

Factors Affecting Employee Commitment for Small Independent Hotels in Phuket Province

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Abstract

The objectives of this study were (1) to investigate the levels of employee commitment to small independent hotel organizations in Phuket Province, (2) to compare the levels of employee commitment to the organization of the small independent hotel organizations in Phuket Province dictated by personal characteristics, and (3) to investigate the relationship between job characteristics, organization characteristics and the levels of employee commitment to the organization of small independent hotels in Phuket Province. The findings showed that small independent hotel employees in Phuket were strongly committed to their organization. The personal characteristics in terms of education, job level and work experience have an effect on the employee commitment level. Furthermore, the job characteristics and the organization characteristics involved had a positive relationship with the small independent hotel employees' organizational commitment. The results of this study will be useful for small independent hotel owners to improve their Human Resources management system by maximizing their employee commitment and retaining their help for the organization to gain a competitive advantage.

Key words: employee commitment, small independent hotels, Phuket Province

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ปัจจัยที่มีอิทธิพลต่อความผูกพันต่อองค์กรของพนักงาน สำหรับโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต

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บทคัดย่อ

วัตถุประสงค์ของการวิจัยในครั้งนี้ คือ (1) เพื่อสืบค้นระดับความผูกพันต่อองค์กรของพนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต (2) เพื่อเปรียบเทียบระดับความผูกพันปัจจัยส่วนบุคคลต่อความผูกพันต่อองค์กรของพนักงาน และ (3) เพื่อสืบค้นความสัมพันธ์ระหว่างปัจจัยด้านลักษณะงาน และปัจจัยด้านลักษณะองค์กร กับความผูกพันต่อองค์กรของพนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต กลุ่มเป้าหมายในการศึกษาค้นคว้าครั้งนี้คือ พนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต ผลการวิจัย พบว่า พนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ตมีความผูกพันต่อองค์กรค่อนข้างสูง ปัจจัยส่วนบุคคล ได้แก่ ระดับการศึกษา ระดับงาน และประสบการณ์การทำงาน มีผลต่อความผูกพันต่อองค์กรของพนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต นอกจากนี้ปัจจัยด้านลักษณะงาน และปัจจัยด้านลักษณะองค์กร มีความสัมพันธ์เชิงบวกต่อความผูกพันต่อองค์กรของพนักงานโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต ผลการศึกษาครั้งนี้จะเป็นประโยชน์ต่อเจ้าของโรงแรมอิสระขนาดเล็กในการปรับปรุงระบบการจัดการทรัพยากรมนุษย์เพื่อเพิ่มระดับความผูกพันต่อองค์กรเพื่อเก็บรักษาพนักงานให้อยู่กับองค์กรและช่วยให้องค์กรมีความสามารถในการแข่งขันได้

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Introduction

The hotel business is a service business which has “humans” as a major component in providing a quality service and creating satisfaction for the customer. Hence, the executives should pay serious attention to creating good welfare or life quality for the hotel employees to ensure that the employees are committed to work for the organization. At the same time, the people who would like to work as hotel employees must have the specific characteristics to love service and have excellent tolerance that is rarely found in this young generation. Thus, those such qualified employees should be retained in the hotel as long as possible. It is mostly found that the hotel industry has hired or has pulled in employees with skill, ability and passion for service, especially in the major tourist attraction locations (SupindaKivanon, 2002).

