

**HUMAN RESOURCE MANAGEMENT PRACTICES FOR EMPLOYEE  
ENGAGEMENT TO ENHANCE ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR IN FIVE-STAR HOTELS IN THAILAND**

**Pornpimol Chaisanit**

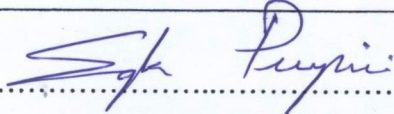
**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
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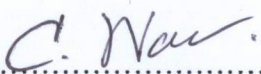
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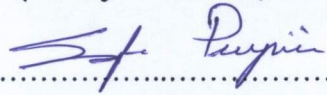
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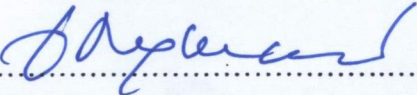
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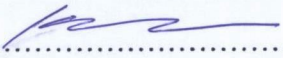
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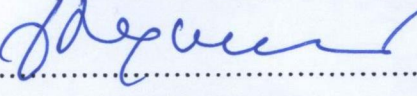
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## **ABSTRACT**

<b>Title of Dissertation</b>	Human Resource Management Practices for Employee Engagement to Enhance Organizational Citizenship Behavior in Five-Star Hotels in Thailand
<b>Author</b>	Miss Pornpimol Chaisanit
<b>Degree</b>	Doctor of Philosophy (Integrated Tourism Management)
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This study investigates the relationship between employee perceptions of human resource management practices (HRM practices) and organizational citizenship behavior (OCB), and also examines the mediating role of employee engagement between the relationship of employee perceptions of HRM practices and OCB in the context of five-star hotels in Thailand. The thesis especially focuses on eight HRM practices; namely, recruitment and selection, training support, performance appraisal, compensation and benefits, career opportunities, internal communication, rewards and recognition, and empowerment. Social exchange theory (SET) have been applied to the study and helped to describe the exchange relationship between employers and employees.

In order to achieve these objectives, this study adopted a mixed-method approach. The first method was a quantitative study of 325 employees in five-star hotels using two approaches comprised of confirmatory factor analysis (CFA) and structural equation modeling (SEM). The model fit indices were as follows:  $\chi^2 = 253.640$ ,  $df = 99$ ,  $\chi^2 / df = 2.562$ ,  $P = 0.000$ ,  $GFI = 0.910$ ,  $CFI = 0.957$ ,  $TFI = 0.948$ , and  $RMSEA = 0.069$ . The results revealed that the positive relationship between employee perceptions of HRM practices and OCB, and also the positive relationship between employee engagement and OCB. In addition, employee engagement played a partial mediating role in the relationship between employee perceptions of HRM practices and OCB. The second method, a qualitative method, was designed to explore the form of

HRM practices for employee engagement to enhance OCB in five-star hotels by interviewing 10 human resource managers. The findings suggest that training support and career opportunities have the largest effect on employee engagement and OCB among the eight HRM practices. However, empowering employees seems to be difficult to practice in the context of five-star hotels.

According to the social exchange perspective, the findings show that employees are more likely to engage in extra-role behavior if they are treated fairly in the organization. This implies that perceived HRM practices can affect both employees' attitudes and behaviors that there are a benefit to the organization and coworkers. Thus, appropriate HRM practices can help to create a holistic and consistent people-management approach in the hotel industry of Thailand.

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# **CHAPTER 1**

## **INTRODUCTION**

The increasing level of uncertainty in the business environment requires many organizations to constantly adapt to changes and accommodate different needs of their employees. As human resources are the key elements in the success of an organization. The success or failure of organization is chiefly dependent on the ability of the people working therein (Baron & Kreps, 1999). This research attempts to investigate the role of HRM practices for maximizing employee engagement, and the impact of employee engagement on organizational citizenship behavior. Human Resource Management (HRM) research emerged in the 1990s, driven by economic development (Labadie, 2005). In the hotel industry, HRM has become an area of focus in enhancing employees' attitudes and behaviors (Khilji, & Wang, 2006; Nishii, Lepak, & Schneider, 2008). This chapter is divided into six sections. The first section provides the background of this research and the significance of effective HRM practices for employee engagement in terms of enhancing organizational citizenship behavior (OCB). The second section presents the rationale of the study. The third section presents the research questions and objectives which explain what the study is expected to achieve. The fourth section provides the definition of each key term and the scope of the study. The fifth section explains the contribution of the research and demonstrates why this research is worth while. The last section describes the structure of this research.

