.004 |

Source: The author, Output data from SPSS, n=417

With all attributes, there is no significant different between different Departments that employee work for toward the motivation factors according to Maslow Hierarchy of Needs which is illustrated from ANOVA test at the significant level at 0.05 (Table 3.17).

Table 3.17: Comparison of employee opinion among Department toward 'Needs'

| Facto | Department (Importance Mean) | f | p- |
|-------|------------------------------|---|----|
|-------|------------------------------|---|----|

| rs | FO | FB | HK | AC | HR | SM | EN G | AD M | Othe rs | | val ue |
|---------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|-----------|
| Factor1 | 3.86 40 | 3.85 61 | 3.89 02 | 3.90 76 | 4.10 89 | 3.56 25 | 3.76 92 | 3.761 4 | 3.8136 | 0.75 2 | 0.64 6 |
| Factor2 | 4.13 24 | 4.03 03 | 4.14 05 | 4.15 65 | 4.23 23 | 4.05 71 | 4.01 15 | 4.181 8 | 4.1055 | 0.38 1 | 0.93 1 |
| Factor3 | 3.85 59 | 3.93 64 | 3.91 08 | 3.67 83 | 3.83 87 | 4.07 14 | 3.91 15 | 4.181 8 | 3.7636 | 1.04 8 | 0.39 9 |
| Factor4 | 3.90 44 | 3.85 35 | 3.88 29 | 3.87 32 | 4.11 67 | 4.23 81 | 3.88 14 | 4.303 0 | 3.9697 | 1.18 8 | 0.30 5 |
| Factor5 | 3.75 88 | 3.72 73 | 3.81 62 | 3.80 43 | 4.14 19 | 4.17 14 | 3.90 77 | 4.000 0 | 3.8545 | 1.38 0 | 0.20 3 |

Source: The author, Output data from SPSS, n=417

Factors

1. Basic Needs
2. Security Needs
3. Social Needs
4. Self Esteem
5. Actualization

Departments

FO: Front Office Department

FB: Food and Beverage Department

HK: Housekeeping Department

AC: Accounting Department

HR: Human Resource Department

SM: Sale and Marketing Department

ENG: Engineering Department

ADM: Administrative Department

Others: Others Department

Working years

The ANOVA test illustrated some significant differences of motivation factor from different group of hotel employees according to the working year at the significant level at 0.05 (Table 3.17). With all attributes, there is a statistic different between the different working years of hotel employee

toward the motivation factors according to Maslow Hierarchy of Needs.

There is a static different between employee toward ‘Basic Needs’

($F = 3.282$, $P = 0.012$). The employee who work for 3-6 years rate the ‘Basic Needs’ the highest (Mean = 4.034) and the employee who work less than 1 year rate ‘Basic Needs’ the lowest (Mean = 3.655). Thus, employees who work for 1-2 years rate others Needs, ‘Security Needs, Social Needs, Self Esteem and Self Actualization the highest among the other group.

Table 3.18: Comparison of employee opinion among year of working toward ‘Needs’

| Factors | Working year (importance mean) | | | | | f | P-value |
|--------------------|---------------------------------|-----------|-----------|------------|-----------|-------|---------|
| | < 1year | 1-2 years | 3-6 years | 7-10 years | >10 years | | |
| Basic Needs | 3.6558 | 3.8867 | 4.0347 | 3.9316 | 3.7089 | 3.282 | 0.012 |
| Security Needs | 3.9671 | 4.2563 | 4.1519 | 4.0906 | 4.0079 | 2.103 | 0.080 |
| Social Needs | 3.9041 | 3.9771 | 3.8648 | 3.9406 | 3.6395 | 2.621 | 0.034 |
| Self Esteem | 3.9384 | 4.0087 | 3.9491 | 3.9974 | 3.7500 | 1.661 | 0.158 |
| Self Actualization | 3.7397 | 4.0000 | 3.7722 | 3.9969 | 3.7474 | 2.619 | 0.035 |

Source: The author, Output data from SPSS, n=417

3.2.2 Motivation comparison according to Maslow’s theory

The table 3.18 Comparison of employee opinion among year of working toward ‘Needs’ have illustrated the hotel employee motivation base on Maslow Hierarchy of Need theory. The t-test indicated no statistically significant differences between two groups of hotels at the 5% significant level for the 4 needs included Basic Needs, Security Needs and Social Needs. But this two type of hotel rate level of important of Self Actualization Needs factor differently ($t = 0.010$, $P = 0.992$) In general, both hotel types rate the Security Needs the

highest importance. With all 5 distributes according to the t-test at significant level of 0.005, neither males nor females rate level of important for the 5 basic need of Maslow theory differently .

Table 3.19: Comparison of hotel employee opinion among hotel type toward ‘Needs’

| Motivation Factor | Hotel type (importance mean) | | t-statistic | p-value |
|--------------------|------------------------------|-------------|-------------|---------|
| | International Chain | Independent | | |
| Basic Needs | 3.8438 | 3.8653 | -0.245 | 0.806 |
| Security Needs | 4.1167 | 4.1044 | 0.154 | 0.878 |
| Social Needs | 3.9367 | 3.8404 | 1.319 | 0.188 |
| Self Esteem | 3.9006 | 3.9444 | -0.564 | 0.573 |
| Self Actualization | 3.8483 | 3.8492 | -0.010 | 0.992 |

Source: The author, Output data from SPSS, n=417

Table 3.20: Comparison hotel employee pinion among gender toward ‘Needs’

| Motivation Factor | Gender (importance mean) | | t-statistic | p-value |
|--------------------|--------------------------|--------|-------------|---------|
| | Male | Female | | |
| Basic Needs | 3.8197 | 3.8873 | -0.839 | 0.790 |
| Security Needs | 4.0805 | 4.1276 | -0.641 | 0.739 |
| Social Needs | 3.8782 | 3.8609 | 0.237 | 0.795 |
| Self Esteem | 3.9004 | 3.9545 | -0.761 | 0.704 |
| Self Actualization | 3.8621 | 3.8395 | 0.301 | 0.492 |

Source: The author, Output data from SPSS, n=417

The ANOVA test illustrated some significant differences of motivation factor from different position of hotel employees at the significant level at 0.05. With all attributes, there is no different between the levels of important of motivation factors for hotel employee from Basic need up to the Self Esteem need in Maslow’s hierarchy, however the Self Actualization is significantly different ($F = 4.775$, $P = 0.009$). The Management rate Self Actualization the most important factor follow with supervisor and then the entry –level according to Maslow’ s theory.

Table 3.21: Comparison of hotel employee opinion among working position by ‘Needs’

| Motivation factor | Position (importance mean) | | | f-stat. | p-value |
|--------------------|----------------------------|------------|-------------|---------|---------|
| | Management | Supervisor | Entry-level | | |
| Basic Needs | 4.0509 | 3.9279 | 3.8253 | 1.305 | 0.272 |
| Security Needs | 4.2296 | 4.1256 | 4.0929 | 0.451 | 0.637 |
| Social Needs | 3.9407 | 3.8333 | 3.8705 | 0.221 | 0.802 |
| Self Esteem | 4.0988 | 3.9675 | 3.9087 | 0.993 | 0.371 |
| Self Actualization | 4.1852 | 3.9718 | 3.7891 | 4.775 | 0.009 |

Source: The author, Output data from SPSS, n=417

By hotel size, the hotel employee rate level of important for Social Needs and Self Actualization need differently ($F = 21.541$, $P = 0.000$ and $F = 3.373$, $P = 0.035$). The small and medium hotel perception for social need is higher than large hotels. For the Self Actualization, the Small hotel level of important is the highest.