Phuket is the center of beautiful maritime tourism on the Andaman Coast with a variety of marine activities and with various forms of entertainment. Each year, Thai and foreign tourists flow in with massive numbers which are reflected in the number of arrival passengers reflected at Phuket International Airport, with continuous increases from 3.52 million in 2010 to 4.77 million in 2012. For the first half of 2013, arrival passengers still continuously increased to a total amount of 2.77 million; an increase of 19.8% when compared to the same period of the previous year; like wise an increasing number of flight arrivals to a total of 17,728 flights; expanded to 18.2% from the same period the previous year due to the expansion of low cost airlines. A consideration of the proportion of the number of flight arrivals found that the number of international arrivals has increased continuously since 2011 onward, especially from China, Russia, Australia and South Korea and that travelling to Phuket and nearby provinces is constantly influencing the expansion of the hotel industry (KritsadaBoontawong, 2013). In 2010/11 the

total number of hotels in Phuket was 702 (TAT, 2011). Hotels with a license consisted of 273 businesses with 28,972 rooms which is 38.89 % of the total number of hotels. Furthermore, hotels without licenses consisted of 429 hotels with 13,712 rooms which is 61.12 %; most are small hotels (Manager, 2010). Therefore, the hotel business expansion factor in Phuket and the monitoring of hotel registration with the government is clearly having a negative impact on small hotels with increased business competition and service quality issues. Hence in 2015, it was found that the small independent hotels' licenses equalled 323, increasing 18.32% from 2013 (Tourism Authority of Thailand Phuket Office, 2015).

As hotel chains adapt their business tactics by focusing on expanding three star small hotels with in Phuket, which has brought high competition to small hotel groups, a labor shortage was clearly found because of job changing in large numbers of the hotel labor force. It was also found that the employees in small independent hotels stay and gain some knowledge, abilities and experiences for a short period of time, and then they will leave to join the competition with better compensation. Others may still work with the same small hotel but with a lack of enthusiasm which affects the hotel service quality.

Thus, to retain the employees to work with small independent hotels in the long term, the employers need to persuade the employees to commit themselves to the hotel by making them work happily and balance their lives with a positive life quality. That would be enough to decrease the turnover rate. From the information mentioned above, the researcher was interested to study the factors affecting the level of employee commitment in small independent hotels in Phuket in order to take the results from this research to be the guideline to create a work commitment from the employee to enhance the quality service level of small independent

hotels and to retain the quality employees with efficient performance for the organization for as long as possible. Furthermore, the research results would be beneficial to other small independent entrepreneurs to apply to their human resources management.

Literature Reviews

1. Organizational Commitment

Organizational commitment means the psychological attachment felt by the person for the organization. It is a sort of strong magnetic force which binds employees with their willingness to remain attached to the organization. If employees are committed to their organization they will perform their job well and ultimately the performance of the organization will be better. (O'Reilly and Chatman (1986) and Meyer & Allen (1991)).

Organizational commitment of employees can be increased by committing to the values of people first; by giving them proper compensation, promotion, training, and fringe benefits. It can also be achieved by communicating and clarifying the mission, vision and objectives of the organization, having comprehensive grievance procedures providing for extensive two way communication, and supporting employee development. All these practices highlight attractive features of the job for the career development of employees, which is reciprocated by commitment. Organizationally committed employees will usually have good attendance records, demonstrate a willing adherence to company policies, and have lower turnover rates which are directly related to employee retention (Gardner & Wright, 1998).

2. Factors Influencing Organizational Commitment

Previous studies have listed many factors that may influence employees' commitment to their organization. In general, these

characteristics can be clustered into personal characteristics, job characteristics and organizational characteristics (Wong, 2010). Here are some of the important ones:

3. Personal characteristics

Wong (2010) reports that the employees who have longer tenure with an organization have greater organizational commitment than those with shorter stays with organizations. It is because the longer the employees serve in an organization, the more they are likely to have invested in it. Morrow (1983) concludes that commitment is a function of personal characteristics and situational factors related to the job setting. Personal characteristics in terms of age, tenure, gender, level of education, position in the company, years of working experience (and others) have influence on the commitment of the employee (Bardi, 2007 and Wong, 2010). Some researchers have also included some personal social psychology characteristics such as self-esteem and emotional intelligence in determining the factors influencing organizational commitment (Wong, 2010). Therefore, the hypothesis is presented:

Research Methodology

This study applied a quantitative approach. The target population was the small independent hotel employees in Phuket. A questionnaire was developed. It consists of five parts:

Part 1: Characteristics of respondents in terms of gender, age, education, marital status, working position, working experience, and income.