### **1.1 Background of the Study**

Today, all organization are inevitably facing increasing competition and changing business environments. The increase in the ambiguity in the business situation requires many organizations to respond to the different needs of their employees. Organizations are attempting to compete to survive by decreasing the

costs of operation, cutting employee costs, and laying off them. However, they still are experiencing a loss of profit, so new tactics for human resource management are unavoidable for organizational improvement. In essence, HRM is an important area of research because the success of organizations depends on the good value of the relationship between organizations and their employees (Watty-Benjamin, 2013). Organization should shift from the cutting of prices and focus on HRM because appropriate HRM practices can maximize employee engagement and increase employee performance. Furthermore, employees are expected to deliver high performance and productivity, especially in the service industry. As a result, several studies have been published and focused on how to increase the level of employee engagement rather than focus on pricing strategies (Bakker & Schaufeli, 2008; Avey, Wernsing, & Luthans, 2008; Cartwright & Holmes, 2006).

The idea of employee engagement has received widespread interest and greater significance, especially among human resource practitioners (Hallberg & Schaufeli, 2006; Saks & Gruman, 2011a). Several researchers have found similar results—that engaged employees have an impact on organizational effectiveness (Salanova & Schaufeli, 2008; Teng, Huang, & Tsai, 2007). Engaged employees are defined as employees with discretionary energy in the workplace. Engaged employees are those that are extremely vigorous and dedicated to their job, whereas disengaged employees are those that are disconnected from their job. These disengaged employees lack energy at work and they avoid doing challenging work (Bakker et al., 2008). By most justifications, employee engagement had a significant impact on job performance and organizational productivity (Zigarmi, Nimon, Houson, Witt, & Diehl, 2009; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). A stronger theoretical foundation for explanation employee engagement is found in social exchange theory (SET). SET provides a theoretical foundation to explain why employees to become more or less engaged in their work and organization. Engagement is the degree to which an individual is attenuate and engaged in the performance of their roles (Saks, 2006). According to Blau (1964) social exchange theory (SET) is a social-psychological and sociological perspective that explains the exchange relationship between employers and employees and frequently goes beyond financial exchange and non-financial exchange. In terms of the HRM field, employers

and employees exchange not only economic resources such as money, services, and information, but also social resources such as values, trust and support (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Several organizational researches have lately applied the social exchange theory (SET) and the norm of reciprocity theory to explain motivational roots in terms of employees' attitudes and behaviors in the workplace (Settoon, Bennett, & Liden, 1996; Wayne, Shore, Bommer, & Tetrick, 2002). A highly-engaged employee is willing to pay back his or her organization with a positive attitude and extra-role behavior in his/her job based on the norms of exchange (Owor, 2015; Rurkkhum & Barlett, 2012; Saks, 2006).