Table 3.22: Comparison of hotel employee opinion among hotel size toward ‘Needs’

| Motivation factor | Size of hotel (importance mean) | | | f-stat. | p-value |
|--------------------|----------------------------------|--------|--------|---------|---------|
| | Small | Medium | Large | | |
| Basic Needs | 3.8512 | 3.8747 | 3.7036 | 0.708 | 0.493 |
| Security Needs | 4.3619 | 4.0803 | 4.2400 | 2.061 | 0.129 |
| Social Needs | 3.9429 | 3.9357 | 3.1257 | 21.541 | 0.000 |
| Self Esteem | 4.1349 | 3.9324 | 3.8048 | 1.398 | 0.248 |
| Self Actualization | 4.0571 | 3.8643 | 3.5657 | 3.373 | 0.035 |

Source: The author, Output data from SPSS, n=417

Importance Performance Analysis

With all 29 attributes, the respondents were dissatisfied with hotel performance and the results are statistically significant (Table 3.23). Out of 29 attributes, the respondent rate “feeling happy at work” the most important and “staff house” is the least important.

From the 5 Gap of employee satisfaction, the Gap indicates the differences between expected need of respondent (important) and the performance of hotel in meeting those needs (performance). In another word, P- I Gap refers to “satisfaction or dissatisfaction”. In this study, all 29 motivation factors which shown negative mean Gap scores with significant level at 0.05. The top largest 3 negative Gap scores were “staff meal” (Gap = -0.7818, P = 0.000), ‘Salary’ (Gap = -0.7218, P = 0.000) then the ‘Service charge’ (Gap = -0.6930, P = 0.000), and it is interesting that all these 3 motivations factors are grouped under ‘Basic Need’ according to Maslow’s theory which imply that when the Basic Needs are not met, the other will not as well met.

Table 3.23: Importance-Performance Analysis (IPA GAP)

| Motivation Factors | Importance (I) | | Performance (P) | | P-I Gap | t | p-value |
|----------------------|----------------|--------|-----------------|--------|---------|---------|---------|
| | Mean | SD | Mean | SD | | | |
| Basic Need | | | | | | | |
| Staff meal | 3.7602 | 1.0831 | 2.9784 | 1.1081 | -0.7818 | -12.531 | 0.000 |
| Staff bus | 3.5851 | 1.2259 | 3.0504 | 1.2576 | -0.5348 | -8.384 | 0.000 |
| Staff house | 3.4580 | 1.2533 | 2.9856 | 1.1806 | -0.4724 | -6.863 | 0.000 |
| Day off | 3.9472 | 0.9937 | 3.5420 | 0.9824 | -0.4053 | -8.193 | 0.000 |
| Holiday | 4.0048 | 0.9582 | 3.6091 | 0.9894 | -0.3957 | -8.243 | 0.000 |
| Salary | 4.0576 | 1.0103 | 3.3357 | 0.9818 | -0.7218 | -13.698 | 0.000 |
| Service charge | 4.0072 | 0.9866 | 3.3141 | 1.0513 | -0.6930 | -12.978 | 0.000 |
| Work condition | 4.0528 | 0.8475 | 3.4604 | 0.9297 | -0.5923 | -11.673 | 0.000 |
| Security Need | | | | | | | |
| Job security | 4.0911 | 0.8886 | 3.5707 | 0.9634 | -0.5204 | -10.946 | 0.000 |
| Social security | 4.0719 | 0.8433 | 3.6139 | 0.9051 | -0.4580 | -10.509 | 0.000 |
| Health Insurance | 4.0480 | 0.8646 | 3.5755 | 0.9091 | -0.4724 | -10.489 | 0.000 |
| Safety task | 4.1175 | 0.8621 | 3.7530 | 0.8737 | -0.3645 | -8.786 | 0.000 |
| Safety work place | 4.2110 | 0.8077 | 3.7938 | 0.8990 | -0.4173 | -9.634 | 0.000 |
| Social Need | | | | | | | |

| | | | | | | | |
|-------------------------|--------|--------|--------|--------|---------|--------|-------|
| Relation with manager | 4.0743 | 0.8558 | 3.6811 | 0.9258 | -0.3189 | -8.568 | 0.000 |
| Relation with colleague | 4.2278 | 0.7521 | 3.8849 | 0.8722 | -0.3429 | -8.446 | 0.000 |

Source: The author, Output data from SPSS, n=417

Table 3.23: (Continued)