Part 2: Job characteristics. The respondents were asked to rate their level of agreement on 15 items which were benchmarked from Kang-Lin (2011). The Cronbach's Alpha Coefficient (Cronbach, 1951) is .956 (0.956)

Part 3: Organizational characteristics which consist of 12 items benchmarked from Kaufman et., al. (2001). The reliability, by calculating the Cronbach's Alpha Coefficient (Cronbach, 1951) is .906 (0.906)

Part 4: Employee commitment with 10 items benchmarked from Becker (1960; Porter et al., (1974) Mowday et al. (1979) Allen and Meyer (1996) and Cohen (1992). The reliability, by calculating the Cronbach's Alpha Coefficient (Cronbach, 1951) is .735 (0.735)

A rating scale format was used in Part 2 - 4 in order to measure the level of respondent opinion and commitment. The 5-point Likert scale (Likert, 1967) was applied when 1 = strongly disagree and 5 = strongly agree.

From the list of accommodations reported by Tourism Authority of Thailand, Phuket Office (2015), there were 323 small independent hotels with a maximum of 50 rooms in Phuket. The researcher conducted the exploratory survey with field visits to all the famous beaches and other tourist destinations in Phuket. The questionnaires were distributed to the sample group by convenience sampling whereby the researcher distributed two questionnaires per hotel; the total questionnaire distribution equals 600 questionnaires; in total 460 out of 600 questionnaires were returned and 400 questionnaires were completed.

Findings

1. Demographic characteristics of the respondents

Table 1 presents the characteristics of the respondents. The majority of the respondents were female (303, or 75.80 %), aged 26-35 years old, which equals 194 (48.50%). 336 (96.50%) of the respondents have no Bachelor's degree. More than half of the respondents were single (247, or 61.80%) and worked in operational positions (293, 73.20%). 260 (65.00%) of the respondents worked in the front office section. Less than half of the respondents had

worked with the hotel for one to two years (145, 36.20%) and 118 (29.50%) of the respondents had previous hotel work experience of one to two years. More than half of the respondents (219, 54.80%) had an average income 10,001-15,000 baht/month.

Table 1: The profile of the respondents

| Personal characteristics | Frequency (= 400) | Percent age (%) |
|------------------------------|----------------------|--------------------|
| 1. Gender | | |
| Male | 97 | 24.20 |
| Female | 303 | 75.80 |
| 2. Age | | |
| Not over 25 years old | 89 | 22.20 |
| 26-35 years old | 194 | 48.50 |
| 36-45 years old | 80 | 20.00 |
| 46-55 years old | 33 | 8.20 |
| 56-60 years old | 4 | 1.00 |
| 3. Education | | |
| Lower than Bachelor's degree | 386 | 96.50 |
| Bachelor's degree | 14 | 3.50 |
| 4. Marital Status | | |
| Single | 247 | 61.80 |
| Married | 133 | 33.20 |
| Divorced/Separated | 20 | 5.00 |
| 5. Working position | | |
| Manager | 20 | 5.00 |
| Assistant Manager | 40 | 10.00 |
| Supervisor | 47 | 11.80 |
| Operator | 293 | 73.20 |
| 6. Section | | |
| Front office | 260 | 65.00 |
| Food and Drink | 42 | 10.50 |
| Kitchen | 23 | 5.80 |
| Housekeeping | 75 | 18.80 |