HRM tactics are examples of significant schemes for attaining employee engagement. According to Zhang, Kwan, Everett, and Jian (2012) and Guest (2014), in order to deliver its purported benefits, engagement needs to be explicitly embedded within an integrated scheme of HRM practices. HR specialists and managers have been persistently confronted with the challenge of how they can improve the level of engagement among their employees. For example, a research by the Gallup Organization (2013), a well-known research company, studied the level of employee engagement worldwide and they found that about 63% of employees are not engaged in their work and they are less likely to invest in discretionary effort at work. In addition, 24% represented actively-disengaged employees; these employees are detached and unproductive at work. The Gallup Organization (2013) further surveyed 142 countries in its state of the Global Workplace report and found that Thailand is among the highest proportion of "not engaged" employees in the world. In Thailand, only 14% of Thai employees are engaged, 84% are disengaged, and 2% are actively disengaged employees. In addition, the report estimated that the disengaged employees have low productivity and cost the Thai economy more than 98 billion Thai baht (more than 2 billion U.S. dollars) each year (Ratanjee, 2005). Therefore, studying of the HRM factors that influence engagement is necessary in Thailand. Today's workplace needs high-performing employees in the new economic situation today, and developing HRM practices is significant for stimulating employee engagement.

Even though, highly-engaged employees can provide superior work performance in comparison to disengaged employees, a few researches have studied

the performance of engaged employees that perform more than their job descriptions require or perform extra-role behavior (Babcock-Roberson & Strickland, 2010). The idea of employee performance that goes beyond formal job descriptions is called organizational citizenship behavior (OCB). Several researchers have found that employee's OCB could facilitate organizational performance through the impact on individual productivity (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Farh, Zhong, & Organ, 2004). Therefore, the concept of organizational citizenship behavior (OCB) is a needed area for this research. This study has turned its attention to expand more understanding about the HRM practice factors that influence employee engagement and enhance OCB.

The inspiration for this research was to address these research problems and to fill the existing gaps in employee engagement literature. Indeed, this study found that there is a lack of research on the relationship between employee engagement and the behavior goes beyond the job responsibilities of highly-engaged employees, especially in the hotel industry, whereas the studies are so limited in this area (Suteera & Suthinee, 2016). The following section is the rationale for the study, followed by the research questions and objectives.

## **1.2 Rationale of the Study**

There are four significant contributions presented here for the rationale of this study: theoretical contributions, methodological significance, practical contributions, and its impact on the hotel sector in Thailand. Each of these contributions is discussed in the following.

### **1.2.1 Theoretical Contributions**

#### **1.2.1.1 The Lack of Research on Increasing Employee Attitudes and Behaviors**

Several organizational researches have mainly focused on negative effects such turnover and work conflicts, and little research has paid attention to investigating and building the positive employee attitudes and behaviors in the organization (Schaufeli & Bakker 2004; Podsakoff et al., 2009). The focus on

negative outcomes implies neglect of the ideally positive attitudes and behaviors of work. Seligman and Csikszentmihalyi (2014) have studied positive psychology movement and have studied OCB concepts in order to understand the individual behavior display at work. In addition, the research of Organ (1997) and Podsakoff et al., (2000) motivated the examination of the impact of employee perceptions of HRM practices on employee engagement for enhancing OCB. Thus, the focus of this study is on how to build positive employee attitudes and behavior by discovering the various mechanisms that help improve the level of employee engagement and extra-role behavior in the workplace.

#### 1.2.1.2 The Importance of HRM Practices

This research suggests that appropriate HRM practices play a critical role in improving employee engagement and extra-role behavior in the service industry. HRM practices play a vital role in motivating employees by offering economic exchange and social exchange in workplace. By applying social exchange theory (SET), employers can accept that the engagement level of the employees will be higher when it is being perceived that they are being trusted and loved (Babcock-Roberson & Strickland, 2010; Ariani, 2013). The concepts of sophisticated recruitment selection, recognizing employees, and providing adequate training and development are key to employee engagement. These HRM practices are social or economic resources that employees need in order to become engaged in extra-role behavior. According to Wright and Boswell (2002) “effective HRM practices” can build up 25 percent improvement in employee performance. The purpose of this study is to investigate the various factors of HRM practices that could influence the level of employee engagement and OCB.