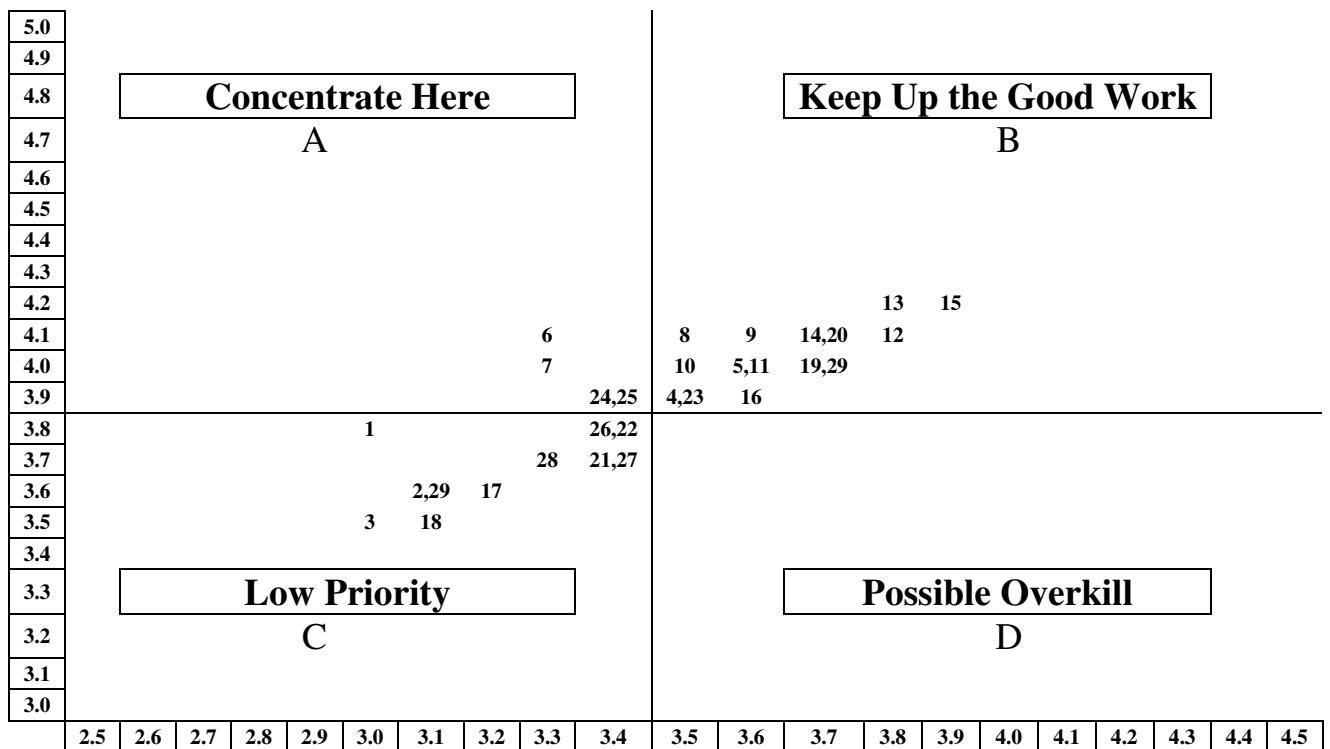
| Motivation Factors | Importance (I) | | Performance (P) | | P-I Gap | t | p-value |
|----------------------------|----------------|---------------|-----------------|---------------|----------------|---------------|--------------|
| | Mean | SD | Mean | SD | | | |
| Interaction with guest | 3.9137 | 0.9442 | 3.5779 | 0.9629 | -0.3357 | -8.197 | 0.000 |
| Employee relation activity | 3.6451 | 1.0577 | 3.1679 | 1.0699 | -0.4772 | -8.522 | 0.000 |
| Relation with community | 3.4796 | 1.1051 | 3.0552 | 1.0894 | -0.4245 | -7.860 | 0.000 |
| Self Esteem | | | | | | | |
| Acceptance from mgr | 3.9880 | 0.8533 | 3.6787 | 0.8561 | -0.3094 | -7.631 | 0.000 |
| Acceptance from colleague | 4.0576 | 0.7573 | 3.7218 | 0.8111 | -0.3357 | -9.322 | 0.000 |
| Recognition from mgr | 3.8321 | 0.9123 | 3.4676 | 0.9555 | -0.3645 | -7.643 | 0.000 |
| Recognition from guest | 3.8249 | 0.9227 | 3.4676 | 0.9605 | -0.3573 | -7.912 | 0.000 |
| Position or title | 3.9305 | 0.8247 | 3.5252 | 0.8879 | -0.4053 | -8.990 | 0.000 |
| Opportunity to growth | 3.9471 | 0.9115 | 3.4149 | 0.9796 | -0.5312 | -10.75 | 0.000 |
| Self Actualization | | | | | | | |
| Feeling of achievement | 3.8945 | 0.8761 | 3.4317 | 0.8439 | -0.4628 | -9.893 | 0.000 |
| Flexible working hours | 3.7698 | 0.8575 | 3.3957 | 0.8794 | -0.3741 | -7.606 | 0.000 |
| Challenging task | 3.6595 | 0.9477 | 3.3549 | 0.9347 | -0.3046 | -6.836 | 0.000 |
| Authority to make decision | 3.7962 | 0.9553 | 3.3981 | 0.9853 | -0.3981 | -7.584 | 0.000 |
| Feeling happy of work | 4.1247 | 0.9218 | 3.7722 | 0.9574 | -0.3525 | -2.405 | 0.017 |
| Grand Mean | 3.9160 | 0.9330 | 3.468 | 0.9650 | -0.4450 | -9.003 | 0.000 |

Source: The author, Output data from SPSS, n=417

In this study, IPA was applied to compare the importance of the factor that motivate hotel employee and the performance of hotel in trying to met the needs. The IPA consisted of 4 quadrants depending on two axis- importance (Y) and performance (X). The 4 quadrants include Concentrate Here, Keep Up the Good Work, Low Priority, and Possible Overkill. (See Figure 3.1)

Importance

Figure 3.2: IPA grid illustrating how hotel performance meet employee needs.



Source: The author, Output data from SPSS, n=417

Performance

Table 3.24: Number indicated the Motivation factors

| A: Concentrate Here | B: Keep Up Good Work | C: Low priority | D: Possible Overkill |
|---------------------------|----------------------|-------------------------------|------------------------|
| 6 Salary / pay | 4 Day off | 1 Staff meal | 1 Recognition from mgr |
| 7 Service charge | 5 Holiday | 2 Staff bus | |
| 24 Opportunity to growth | 8 Work condition | 3 Staff house | |
| 25 Feeling of achievement | 9 Job security | 17 Employee relation activity | |
| | 10 Social security | 18 Relation with community | |
| | 11 Health Insurance | 21 Recognition from mgr | |
| | 12 Safety task | 22 Recognition from guest | |
| | 13 Safety work place | 26 Flexible working hours | |
| | 14 Relation with | 27 Challenging task | |

| | | | |
|--|---------------------------------|----------------------------------|--|
| | manager | | |
| | 15 Relation with colleague | 28 Authority to make decision | |
| | 16 Interaction with guest | | |
| | 19 Acceptance from mgr | | |
| | 20 Acceptance from colleague | | |
| | 23 Position or title | | |
| | 29 Feeling happy of work | | |

Source: The author, Output data from questionnaire Part: 2

The Grand means for importance and performance were 3.916 and 3.468 (table 3.24). In figure 3.1 factors are captured in the Concentrate Here quadrant, 13 in Keep Up the Good Work quadrant, 8 in Low Priority quadrant, and 1 in Possible Overkill quadrant. The IPA grid can be illustrated as follow;

A. Concentrate Here: Implied that respondents rate Salary, Service charge, opportunity to growth and the Feeling of achievement motivation high importance factors but the hotel performance is low.

B. Keep Up Good Work: 13 motivation factors were captured in Keep Up Good Work quadrant which mean the respondents rate them high importance and the hotel performance is high.

C. Low priority: 8 motivation factors were capture here which mean the respondent rate them low important while the hotel performance is low too.

D. Possible Overkill: There was only 1 motivation factor shown here, simply shown that hotel manager in Phuket doing a good job in recognizing their staff even they does not see it so important.

The summary of Motivation factors base on Hierarchy of Needs apparent that Security need is the most important among the other factors (Mean = 4.1079, P = 0.000). With all factors, the respondents were dissatisfied and the results are statistically significant.

Table 3.25: Comparison between important and performance of hotel employee motivations: base on Maslow Hierarchy of Need

| Motivation Factors | Importance (I) | | Performance (P) | | P-I Gap | t | p-value |
|--------------------|----------------|------------|-----------------|--------|---------|---------|---------|
| | Mean | SD | Mean | SD | | | |
| Basic Need | 3.859 1 | 0.812 1 | 3.2845 | 0.7767 | -0.5746 | -14.002 | 0.000 |
| Security Need | 4.107 9 | 0.739 1 | 3.6614 | 0.7501 | -0.4465 | -12.466 | 0.000 |

| | | | | | | | |
|-----------------------|--------------------|--------------------|---------------|---------------|----------------|----------------|--------------|
| Social Need | 3.868 1 | 0.732 8 | 3.4734 | 0.7334 | -0.3947 | -11.021 | 0.000 |
| Self Esteem Need | 3.931 9 | 0.716 0 | 3.5473 | 0.7469 | -0.3846 | -11.365 | 0.000 |
| Self Actualization | 3.848 9 | 0.755 0 | 3.4705 | 0.7624 | -0.3784 | -10.031 | 0.000 |
| Grand Mean | 3.923 1 | 0.751 0 | 3.4874 | 0.7539 | -0.4357 | -11.777 | 0.000 |

Source: The author, Output data from SPSS, n=417.