| Personal characteristics | Frequency (= 400) | Percent age (%) |
|-----------------------------------|----------------------|--------------------|
| 7. Work experience for this hotel | | |
| Less than 1 year | 104 | 26.00 |
| 1-2 years | 145 | 36.20 |
| 3-4 years | 76 | 19.00 |
| 5-6 years | 32 | 8.00 |
| More than 6 years | 43 | 10.80 |
| 8. Previous work experience | | |
| Less than 1 year | 96 | 24.00 |
| 1-2 years | 118 | 29.50 |
| 3-4 years | 72 | 18.00 |
| 5-6 years | 44 | 11.00 |
| More than 6 years | 70 | 17.50 |
| 9. Average income | | |
| Less than 10,000 Baht/Month | 97 | 24.20 |
| 10,001-15,000 Baht/Month | 219 | 54.80 |
| 15,001-20,000 Baht/Month | 51 | 12.80 |
| 20,001-25,000 Baht/Month | 15 | 3.80 |
| 25,001-30,000 Baht/Month | 10 | 2.50 |
| More than 30,000 Baht/Month | 8 | 2.00 |

2. Job characteristics of the small independent hotels

Five sub-factors of job characteristics (Kang-Lin, 201) were investigated. The respondents were asked to rate 15 attributes. The results are shown in Table 2.

Job responsiveness factor: Three attributes were rated. The respondents strongly agreed that staff must have good communication skills in foreign languages (4.25). They can work in shifts and work overtime (4.06); and their scope and responsibility of assigned work allow them to mesh hobbies and interests (3.77).

Completeness and achievement factor: Three attributes were rated. The respondents agreed that hotel jobs were intellectually

and competence challenging (4.02), it was possible to have a higher income from their job (3.99); and they saw the opportunity for career advancement (3.81).

Understanding of job procedure factor: Three attributes were rated. The respondents agreed that new employees had on the job training before working to understand the tasks and responsibilities of their roles (4.20); monitoring and tests about knowledge, understanding and operating according to the procedures continued (4.00); and the processes in all positions were clearly defined (3.98).

Work reflection factor: Three attributes were rated. The respondents agreed that the job had prestige and status in the community (4.03); hotel jobs meshed well with family life (3.76); hotel jobs influenced physical and mental fatigue and mental health (3.48).

Job opportunity to coordinate with others factor: The respondent strongly agreed that he/she had the opportunity to experience something different, diverse and exotic with many different people (4.28). They agreed that they had the opportunity for advancement (3.90), and the opportunity to make differences in other people's lives (3.72).

Table 2: Mean and standard deviation of job characteristics of the small independent hotels in Phuket.

| Job characteristics | Mean | S.D. | Level of Opinion |
|--|------|------|------------------|
| Job responsiveness factor | | | |
| 1. Staff must have good communication skills in foreign languages as well. | 4.25 | 0.74 | Strongly agree |
| 2. Employees must be able to work in shifts and work overtime. | 4.06 | 0.68 | Agree |

| Job characteristics | Mean | S.D. | Level of Opinion |
|--|------|------|------------------|
| 3. Scope and responsibility of assigned work allows me to mesh hobbies and interests. | 3.77 | 0.87 | Agree |
| Completeness and achievement factor | | | |
| 1. The hotel job is intellectually and competence challenging. | 4.02 | 0.69 | Agree |
| 2. The possibility of having a higher income. | 3.99 | 0.75 | Agree |
| 3. The hotel job creates the opportunity for career advancement. | 3.81 | 0.77 | Agree |
| Understanding of job procedure factor | | | |
| 1. New employees will get on-the-job training before starting work to understanding tasks and responsibilities of their roles. | 4.20 | 0.76 | Agree |
| 2. Monitoring and tests about knowledge, understanding and operating according to the procedure continues. | 4.00 | 0.72 | Agree |
| 3. Processes in all positions are clearly defined. | 3.98 | 0.73 | Agree |
| Work reflection factor | | | |
| 1. The job has prestige and status in the community. | 4.03 | 0.70 | Agree |
| 2. Hotel jobs mesh well with family life. | 3.76 | 0.82 | Agree |
| 3. Hotel jobs influence physical and mental fatigue and mental health | 3.48 | 0.94 | Agree |
| Job opportunity to coordinate with others factor | | | |
| 1. Opportunity to experience something | 4.28 | 0.64 | Strongly |

| Job characteristics | Mean | S.D. | Level of Opinion |
|--|------|------|------------------|
| different, diverse, exotic with many different people. | | | Agree |
| 2. Opportunity for advancement. | 3.90 | 0.69 | Agree |
| 3. Opportunity to make a difference in other people's lives. | 3.72 | 0.85 | Agree |

3. Organization at characteristics of the small independent hotels

Three organization characteristic factors were investigated. The results are shown in Table 3.