#### 1.2.1.3 The Mediating Role of Employee Engagement

Employee perceptions of HRM practices both in terms of financial and non-financial benefits are a key factor that enhances the individual’s extra-role behavior (Rurkkhum & Bartlett, 2012; Alfes, Truss, Soane, Rees, & Gatenby, 2013b; Owor, 2015). The mediating variable in the social exchange framework defined in this study is engaged employees, which refers to a person who is fully involved in; such a person is described as a vigorous, dedicated, and absorbed person (Schaufeli, Martinez, Pinto, Salanova, & Bakker, 2002; Schaufeli & Bakker, 2004). This employee engagement is

important as a mediator in the relationship between perceived HRM practices and OCB. A few studies have discussed the role of employee engagement and its effect on OCB. Employee engagement is the emotional contract between employees and their organization that can be altered to achieve extra-role or citizenship behavior (Babaei, Ahmad, Idris, Omar, & Rahimian, 2012; Alfes et al., 2013). According to the social exchange framework, employees will pay back by being highly engaged and committed to their organization if they receive trust and value. In addition, engaged employees are likely to show discretionary behavior. Engagement has been found to be closely related to feelings and perceptions around being valued and involved, which in turn produces the kinds of discretionary effort that lead to improved performance (Konrad 2006). Thus, it can be shown that engaged employees will have positive attitudes and good behaviors toward the organization (Daniels, Norwich, & Steres, 1997; Saks, 2006).

### **1.2.2 Methodological Implications**

According to the employee engagement and OCB research, most of the noticeable research has been conducted using a positivist approach. The positivist method establishes constructs from theory behind engagement and OCB and finds out the potential factors that can bring about engagement and OCB (Sonntag 2003; May, Gilson, & Harter, 2004). Several hypotheses have been developed from these potential factors causing employee engagement and extra-role behavior. Most of the studies have only confirmed the factors that influence the level of engagement and OCB based on reviewing the literature. In this study, researcher has decided to employ the mix-method approach, combining quantitative and qualitative methods. The contribution of a mixed-method design is to help in the understanding of engagement and the OCB phenomenon. Researchers are often encouraged to interview in order to gain more knowledge and information. The advantages of conducting in-depth interviews are to see the world from the employee's viewpoint and to gain insight into their behavior at work. The findings from in-depth interviews help the researcher to understand practices in order to increase employee engagement and OCB. Therefore, mixed method is used when this combination provides a better understanding of the research problems than either approach alone.

### **1.2.3 Practical Contributions**

There are two practical contributions from this study. First, the research on engagement and OCB can be seen mostly in the western countries, so this study attempts to discuss engagement in developing countries, especially in Asia. This research will examine the adoption of western HRM practices in the economic and social setting in Thailand. The contributions from this study will benefit many organizations, such as the Thai Hotel Association, the Thai government, policymakers, and HR divisions in the hotel business because they can apply the findings to their workers. Secondly, the practical significance of this study is that there is a lack of study of HRM practices and their effect on employee engagement and OCB in the hotel industry in Thailand. The understanding of the important HR variables that may arise from this study could help HR practitioners or top management know why employees are engaged in or detached from the hotel industry. In addition, HR practitioners will be able to understand how these HRM practices enhance employees' attitude and performance. It is important that management provide an atmosphere which can improve the potential of individual performance.

### **1.2.4 The Importance of Studying the Five-Star Hotel Sector in Thailand**

Recently, the hotel industry is one of Thailand's main economic sectors, yielding high incomes, supporting 244,318 jobs and serving many customers from all over the world (National Statistical Office of Thailand, 2014). The number of hotel establishments in Thailand has increased remarkably from 5,420 units in 2000 to 10,018 units in 2014 (National Statistical Office, 2014). Even though the hotel industry has widened its growth constantly, this industry faces many challenges, such as shortages of labor and high turnover rates. According to a report from the Bureau of Labor Statistics (2015), the rate of turnover in the economy's hotel segment increased from 66.7% in 2014 to 72.1% in 2015. They further stated that the cost of losing employees is approximately US\$ 1 million for every 10 managerial employees that leave the organization. Moreover, the cost of recruiting new employees is approximately 50 to 60 % of the first year's salary of one employee in the hotel industry. In Thailand, the turnover rate of hotels increased from 25.02 % in 2006 to 44.5% in 2012 (Ministry of