CHAPTER 4

SUMMARY

This chapter presents the summary of the main findings from the ‘Understanding Hotel Employee Motivation in Phuket, Thailand’. The purposes of this chapter are to draw conclusion and discussion in order to make recommendations based on the research findings. Furthermore, the limitations of this study are also discussed as well as the suggestions for future research. In this study, the discussion was made based on the research results and objectives of the study.

The discussion and suggestions is outlined as following;

4.1 Summary of main finding

4.1.1 Hotel employee

- a. Personal information of respondents
- b. Work place information
- c. Working background of respondents

4.1.2 Motivation

- a. Factor motivating respondents to work in the hotel
- b. Comparison of motivation among different hotel employee
- c. The hotel employee motivation and Maslow hierarchy of needs

4.1.3 Importance–Performance Analysis

4.2 Discussion

4.2.1 Factors influencing the employee choice to work in hotel industry

4.2.2 Differences in motivation among hotel employees

4.2.3 Employee satisfaction

4.3 Recommendation

4.3.1 Hotel Manager

4.3.2 Human Resource Director/manager

4.3.3 Head of departments

4.1 SUMMARY OF MAIN FINDING

4.1.1 Hotel employee

To be able to understand the hotel employee motivation better, the employee personal information and background must be discussed.

a. Personal information of respondent

According to the finding, there is no major different percentage of male and female employees which most of them age between 20–40 years old. The data also reveal that the hotel employees are pretty well educated compare to the employee in other businesses. Most of them have completed diploma or bachelor degree and some had completed master or higher degree. There is only 5 percent of employee had finished primary school.

b. Work place information

Out of the 417 questionnaires from 14 hotels, the employee work for both international chain hotel and independent hotels. The hotel size is ranged from less than 100 rooms to more than 300 rooms. The operation year of the hotel is ranged from less than 1 year to more than 10 years. These information were analyzed in order to compare the how the employee's motivation differ among different work places. The data reveal some differences between the employees of different work place, the details is discussed in the next topic.

c. Working background of respondent

According to the finding, the majority of respondent work as entry level and then supervisor and management level are minority. This is actually according to the traditional structure of the organization hierarchy which normally ranges few leaders on the top, some supervisors and the entry level on the base of hierarchy. In the hotel operation, there are many different departments which are include Front Office, Food and Beverage, Housekeeping, Accounting, Human Resource, Sale and Marketing, Engineering,

Administration and some others. The data also reveal that operation department such as Front Office, Food and Beverage, Housekeeping and Engineering require major manpower.

4.1.2 Motivation

a. Factors motivating respondents to work in the hotel

There are number of factors that motivate employee to work in the hotel industry. In this study, the common factors include;

1. salary
2. Service charge
3. Benefit
4. Job secure
5. Safety work place
6. To meet people
7. To meet foreigner
8. Growth
9. Reputation of hotel
10. Interesting job
11. Enjoy service
12. No other job
13. Near my place

The finding appeared that the top reason employees chose a career in hotel industry is a 'safety work place' which related to the result of t-test on overall of the 5 Needs according to Maslow which interpreted that 'Security Need' is ranged the highest important. This result revealed that the employees are very concern about safety and security which support the study of Jurkiewicz (1997) which stated that 'Security Need' is the most important among the other needs for employee. Hence, hotel managers may consider alternative strategies to provide higher satisfaction in the area of safety and security. The second top reason is 'Enjoy to service'. This finding had shown that the hotel employee do enjoy their work. It is the great future of the industry that employee work in the hotel because they enjoy the service not because they have no other job to do.

b. Comparison of motivation among different hotel employee

According to the conceptual formwork, the comparisons are made base on 3 different criteria; Personal background of employee, the place where employee work for and the working background of employee.

Gender

When reviewing the results in terms of respondents' gender, by t-test analysis the results indicated that there was no statistical difference between male and female toward the motivation factors that motivate employee to work in hotel industry

Age

The difference age groups of employee rate the importance of 'Salary' 'Chance to meet people, 'Chance to meet foreigner' 'Interesting job' and 'Near my place' differently. The Anova test results reveal those employees who are younger than 20 years old and who are over 50 years old is more concern about the salary than other age groups. For 'Chance to meet people and chance to meet foreigner' shown the same result that the employee younger than 20 rate this motivation factors higher than the others age groups. Whereas, the employee age over 50 years old rate the chance to meet people/ foreigner the lowest. From this result, the manager can then locate the employee in different age group according to their interest which will increase productivity for organization. In addition, the employee age younger than 20 are intended to look for interesting job according to the Anova test result. They do not worry if the work places near their accommodation or not but the employee age 31-40 year olds do care about this factor the most among different age groups of employee.

Education

According to the Anova analysis, the result has shown several differences among the employee with different education background. The employee who completed master or higher education has significantly high expectation so they rate the factors such as salary, service charge, job security the highest compare to another employee with different education background. However, the remark factor that the employee with primary school education background concern the more than other education group is that 'the work place

near their accommodation'. This result can help the hotel managers when recruiting the operation employee which does not require the higher education. The critical factor that managers should consider is that the candidate stay nears the work place or not, it might be difficult to keep them longer on their job.

Marital Status

The motivation factor that motivate employee to work in hotel industry is not so different among the employee with different marital status. The result from Anova has shown only one significant different which is the 'near my place' factor. The single parents (Divorced) concern about this factors the most among another group and as expected that the single employees do not worry about this factor when compare to others groups.

Type of hotel

From the t-test analysis, the only factors that differ among the employee from different type of hotel that motivate them to work in the hotel industry are the 'service charge'.

Size of hotel

The employees who work in hotel of different sizes think differently. The data reveal that employee who work in the big hotel (more than 300 rooms) has higher expectation on hotel benefit such as salary, service charge, job secure, safety work place chance to growth more than the employees who work in smaller hotels.

Hotel year of operation

This study categorized hotel year of operation into 3 groups which are 0-5 years, 6-10 years and more than 10 years. However, the result shown none hotel operate between 6-10 years so, there were only 2 group compared. The t-test analysis shown that the employee who work in the hotel that operate longer have rate more factors more important than the employee who work in the new hotels.

Working level

From different working level (Management, Supervisor and entry level), the management rate factors that concern to benefit and their job more important than others level. However, the entry level rate the 'Near my place' the highest. This result is related to the education level which shown that the employee who work in the entry level may have lower education and they are concern if the work place are near to their accommodation.

Working Department

There are many different departments in hotel business as discussed earlier, and the motivation factors that motivate them to work in the hotel industry are varies as well. The employee who work in Front Office, Food and Beverage, Sale and Marketing and the Administrative (Executive) rate 'Chance to meet people/foreigner' as same as 'Enjoy the service' higher important than the others department.