Table 3: Mean and standard deviation of organizational characteristics of small independent hotels in Phuket.

| Organizational characteristics | Mean | S.D. | Level of Opinion |
|---|------|------|------------------|
| Organizational support factor | | | |
| 1. Shortage of essential resources. | 3.33 | 1.06 | Fair |
| 2. Lack of support from senior staff. | 3.08 | 1.09 | Fair |
| 3. Poor physical working conditions. | 2.71 | 1.10 | Fair |
| hip behavior factor | | | |
| Citizenship behavior factor | | | |
| 1. To respect and honor the seniors and juniors. | 4.15 | 0.70 | Agree |
| 2. Teamwork and mutual assistance. | 4.07 | 0.75 | Agree |
| 3. Supervisors and colleagues offer business and personal support/help. | 4.04 | 0.76 | Agree |
| Benefits factor | | | |
| 1. The hotel provides a legal holiday schedule similar to big hotels. | 3.91 | 0.83 | Agree |
| 2. Wage rates are adequate to current economic conditions. | 3.65 | 0.94 | Agree |

| Organizational characteristics | Mean | S.D. | Level of Opinion |
|---|------|------|------------------|
| 3. The insurance of the hotel is appropriate and covers family care. | 3.56 | 0.98 | Agree |
| Management factor | | | |
| 1. I agree with this hotel's policies on important matters relating to its employees. | 0.97 | 0.77 | Agree |
| 2. Good management and security of employment | 3.75 | 0.82 | Agree |
| 3. Lack of employee's participation in planning/decision making. | 3.11 | 1.00 | Fair |

Organizational support: The respondents are fairly agreed that there was a shortage of essential resources (3.33), a lack of support from senior staff (3.08) and that they endure poor physical working conditions (2.71).

Citizenship behavior factor: The respondents agreed that they had the respect and honor of seniors and juniors (4.15), teamwork and mutual assistance (4.07). Their supervisors and colleagues supported/helped them in both the business and personal dimensions (4.04).

Benefits: The respondents agreed that the hotel provided holiday in accordance with the law and similar to big hotels (3.91), that the wage was adequate for the current economic conditions (3.65), and the insurance of the hotel was appropriate and covered family care (3.56).

Management: The respondents agreed that their hotel had policies on important matters relating to its employees (3.97), and had good management and security of employment (3.75). However, they were fairly agreed that there was lack of employee's

participation in planning/decision making (3.11).

4. Employee commitment for small independent hotels in Phuket Province

Seven variables were rated to measure the hotel employees' commitment. The results are shown in Table 4. The overall commitment of employees in small independent hotels in Phuket was reasonably high (3.58). The highest commitment variable was the willingness to put in a great deal of effort beyond that normally expected in order to help their hotel be successful (4.06), followed by the acceptance of almost any type of job assignment in order to keep working for the hotel (3.85), the pride to tell others that they are the part of this hotel (3.81), the perception that the hotel really inspires them to perform the best (3.72), the hotel is the best of all possible hotels for which to work (3.72), they would not leave their organization right now because they had a sense of obligation to the people in it (3.62), their department had great deal of personal significance (3.59), and they cared about the fate of the hotel (3.39).