Labor, 2013). The hotel industry is also facing difficulties in retaining their employees, especially in five-star hotels. These hotels attempt to find out all possible tactics to cherish and retain capable employees in order to solve the problems mentioned above. The hotels with a high turnover rate not only affect financial dimensions but also employees' performance and service quality. Five-star hotels pay a great deal of attention to employees' performance in order to deliver superior service to customers. The image of five-star hotels and customers' satisfaction are highly influenced by their employee that provides the service (Suan & Mohd Nasurdin, 2014). Furthermore, Lawler, Atmiyanada, and Zaidi (1992) pointed out that HRM practices vary systematically according to the star rating in each hotel. There is evidence that five-star hotels are more likely to adopt participative work practices than three- or four-star hotels, such as intensive training, career development procedures, and sophisticated recruitment and selection (Browning, 2006). Therefore, human resource management has played a critical role in five-star hotels because it helps to increase employee engagement and organizational citizenship behavior (Suteera & Suthinee, 2016).

Several researchers (Schaufeli et al., 2002; Sak, 2006; Bakker & Demerouti, 2007) have suggested that employee engagement and OCB can enhance employee effectiveness and organizational performance. Engaged employees are likely to work hard in their role. If they believe that the organizations are treating them with respect, they are likely to improve their performance and show discretionary behaviors, such as helping co-workers in the organization (Podsakoff et al., 2009; Noruzy, Shatery, Rezazadeh, & Hatami-Shirkouhi, 2011; Chiang & Hsieh, 2012; Husin, Chelladurai, & Musa, 2012). LePine, Erez, and Johnson (2002) further indicated that OCB has become institutionalized since many organizations have moved away from the traditional structure to more concentrate collaborative structures. This structural move requires more collaboration among employees and co-workers, thus increasing the significance of OCB. In addition, there are no studies that have evaluated the impact of involving multiple practices multiple practices of HRM practices, employee engagement, and OCB in the five-star hotel sector based on the published evidence. Therefore, this research aims to find out the practices filling the academic gaps by investigating the relationship between employee perceptions of HRM practices and OCB. This study also investigates the possible moderating role of employee

engagement between perceived HRM practices and OCB through a cross-sectional study in the five-star hotel context.

### **1.3 Research Questions**

In order to fill this gap in the research, this explanatory research study will focus on the following three main questions:

- 1) What are the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels?
- 2) Does employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior in five-star hotels?
- 3) What are the forms of HRM practices of employee engagement in terms of enhancing organizational citizenship behavior in five-star hotels?

### **1.4 Research Objectives**

To answer the questions of the research, there are three objectives as follows:

- 1) To investigate the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels
- 2) To examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and organizational citizenship behavior
- 3) To present the form of HRM practices of employee engagement to enhance organizational citizenship behavior in five-star hotels in Thailand

According to previous research, it has been revealed that good HRM practices can maximize employee engagement and organizational citizenship behavior. Social Exchange theory implies that employees prefer to make their reciprocated influences from where they received benefits (Tsui, Pearce, Porter, & Tripoli, 1997; Cardona, Lawrence, & Bentler, 2004). Good HRM practices require the resources of appropriate

exchange between employers and employees (Tsui et al., 1997; Shaw, Dineen, Fang, & Vellella, 2009; Guest, 2014). Moreover, several studies have applied the concept of effective HRM practices to develop employee engagement and organizational citizenship behavior (Gratton & Truss, 2003; Guest, 2014; Albrecht, Bakker, Gruman, Macey, & Saks, 2015). The eight most important HRM aspects that influence the hotel staff's engagement and organizational citizenship behavior were the following: 1) recruitment and selection, 2) training support, 3) performance appraisal, 4) career opportunities, 5) compensation and benefits, 6) internal communication, 7) reward and recognition, and 8) empowerment. Therefore, perceived HRM practices will positively affect employee engagement and organizational citizenship behavior.