Working year

The employees who work in hotel longer intended to have higher expectation on hotel benefit such as service charge, job secure and chance to growth more than the employees who work shorter in hotels according to the Anova analysis result.

c. The hotel employee motivation and Maslow hierarchy of needs

1. Basic needs

The employee who work in the hotel industry for 3-6 years rate 'Basic needs' the highest. There is no other different opinion on motivation factor that motivate the employee to work in the hotel among others groups.

2. Security needs

For the 'Security needs', there is no different between group of employee whether group by personal background, working background of work place conditions which relatively according to the political and economic crisis that hotel industry were facing when the questionnaires were launched.

3. Social needs

From the Anova analysis, the result reveal that the employee younger than 20 years old rate Social Need the most important among the others age group. By the education level, the data shown the employee hold Master or higher education also rate ‘ Social Needs’ higher than other education group.

4. Self Esteem

The ‘Self Esteem’ which refer to the desire for self respect and respect of others (Frunzi and Savini, 1997) is rated the highest for the employee with master degree or higher education and there is no different when compare by different other groups.

5. Self Actualization

The different position of employees appealed that ‘Self Actualization’ is more important for Manager than the supervisor, than the entry level. The ‘Self Actualization’ explained by Maslow is a sense of fulfillment that allows the individual to maximize their own growth and make a contribution to others (Woods, 2002). Therefore, the hotel executive or owner may consider developing structures and procedures that empower the hotel managers.

4.1.3 Importance–Performance Analysis

The Importance Performance Analysis (IPA) is used as a tool to analyze how hotel performances meet employee needs (or how hotel employees satisfy with hotel romance). The model made up 4 quadrants; Concentrate Here, Keep Up the Good Work, Low Priority and Possible Overkill.

The result of this study showed that the mean score for both important and performance were high, at 3.91 and 3.46. Most motivation factors (15 factors) were identified in the ‘Keep Up Good Work’ quadrant. This is illustrated that the hotels performance a good job in keeping employee satisfied. Nevertheless, all factors had significant negative P– I Gap scores which mean that the performance are lower than the importance and it respectively showed that the hotel should maintain their performance in the accepted level and continue improve their performance on these motivation factors.

There were 4 motivation factors allocated in 'Concentrate Here' quadrant; 'Salary', 'Service Charge', 'Opportunity to growth' and 'Feeling of achievement'. From theory, which suggests that improvement efforts should be concentrated here, simply indicate the hotel managers to plan new strategy of improving the performance concern to these 4 factors.

The 'Low Priority' is suggested not to overly concerned, since the attributes in this quadrant are not perceived to be very important so limited resources should be expended on this low priority factors. From the result, factors allocated in this quadrants included; Staff Meal, Staff bus, Staff house, Employee relation, Relative with community, Recognition from guest, Recognition from Manager, Flexible hour, Challenging task, Authority to make decision. This is relevant to Herzberg's theory that the 'Hygiene factors' such as staff meal, staff bus, staff house are the factors that keep employee happy but not the motivation that stimuli to achieve personal or organization goal. The manager therefore, should keep the employee happy for these factors even they considered as low priority factors.

The last quadrant called 'Possible Overkill' refer to attributes in which hotel show high performance while hotel employee rated them as rather low important motivations factors. The result show no factor allocated in this quadrant.

4.2 DISCUSSION

4.2.1 Factors influencing employee choice to work in hotel industry

The first objective of this study is to find out what make employee choose to work in hotel industry in order to better understand their basic motivation. Many managers, including human resources directors mistakenly believe that employee motivation can be won through monetary but the result from this study significantly showed that 'Safety work place' is ranged as the most important factor (mean = 3.90).

This is contrast to the Maslow hierarchy of Need theory which states that an individual will be motivated to fulfill a higher level need only when a lower- level need is satisfied or nearly satisfied because the satisfaction analysis showed that the employee are not satisfy with the salary and service charge, yet they rate the 'Safety work place' as the

highest important factors that motivate them to work in the hotel. However, from the researcher point of view, the result is related to some circumstances in Thailand, the political and economic crisis which created a strong 'Safety and Security' senses for employee.

The second important factor rang is 'Enjoy to service', no surprise that the hospitality business in Thailand is recognized as one of the best hospitality industry in the world. This is important matter that the hotel managers should keep in mind, the business will run as long as the employee 'Enjoy to service' and that mean when the employee no longer enjoy their work, there will be a remarkable effect to the productivity.

4.2.2 Differences in motivation among hotel employee

When reviewing the results in terms of the demographics, it is indicated that there is no differences between male and female hotel employee. However, there are some differences among the different age groups. The younger staff age below 20 and age over 50 are more concern about the salary than the other age groups. This result shown that when employee are young, they have more energy and want to earn for their future and the oldest group wanted to earn more because they have long year working experiences, so they expected to be paid more. In additionally, many of them had been long time employees and felt loyalty to their job and customers.

The other remarkable different between age group are 'Chance to meet people' and 'chance to meet foreigner. The young staffs rate this factor very important while the oldest rate theses factor very low important. The 'Interesting job' is also critical factor for the young staff. The other demographic concern among age group is the 'near my place' factor. The result shown that the mid age group of employee between 30 -40 rate 'near my place' the most importance factor among the other age group. The mid age staff need to stay near their places.

For different education background, the result shown that staff who earn higher education have also higher expectation as well. The ANOVA test result shown that the staffs with higher education expect more salary, service charge, benefit and safety work place

The marital status does not shown major differences, the only factor that quite important for divorced staff is if 'the work place near their place'. From the researcher point of view, the single parents do not want to spend long time on traveling to work. They may feel more comfortable to work near their place.

There is no major difference among employee from different level. The management rate 'chance to growth' the highest does not mean that the other level do not want to growth but they only rate this factor slightly higher than other staff working level.

From deferent departments, the result shown that employee from Front Office, Food and Beverage, Sale and Marketing and the Administration department rate 'chance to meet people' and ' Enjoy service' very high while others department does not concern whether they meet people or not. This result proved what people believe that the 'Guest direct contact' staff are enjoying seeing and talking to others.

4.2.3 Employee satisfaction

The Importance Performance Analysis was used as a tool to asses the hotel employee job satisfaction according to the research objective. From Importance Performance Analysis (IPA) results, the 5 Gap of employee satisfaction represent the differences between expected need of hotel employee (importance) and the performance of hotel in meeting those needs (performance). In another word, the Gap refers to "satisfaction or dissatisfaction".

In this study, all 29 motivation factors shown negative mean Gap scores which is interesting that in over all hotel employees are not satisfied with the hotel performance. The top largest 3 negative Gap scores were 'staff meal' 'Salary' and 'Service charge'. It is interesting that all these 3 motivations factors are grouped under 'Basic Need' which supports the Maslow's theory that an individual has needs which are arranged hierarchically, and that fundamental needs must be met before upper level needs may begin to drive behavior (Maslow, 1968).

This suggests that hotel managers and executives should consider performance or productivity–base payment schemes to excel the employee performance. In addition when the hotels conduct any policy concerning ‘Basic needs’, a critically discussion before policy enforcement is highly recommended.