Table 4: Mean and standard deviation of the employees' commitment for small independent hotels in Phuket Province.

| The employee commitment for small independent hotels | Mean | S.D. | Level of Commitment |
|--|------|------|---------------------|
| 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful | 4.06 | 0.73 | High |
| 2. I would accept almost any type of job assignment in order to keep working for this hotel. | 3.85 | 0.79 | High |
| 3. I am proud to tell others that I am part of this hotel. | 3.81 | 0.87 | High |

| The employee commitment for small independent hotels | Mean | S.D. | Level of Commitment |
|--|-------------|-------------|---------------------|
| 4. For me this is the best of all possible hotels for which to work. | 3.72 | 0.81 | High |
| 5. This hotel really inspires the very best in me in terms of job performance. | 3.72 | 0.84 | High |
| 6. I would not leave my organization right now because I have a sense of obligation to the people in it. | 3.62 | 0.93 | High |
| 7. My department has a great deal of personal significance for me. | 3.59 | 0.87 | High |
| Grand Mean | 3.58 | 0.56 | High |

5. Hypothesis Testing

H1: Personal characteristics of employees including gender, age, education, marital status, working position, section, work experience for this hotel, previous work experience and average income have an effect on employee commitment to the small independent hotel organizations in Phuket Province.

The independent sample t-test was calculated to test whether there were significant differences between personal characteristics and the organizational commitment of small independent hotel employees in Phuket. Findings show that the null hypothesis is rejected in these personal characteristics -- education, job level and work experience. However, findings show that the null hypothesis is accepted in the gender variable. In conclusion, the results found that education, job level and work experience had affected the organizational commitment. However, in terms of gender, there was no significant difference in the organizational commitment between males and females.

6. Education and Employee commitment

Table 5 shows that the lower than Bachelor's degree employees had higher organizational commitment than the Bachelor's degree employees. They were more willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful ($p < 0.01$), and to accept almost any type of job assignment in order to keep working for this hotel ($p < 0.05$). They also felt stronger that their hotel really inspired the very best in terms of job performance ($p < 0.05$). At the same time, it did not affect other employee commitments to the small independent hotel organizations in Phuket Province.

Table 5: The comparison of education and employees' commitment.

| Employee commitment | Mean | S.D | p-value |
|--|------|------|---------|
| A1: Willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful: | | | |
| Lower than Bachelor's degree | 4.08 | 0.72 | 0.010** |
| Bachelor's degree | 3.57 | 0.76 | |
| A2: To accept almost any type of job assignment in order to keep working for the hotel: | | | |
| Lower than Bachelor's degree | 3.86 | 0.79 | 0.019* |
| Bachelor's degree | 3.36 | 0.84 | |
| A3: The hotel really inspires the very best in terms of job performance: | | | |
| Lower than Bachelor's degree | 3.74 | 0.84 | 0.022* |
| Bachelor's degree | 3.21 | 0.80 | |

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

7. Job level and Employee commitment

Table 6 shows that the employees at the management level have higher commitment than the employees at the operational level. They felt stronger that their hotel really inspired the very best in terms of job performance ($p < 0.01$), and they cared about the fate of the hotel ($p < 0.05$). They were proud to tell others that they were part of the hotel ($p < 0.05$) and their department had a great deal of personal meaning ($p < 0.001$). meanwhile, it did not affect other employee commitments to the organization of the small independent hotels in Phuket Province. (See above)

Table 6: The comparison of working position and employees' commitment.

| Employee commitment | Mean | S.D | p-value |
|--|------|------|----------|
| A3: The hotel really inspires the very best in terms of job performance: | | | |
| Management Level | 3.93 | 0.86 | 0.002** |
| Operational Level | 3.65 | 0.83 | |
| A5: Really care about the fate of the hotel: | | | |
| Management Level | 3.59 | 0.89 | 0.012* |
| Operational Level | 3.31 | 1.01 | |
| A7: Proud to tell others that I am part of the hotel: | | | |
| Management Level | 3.96 | 0.81 | 0.037* |
| Operational Level | 3.76 | 0.88 | |
| A10: My department has a great deal of personal meaning. | | | |
| Management Level | 3.82 | 0.83 | 0.001*** |
| Operational Level | 3.50 | 0.86 | |

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

8. Work experience and Employee commitment

Table 7 shows that the employees who had less than three years of experience with the hotel had higher organizational commitment than the employees who had three or more years of experience with the hotel. meanwhile, it did not affect other employee commitments to the organization of the small independent hotels in Phuket Province.