Hypothesis 1: There is a positive relationship between employee perceptions of HRM practice (recruitment and selection, training support, performance appraisal, career development opportunities, compensation and benefits, internal communication, rewards and recognition, and empowerment) and employee engagement.

Hypothesis 2: There is positive relationship between employee perceptions of HRM practices (recruitment and selection, training support, performance appraisal, career development opportunities, compensation and benefits, internal communication, rewards and recognition, and empowerment) and organizational citizenship behavior.

Furthermore, several researches have revealed the influence of employee engagement on organizational citizenship behavior. For example, engagement has been found to influence the factors in organizational citizenship behavior (Sonnentag, 2003; Schaufeli & Bakker, 2004; Albrecht et al., 2015). Thus, it is predicted that employee engagement will have an influence on organizational citizenship behavior as follows:

Hypothesis 3: There is a positive relationship between employee engagement and organizational citizenship behavior.

Finally, HRM factors are expected to increase employee engagement. Employee engagement also impacts organizational citizenship behavior, and it is possible that employee engagement is a mediator in the relationship between employee perceptions of HRM practices and organizational citizenship behavior. In addition, numerous studies have found that employee engagement plays a mediator role in the relationship between employee perceptions of HRM variables and

organizational citizenship behavior (Liu, 2004; Albrecht et al., 2015). The aim of this study also includes investigating the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and extra-role behavior. Hypothesis 4 of this study then is as follows:

Hypothesis 4: Employee engagement plays a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior.

## 1.5 Definitions of Key Terms

The meaning of each key term is are provided below.

1) Human resource management practices refers to a set of activities and processes to attract, develop, and maintain organizational performance (Lado & Wilson, 1994). There are eight HRM practice factors included in this study as follows:

(1) Recruitment and Selection refers to the ability to identify, select, and appoint potential employees. The recruitment and selection process should be geared at finding right candidates to fit the job and organization (Babaei et al., 2012).

(2) Training Support refers to an efficient method of learning to improve individual, team, and organizational effectiveness. Training support helps employees meet their job requirements and also improves what they do (Rothwell & Sredl, 1992).

(3) Performance appraisal refers to the systematic evaluation of the organization that involves a variety of activities that include classifying, evaluating, and providing feedback to improve employee performance for the purpose of achieving organizational goals (Dessler & Tan, 2006)

(4) Compensation and Benefits refers to the financial exchange and non-financial benefits provided to employees as part of the contractual agreement (Ju, Kong, Hussin, & Jusoff, 2009, Mondy, 2010).

(5) Career Opportunities refers to employees' viewpoints of career potential regarding self-development, learning, career path, and personal achievement

at work. In addition, organizations should provide employee with the opportunity to create their own development plans and career goals (Kirk, Downey, Duckett, & Woody, 2000).

(6) Reward and recognition refers to programs agreed on by the organization to reward and recognize performance and to motivate employees regarding individual or team performance. They are typically considered separate from payment and contractual agreement (Maslow, 1970b; Guest, 1997; Thomas, 2000).

Intrinsic rewards refers to emotional rewards that individual employees receive from doing meaningful work and performing their performance.

Recognition refers to formal acknowledgment of important and outstanding performance of individuals and teams.

(7) Empowerment refers to the process whereby employees improve the capability of being responsible for their department and resolving their own problems. The organization allows its employees to participate in the decision-making process and problem solving in their department (Myrick Short, Greer, & Melvin, 1994).

(8) Internal Communication is the exchange of information and ideas between employers and employees within the organization (Welch & Jackson, 2007).

2) Employee Engagement refers to employees that have a work-related state of mind indicated by feelings of vigor, dedication, and absorption. Employee engagement is derived from a positive emotional state leading to better performance of employees which benefits the organization (Schaufeli, Salanova, González-Romá, & Bakker, 2002; Schaufeli et al., 2002; Schaufeli & Bakker, 2004; Schaufeli, Bakker, & Salanova, 2006).