The further finding revealed that out of 29 motivation factors, the most important factor was ‘Relation with colleague’ which related to most fluency comments expressed by respondent in the last part of questionnaire that they do not happy about the relationship with colloquies at work. This is a very interesting finding that hotel executive and managers have to be noticed. The relation matter is complex and sensitive so, it is highly recommended that the managers set up alternative human resource strategy to create pleasant relation atmosphere at work for the employee. This suggests that other studies should be conducted to further investigate this particular prospect. The second important factor in rank is ‘Safety work place.

As mentioned earlier that the employee are concern about safety so hotel managers should be aware of this result. The next important ranking of motivation factor is ‘feeling happy of work’ which is the most challenge prospect because this factor is concerning to the individual perception. Therefore, the manager should be aware of the differences of importance to individuals representing various backgrounds of employees. The ‘basic need’ such as staff meal, salary, service charge and so forced were not rank the top important motivation factors in this study which is contrast with others studies such as Charles, K. and Marshall, L. (1992) and Simons and Enz (1995) who presented that good wage or pay always rank the first important factor that motivate employee. Therefore, the final implication for hotel executive and managers is the conclusion that there are perceptual differences within and among various groups of diverse individuals who were represented in this sample.

4.3 RECOMMENDATION

4.3.1 Hotel Manager

In general, managers think the number one concern of employees is money. This is not always true, although there are exceptions. Employees without enough money to house their families or feed their children certainly will put money at the top of their lists. However, once subsistence is achieved employee needs change. The result from this study shown that manager and employees want almost the same things: recognition for a job well done, a chance to growth, feeling happy at work ect. In order to apply this result in practice, the hotel managers should discuss and create the following;

1. Job enrichment: the managers should promote or give more authority for employee
2. Job enlargement: the manager should enlarge the responsibility for employee because some of them need more challenges
3. Job assignment: the manger should be very carefully assign the task according to individual needs for example, the staff with little babies may not appreciate overtime because they need to stay with family while the young single staff happy to work over time for extra money.

Making managers aware of what employees needs or wants helps to develop retention programs or to keep employee happy and stay longer for their job.

4.3.2 Human Resource Director/Manager and Department Head

This study provides information which would benefit the Human Resources department in better understanding the needs of hotel employees. The Human Resource manager could consider and develop the following factors to respond to the needs of employee;

4.3.2.1 Recruitment and hiring

When recruit or hire employee, the HR Directors or managers should consider the different needs of different group. As discussed, the selection should go together with the employee's need. For example, the mid-age staff with family they may need to work near their place because it give them more than the save travelling time and

chance to stay with family more. When people apply for job, they usually say, there is no problem on a distance work place but after few months or few years they will get tired because what they need is that the work place is ‘near my place’. If the HR directors or managers do not consider this, they may find very good candidate but that candidate will not stay long with company and that is a waste of cost and time.

To apply this result into practice more effectively, the HR director or manager should ask this simple question to the potential applicants ‘what is the most important factor that makes you want to work with us?’ The result will illustrate the employee needs and the hotel can consider whether the hotel meets or fails employee expectations.

4.3.2.2 Training and development

Training and development is one tool to motivate employees. The HR/Training Department should put it to the consideration. An effective training technique which results in motivation is cross-training, when implemented horizontally, upward and downward. Department heads, assistants and employees can cross-train in different departments or within the department itself. This training program helps employees to understand more about others’ roles and better understanding creates a better environment and that is one of the effective motivation factors for employees.

4.3.2.3 Employee benefit and welfare

As discussed earlier that, the younger staff age below 20 and age over 50 are more concerned about the salary than the other age groups. The HR directors or managers should review the pay roll plan, when the young staff would like to earn more, they should work more too. The study result simply suggests that overtime fits good for the young people while the oldest group they expected more pay because of their working experiences, they would not be happy to work overtime to earn more.

In addition to the pay, the other benefit is to keep a certain level of employee satisfaction even if they are not motivated by the employee but not to discourage them according to Herzberg’s theory. The HR department should make sure that the basic benefits meet the employee expectations such as staff meals, staff buses, staff houses.

Some hotels look fine from the service areas to the customer, but much less attractive behind doors in the work areas. This is detrimental to the motivation factor. Safety work place and feeling happy at work are rated as ‘very important factors’ that motivate employees at work. Also, there are indirect, bad effects on habits and sanitation standards.

Working areas should be made light, airy, comfortable, orderly, quiet, and clean. Actual tests have proven that morale and productivity are much higher when employees work in pleasant and clean areas than when the work environment is unattractive and depressing. HR director or manager should discuss and encourage the head of each department to make sure the pleasant working area for employee since HR take full responsibility for the employee benefit and welfare.

4.3.2.4 Employee intensive

To effectively motivate employee, a definite system of incentives or rewards is necessary. Such a system requires a combination of several groups of incentives, the most important of which are: Recognition – both monetary and nonmonetary, social reputation, achievement, self-esteem.

Recognition–both monetary and nonmonetary.

The first thought concerning recognition is usually money. Good pay is vital. Good pay is essential to employee satisfaction and must be carefully considered in all personnel matters. The employee should not feel that he is underpaid. Pay is the best and most tangible form of recognition of the employee's worth to the company. Besides actual pay increases, other forms of monetary recognition commonly used is a bonus plan, profit-sharing and extra pay for reducing costs (cost reduction programs).

Bonus Plan

To determine a bonus for managers and supervisors, HR should use a variation of the bonus plan. A group of major factors needed for success in a given department is outlined–cleanliness, training ability, service, volume, profit, quality, or cost factors. The supervisor or department head might also be awarded a bonus based upon increases in total sales volume. However, in the hotel business where some departments make no revenue like HR, Engineering the department performance according to the annual action plan.

Service Charge

Service Charge is another monetary motivator. The service charge is the 10 % additional charge from guest expenses for hotel room and facilities such as food and beverage, laundry service, spa treatment etc and the total service charge to be divided by

the number of total staff and everyone will get the share. Some hotels deducted service charge with breakages cost, food spoiled or employee relation cost but many hotel give the employee a 100% of total service charge from the guest. Recently, the employee consider service charge as important as base salary. So, the hotels have to be very careful in managing this amount of money.

The service charge have a certain advantages: (1) the service charge tends to become a unifying force drawing management and employees together, (2) It is a definitely work incentives, since employee can see that the profitability of the business and their own personal welfare are necessarily related, and (3) each employee has an incentive to be more creative and think of ways to increase sales and reduce or eliminate expenses.

Recognition–Nonmonetary

Nonmonetary recognition can be tangible or intangible. Examples of tangible recognition: pins special accomplishments; announcing a promotion with a story and employee's picture in the local newspaper, or advertisement in the local newspaper featuring pictures of key personnel, highlighting their training, experience, and outstanding services. Intangible means of recognition are less formal. A kind word of praise is a simple costless motivator. Staff relation activities such as birthday party, annual staff party or hospital visit.