Table 7: The comparison of working experience and employees' commitment.

| Employee commitment | Mean | S.D | p-value |
|--|------|------|---------|
| A4: It would take very few changes in my present circumstances to cause me to leave the hotel. | | | |
| Less than 3 years experience | 3.01 | 1.09 | 0.04* |
| 3 or more years experience | 2.78 | 1.05 | |

* $p < 0.05$

H1b: The job characteristic factors are related to the employee commitment towards the of small independent hotel organizations in Phuket Province.

Table 8 shows that there were significant connections between the job characteristic factors towards all items of employee commitment. This suggested that the job characteristic factor were related to the employee commitment toward the of small independent hotel organizations in Phuket Province ($p < 0.001$).

Table 8: Pearson Product Moment Correlation Coefficient between the job characteristic factors and the levels of employee commitment.

| Employee commitment | The job characteristic factors | | | |
|--|--------------------------------|----------|-----------|----------------|
| | r | p-value | Direction | Relation level |
| A1: Willing to put in a great deal of effort beyond that | 0.45 | 0.000*** | Positive | Low |

| Employee commitment | The job characteristic factors | | | |
|---|--------------------------------|----------|-----------|----------------|
| | r | p-value | Direction | Relation level |
| normally expected in order to help the hotel be successful. | | | | |
| A2: To accept almost any type of job assignment in order to keep working for the hotel. | 0.38 | 0.000*** | Positive | Low |
| A3: The hotel really inspires the very best in terms of job performance | 0.42 | 0.000*** | Positive | Low |
| A4: It would take very few changes in my present circumstances to cause to leave the hotel. | 0.24 | 0.000*** | Positive | Very Low |
| A5: Really care about the fate of the hotel' | 0.23 | 0.000*** | Positive | Very Low |
| A6: This is the best of all possible hotels for which to work. | 0.39 | 0.000*** | Positive | Low |
| A7: Proud to tell others that I am part of the hotel. | 0.38 | 0.000*** | Positive | Low |
| A8: Do not feel any obligation to remain with my current employer. | 0.19 | 0.000*** | Positive | Very Low |
| A9: Not leave my organization right now because of a sense of obligation to the people in it. | 0.29 | 0.000*** | Positive | Very Low |
| A10: My department has a great deal of personal meaning. | 0.31 | 0.000*** | Positive | Low |

H1c: The organization characteristic factors are related to the employee commitment towards the of small independent hotel organizations in Phuket Province.

Table 9 shows that there were significant correlations between the organization characteristic factors and employee commitment. This suggested that the organization characteristic factors were correlated to the employee commitment to the organization of small independent hotels in Phuket Province ($p < 0.001$).

Table 9: Pearson Product Moment Correlation Coefficient between organization characteristic factors and the levels of employee commitment.

| Employee commitment | The job characteristic factors | | | |
|--|--------------------------------|----------|-----------|----------------|
| | r | p-value | Direction | Relation level |
| A1: Willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful. | 0.40 | 0.000*** | Positive | Low |
| A2: To accept almost any type of job assignment in order to keep working for the hotel. | 0.33 | 0.000*** | Positive | Low |
| A3: The hotel really inspires the very best in terms of job performance | 0.44 | 0.000*** | Positive | Low |
| A4: It would take very few changes in my present circumstances to cause to leave this hotel. | 0.36 | 0.000*** | Positive | Low |
| A5: Really care about the fate of the hotel. | 0.25 | 0.000*** | Positive | Very Low |
| A6: This is the best of all possible hotels for which to work. | 0.46 | 0.000*** | Positive | Low |

| Employee commitment | The job characteristic factors | | | |
|---|--------------------------------|----------|-----------|------------------|
| | r | p-value | Direction | Relation leve |
| A7: Proud to tell others that I am part of the hotel. | 0.40 | 0.000*** | Positive | Low |
| A8: Do not feel any obligation to remain with my current employer. | 0.32 | 0.000*** | Positive | Low |
| A9: Not leave my organization right now because of a sense of obligation to the people in it. | 0.33 | 0.000*** | Positive | Low |
| A10: This department has a great deal of personal meaning. | 0.35 | 0.000*** | Positive | Low |

***p<0.001

Conclusion and recommendations

The results of this study show that the small independent hotel employees in Phuket have strong commitment to their organization. The summary of finding are presented as follows:

The personal characteristics of education, marital status, working position, working section, and work experience have effects on employee commitment to the small independent hotels in Phuket Province. In contrast, the personal characteristics in terms of gender, age, previous work experience, and average income have no effect on employee commitment. This study supports Morrow (1983), Bardi (2007), Wong (2010) and Cohen (1992: p. 539-558) who found that the personal characteristics such as age, tenure, gender, level of education, position in the company, and years of work experience explain most variations in employee commitment to the organization. The personal characteristics affecting employee commitment to the organization of the small independent hotels in Phuket Province can discussed as followed:

1. The employees that have an education with less than a Bachelor's degree have a commitment to the organization more than the employees that have a Bachelor's degree level because the employees with lower education than a Bachelor's degree have less job opportunities than those who have a higher education. Therefore, most of them love their jobs and try to do the assigned tasks successfully which is a chance to show their capability and a chance to be promoted to a more advanced position.

2. The married employees have more commitment to the organization than the single and divorced/separated employees because most married employees have an education level lower than a Bachelor's degree and they have more responsibilities in their family than other employee statuses. Therefore, they have a high loyalty to small independent hotels because they know that they have a lower chance to join the big hotels or chain hotels. Thus, a way to make their family and personal life better is by working with the present position and having stability in small independent hotels which is consistent with the affective commitment of Tung, et al., (2014) and Biljana, (2004) that defines, "The factor leading to a sense of continuance commitment may be the employees' perceived lack of alternatives outside of the organization. If employees believe that fewer work opportunities exist outside of their organizations, the perceived costs of leaving current organizations will be higher, and they will develop a stronger sense of continuance commitment to their organizations".

3. The employees at management level have a higher commitment than employees at an operational level because most employees at the management level of small independent hotels have a close relationship with the hotel owner or in some place the hotel owner are managing by themselves. Therefore, they will support the goal of hotels including the ways to support the hotel's achievement.

4. The back line sections have more commitment to their organization than employees in the front line sections because the back line employees are not directly face-to-face with customers. Therefore, they have less stress than front line employees. According to the hotel employee characteristics as SupindaKivanon (2002) said, the people who would like to work as hotel employees must have the specific characteristic of loving service and have excellent tolerance, which are rarely found in the current young generation. Furthermore, most employees in small independent hotels have a working experience of around one to two years. They are first jobbers, so they feel it is fun to work and find work experience in small independent hotels whilst, they do not think about the job opportunity like a greater work experience group.

The findings of this study show that the job characteristic factors and the organization characteristic factors have a positive correlation to employee commitment. The highest employee commitment is willing to put in a great deal of effort beyond that normally expected in order to help the hotel be successful, and it is the best of all possible hotels for which to work because the main responsibilities and roles of all employees act positively on their organization. Hence, if their hotel develops further, they will have good compensation. In contrast, the lowest employee commitment does not feel any obligation to remain with the current employer because most employees have a good relationship and commitment with their colleagues, but not with their employer or management level. Therefore, the colleague is a factor that affects the employee commitment, including really caring about the fate of the hotel because it affects the stability of employees. This study supports Dunja (2014) who found strong positive correlations between organizational commitment and job characteristics. This study supports Narumon and Gerard (2008) who found the committed

employees were demonstrating the organization's brand values. Furthermore, this study supports Steven (2007) and Biljana (2004) who found that organizational change is affected by employee attitude, including employee commitment.

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