Social reputation

According to the study result, it is no longer sufficient to satisfy only subsistence or basic needs because it is too limited to motivate employees just by giving more money in today's competitive business conditions. Superior employee performance will be obtained only when their social and self-esteem needs are met on the job. Some good employee got better offer to another place but they refuse to leave the company simply because they enjoys the work and experiences self-esteem and accomplishment through their work. If Human Resource does not keep this fact in practice, they may experience the high management turn over. Reputation is built in the relationships between people. Employees, like everyone else, feel a strong need to belong and feel accepted. These are important factors in good employee management. The intelligent and efficient manager carefully considers this. The HR job is to educate their managers to be able to keep the good employee.

Feeling of Achievement.

Ambition falls off when employees do not have enough to do. The only way to solve this problem is to establish reasonable work production standards for each job. The results from this study show that the feeling of achievement is the second high ranking under 'Self Actualization' state of need according to Maslow Hierarchy of needs. Study and evaluation of standards and worker production should result in a reasonable level of output for each position. Living up to these standards brings a sense of achievement.

Job design

Workers will be more productive and interested if they feel they are in the right job, best suited for the occupation in which they are employed, and being used to the fullest capacity. HR Director or manager should periodic checks of employee's production and talks with the supervisor for employee level of performance. Appropriate adjustments in employee's job assignment help to keep their work up to the capabilities and are of long-term benefit to both employee and employer. Self-esteem

Self-esteem

This group of needs differs from others in that it is concerned with the employee's view of themselves according to Maslow's theory. Examples are the opportunity for recognition, status in the community, respect, distinction, attention, importance, and appreciation. These are the most difficult needs to provide. The HR Director or manager should discuss with the owner or General Manager- how to bring up the self-esteem for some employee to seem to be very self-esteem. Recognition of achievement as previously described, is a good example of improving an employee's view of themselves. Recognition in the newspaper is excellent ways to bring worth to the company. Self-improvement, hence self-esteem, can be improved by sending employee for oversea training or paying for home study courses or similar improvement programs. Enhancing self-esteem improves feelings of self-confidence, strength, worth, and usefulness to the hotel. Denying this need may brings about discouragement. So, HR director or manager should put this in the action plan and can discuss with training manager about the training or improvement programs for the employee.

Self Achievement

Self-achievement (also called self-fulfillment or self-actualization) tops all other considerations as an additional incentive especially for the more ambitious and resourceful employee. This incentive is especially powerful for younger employee or management level according to the study result. To motivate and keep the services of the most intelligent and capable of those employees, HR director or manager must offer opportunity for advancement or proper plan the career path for them.

4.4 LIMITATION

There are few limitations that should be noted when the results are interpreted. First, the questionnaires were distributed and collected by HR department to their employees which may influences employees' response so, the result of this study could be slightly biased. Secondly, the questionnaires were distributed when Thailand was facing 2 major challenges, global economic crisis and unexpected political circumstances which may affect individual morals.

As mentioned above that employee rate 'Security Need' the most important motivation factor for them, this may result from the said problems that the hotel industry is encountering. Lastly, Phuket tourism industry including hotels is running depend on the seasons. The low-season keep business slow down, some hotel may decrease expenses by cutting off some employee benefits and that might affect the employee thought by the time they respond the questionnaires. Therefore, further studies in different season at normal business conditions are highly recommended. Motivation is complex, so continuous in-depth study will help managers of the hotel industry better understand employee and be able to motivate them effectively.

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APPENDICES

APPENDIX A
(Questionnaire - Thai Version)



No.....

แบบสอบถาม

เรื่อง แรงจูงใจในการทำงานของพนักงานโรงแรม จังหวัดภูเก็ต

แบบสอบถามนี้จัดทำขึ้นเพื่อรวบรวมข้อมูลในการทำวิทยานิพนธ์ของนักศึกษาระดับปริญญาโทสาขาบริหารการบริการและการท่องเที่ยว (หลักสูตรนานาชาติ) คณะการบริการและการท่องเที่ยว มหาวิทยาลัยสงขลานครินทร์วิทยาเขตภูเก็ต ในหัวข้อ แรงจูงใจในการทำงานของพนักงานโรงแรม จังหวัดภูเก็ต

โดยข้อมูลที่ท่านตอบในแบบสอบถามนี้จะนำมาใช้เพื่อจุดประสงค์ทางวิชาการเท่านั้น
แบบสอบถามแบ่งเป็น 4 ส่วนได้แก่

1. ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม
2. ปัจจัยจูงใจที่ทำให้ผู้ตอบแบบสอบถามอยากทำงานโรงแรม
3. ความสำคัญและความพึงพอใจต่อปัจจัยจูงใจของผู้ตอบแบบสอบถาม
4. คำถามปลายเปิดและข้อคิดเห็น

ขอขอบพระคุณ ที่ท่านกรุณาสละเวลาอันมีค่าเพื่อตอบแบบสอบถามนี้

นางสาววิไลวรรณ ปักกุลนันท์
นักศึกษาปริญญาโท

คณะกรรมการบริการและการท่องเที่ยว
มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ต

| |
|--|
| ส่วนที่ 1: ข้อมูลส่วนตัวของท่าน |
|--|

1. แผนกที่ท่านทำงาน

1. แผนกบริการส่วนหน้า 2. แผนกอาหารและเครื่องดื่ม 3. แผนกแม่บ้าน
 4. แผนกบัญชี 5. แผนกทรัพยากรบุคคล 6. แผนกการขายและการตลาด
 7. แผนกช่าง 8. แผนกธุรการ 9. แผนกอื่นๆ _____

2. ตำแหน่งที่ท่านทำงานปัจจุบัน

1. บริหาร 2. หัวหน้างาน 3. ระดับปฏิบัติการ

3. ท่านทำงานโรงแรมเป็นระยะเวลา

1. น้อยกว่า 1 ปี 2. 1-2 ปี 3. 3-5 ปี
 4. 5 – 10 ปี 5. มากกว่า 10 ปี

4. โพรตระบุเพศของท่าน

1. ชาย 2. หญิง

5. อายุของท่าน (ปี)

1. ต่ำกว่า 20 ปี 2. 20-30 ปี 3. 31-40 ปี
 4. 41-50 ปี 5. มากกว่า 50 ปี

6. ท่านจบการศึกษาระดับ

1. ประถมศึกษา 2. มัธยมศึกษาตอนปลาย/ประกาศนียบัตรวิชาชีพ
 3. ปริญญาตรี 4. ปริญญาโท หรือ สูงกว่า

7. สถานภาพ

1. โสด 2. สมรส
 3. หย่าร้าง 4. หม้าย

| |
|---|
| ส่วนที่ 2: ปัจจัยจูงใจที่ทำให้ท่านอยากทำงานโรงแรม |
|---|

โปรดแสดงความคิดเห็นของท่านตามหัวข้อต่อไปนี้ โดย 1= น้อยมาก, 2= น้อย, 3= ปานกลาง 4= มาก และ 5 มากที่สุด ตามลำดับ

| ปัจจัยจูงใจที่ทำให้ท่านอยากทำงานโรงแรม | ระดับความสำคัญ | | | | |
|--|----------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. อัตราเงินเดือนหรือค่าจ้าง | | | | | |
| 2. เงินค่าบริการ (service charge) | | | | | |
| 3. สวัสดิการพนักงาน | | | | | |
| 4. ความมั่นคงของงาน | | | | | |
| 5. ความปลอดภัยในการทำงาน | | | | | |
| 6. โอกาสในการพบปะผู้คน | | | | | |
| 7. โอกาสในการพบชาวต่างชาติ | | | | | |
| 8. ความก้าวหน้าในหน้าที่การงาน | | | | | |
| 9. ชื่อเสียงของโรงแรม | | | | | |
| 10. ความน่าสนใจของงาน | | | | | |
| 11. รักในงานบริการ | | | | | |
| 12. ไม่มีงานอื่นทำแล้ว | | | | | |
| 13. ใกล้ที่พัก | | | | | |

ส่วนที่ 3: ความสำคัญและความพึงพอใจต่อปัจจัยจิตใจของผู้ตอบแบบสอบถาม

กรุณาระบุระดับความสำคัญของปัจจัยจิตใจต่างๆที่มีผลต่อการปฏิบัติงานของท่าน และท่านพอใจกับปัจจัยเหล่านี้อย่างไรบ้าง โดย 1= น้อยมาก, 2= น้อย, 3= ปานกลาง 4= มาก และ = 5 มากที่สุด

| ปัจจัยจิตใจ | ระดับความสำคัญ | | | | | ระดับความพึงพอใจของท่าน | | | | |
|---|----------------|---|---|---|---|-------------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Basic Need ความต้องการพื้นฐาน | | | | | | | | | | |
| 1. อาหารพนักงาน | | | | | | | | | | |
| 2. รถพนักงาน | | | | | | | | | | |
| 3. บ้านพักพนักงาน | | | | | | | | | | |
| 4. วันหยุดประจำสัปดาห์ | | | | | | | | | | |
| 5. วันหยุดประจำปี | | | | | | | | | | |
| 6. เงินเดือน | | | | | | | | | | |
| 7. เงินค่าบริการ | | | | | | | | | | |
| 8. สิ่งแวดล้อมในที่ทำงาน | | | | | | | | | | |
| Security need ความต้องการความมั่นคงปลอดภัย | | | | | | | | | | |
| 9. ความมั่นคงของงาน | | | | | | | | | | |
| 10. บริการประกันสังคม | | | | | | | | | | |
| 11. การประกันสุขภาพ | | | | | | | | | | |
| 12. งานปลอดภัยไม่เสี่ยง | | | | | | | | | | |
| 13. สถานที่ทำงานปลอดภัย | | | | | | | | | | |
| Social need ความต้องการด้านสังคม | | | | | | | | | | |
| 14. ความสัมพันธ์ที่ดีกับผู้บังคับบัญชาหรือผู้จัดการ | | | | | | | | | | |
| 15. ความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน | | | | | | | | | | |
| 16. มีปฏิสัมพันธ์กับแขก | | | | | | | | | | |

APPENDIX B
(Questionnaire – English Version)



QUESTIONNAIRE

No.....

Understanding hotel Employee Motivation in Phuket, Thailand

The purpose of this questionnaire is to collect the data for Graduate Thesis for the Master of Business Administration Program in Hospitality and Tourism Management (International Program), the Faculty of Hospitality and Tourism, Prince of Songkhla University, Phuket Campus. The data collected will be analyzed **for academic purposes only**: This is to assessing the **Hotel Employee Motivation in Phuket**.

I would like to express you special thanks and appreciation for the kind cooperation and attention in spending your valued time for completing this questionnaire and make my thesis successful.

This questionnaire consists of 4 parts;

1. Personal data
2. The correspondent motive to work in the hotel industry
3. The motivation factors that drive performance
4. The correspondent opinion

Wilaiwan Pakkulant

MBA Student

Hospitality and Tourism Management
Prince of Songkla University, Phuket Campus

Part 2 What motivate you to work in the hotel industry?

Please rate the important (5 = most important, 1 = least important)

| Question items | Level of important | | | | |
|----------------------------------|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. Salary/ pay | | | | | |
| 2. Service Charge | | | | | |
| 3. Employee benefit | | | | | |
| 4. Job secure | | | | | |
| 5. Safety work place | | | | | |
| 6. Opportunity to meet people | | | | | |
| 7. Opportunity to meet foreigner | | | | | |
| 8. Chance to growth | | | | | |
| 9. Reputation of the hotel | | | | | |
| 10. Interesting job | | | | | |
| 11. Enjoy to service | | | | | |
| 12. No other job to do | | | | | |
| 13 Near my place | | | | | |

Part 3: Which of the following factors motivate you to perform your job the best?

And, please rate (which 5= very much 4= much 3= medium 2= less 1= least)

| Question items | Level of important | | | | | Level of performance | | | | |
|--|--------------------|---|---|---|---|----------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Basic Need | | | | | | | | | | |
| 1. Staff meal | | | | | | | | | | |
| 2. Staff bus | | | | | | | | | | |
| 3. Staff house | | | | | | | | | | |
| 4. Day off | | | | | | | | | | |
| 5. Vocation | | | | | | | | | | |
| 6. Basic salary/ service charge | | | | | | | | | | |
| 7. Day off/ leaving plan | | | | | | | | | | |
| 8. Working environment | | | | | | | | | | |
| Security need | | | | | | | | | | |
| 9. Job secure | | | | | | | | | | |
| 10. Social security service | | | | | | | | | | |
| 11. Health Insurance | | | | | | | | | | |
| 12. Safety task | | | | | | | | | | |
| 13. Safety work place | | | | | | | | | | |
| Social need | | | | | | | | | | |
| 14. Relationship with supervisor/manager | | | | | | | | | | |
| 15. Relationship with colleague | | | | | | | | | | |
| 16. Relationship with guest | | | | | | | | | | |
| 17. Employee relation activities | | | | | | | | | | |
| 18. Relation with community | | | | | | | | | | |
| Self Esteem | | | | | | | | | | |
| 19. Acceptance from supervisor/manager | | | | | | | | | | |
| 20. Acceptance from colleague | | | | | | | | | | |

| | | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|--|
| 21. Recognition from supervisor/manager | | | | | | | | | | | |
| 22. Recognition from guest | | | | | | | | | | | |
| 23. Position | | | | | | | | | | | |
| 24. Opportunity to growth | | | | | | | | | | | |
| Self Actualization | | | | | | | | | | | |
| 25. Achievement | | | | | | | | | | | |
| 26. Flexible working hour | | | | | | | | | | | |
| 27. Challenging task | | | | | | | | | | | |
| 28. Authority to make decision | | | | | | | | | | | |
| 29. Feeling happy at work | | | | | | | | | | | |

Part 4: Opinion

1. What do you like about the most when working in hotel?

2. What do you dislike about the most when working in hotel?

3. Others opinions

Thank you

Hotel Name: _____

VITAE

Name Miss Wilaiwan Pakkulant

Student ID 48A0029

Educational Attainment

| Degree | Name of Institution | Year of Graduation |
|--|---|--------------------|
| Bachelor of Business Administration | Prince of Songkla University (Phuket Campus) | 2003 |

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List of Publication and Proceeding

Pakkulant, W., & Assenov, I. (2009). Understanding Hotel Employees' Motivation in Phuket, Thailand. The Eighth Asia Pacific Forum for Graduate Students Research in Tourism, July 7-9, 2009, Seoul, Korea.