Employee engagement employed in this thesis embraces only three components as follows:

(1) Vigor refers to the employee's feeling that he/she has high energy and mental resilience while working. The employee is willing to invest effort in work and is persistent even when facing difficulties.

(2) Dedication refers to employees that have a sense of importance, enthusiasm, inspiration, pride, and challenge at work.

(3) Absorption refers to employees that feel work time passes quickly and they feel difficulty detaching themselves from work. Employees enjoy working and find pleasure in performing it.

3) Organizational citizenship behavior (OCB) refers to the characteristics of voluntary- or discretionary-performance-related behavior shown by employees given an effort to improve organizational outcomes. These employee behaviors are also described as extra-role efforts that go beyond the scope of job requirements (Organ, 1988; Podsakoff et al., 2000; Koys, 2001; Organ, Podsakoff, & MacKenzie 2006).

The organizational citizenship behavior employed in this thesis embraces only five components as follows:

(1) Altruism means the employee's behaviors that help co-workers resolve their problems.

(2) Conscientiousness means the employee's behavior that goes beyond his/her role requirements of the organization. It includes reliability, loyalty to company rules, and regulations.

(3) Sportsmanship means that the employee does not complain or show undesirable behaviors or attitudes towards managers and the organization in he/she works.

(4) Courtesy means the employee's behavior that helps co-workers prevent a problem from happening in advance.

(5) Civic virtue means that the employee voluntarily participates in organizational meetings and shares ideas and speaks up about issues related to his or her department and makes suggestions for development.

Five-star hotels refers to 66 hotels in Thailand based on the 2016 list of five-star hotels by the Thai Hotel Association (THA). These hotels match five-star international standards. The hotel's interior design impresses as a high quality product, luxury, and superiority. All of the furniture is perfect. Guests will receive superior service. The restaurants exhibit a high level of technical skill, serving guests

with the highest international standards. The staff is expert, helpful, and is well-experienced in all facets of guest care.

## **1.6 Scope of the Study**

The scope of this study describes the specific area of focus of this research. There are three specific areas that will be explored.

### **1.6.1 Specific Contents**

This study investigated the perceived HRM practices (antecedents) affecting employee engagement and organizational citizenship behavior. The research attempts to identify the HRM practice factors that influence employee engagement and their impact on OCB in the hotel industry. Additionally, the relationships of those variables were examined and developed into a discussion of the relationship between employee perceptions of HRM practices and organizational citizenship behavior by using employee engagement as a mediator.

### **1.6.2 Specific Area**

This study is focused on HRM practices in five-star hotels in Thailand and was conducted in four main provinces representing four regions in Thailand, with the highest number of five-star hotels and customers in each region, Bangkok (central), Chiang Mai (north), Phuket (south), and Khon Kean (northeast) based on the list of the Thai Hotel Association (2016).

### **1.6.3 Specifics of the Population**

This research study included two stages. The population under study 1 was employees that work in five-star hotels. The sampling of the study 1 was 325 employee representatives. The population in study 2 consisted of ten key informants from human resource managers in five-star hotels. These key informants had expertise in human resource management, especially employee engagement and organizational citizenship behavior.

## **1.7 The Contribution of the Study**

This section addresses the questions about this study: 1) who will benefit from it and 2) how will they benefit? There are 3 groups to which this research is expected to contribute and these are academic groups, hotel businesses, and the government.

### **1.7.1 In Terms of the Hotel Business, Thailand**

The practical implication of this study is to increase the hotelier's awareness of HRM policy and practices for employee engagement and OCB in the hotel industry. The research's results will provide significant insights that can improve employee engagement through HRM practices. In addition, this research has implications for discovering whether employee engagement is a mediator in the relationship between HRM practices and OCB. Hotel executives or human resource managers may benefit by understanding the antecedents of the factors of HRM practices for employee engagement, thus contributing to OCB, which could lead to direct improvement in their organizational performance.

### **1.7.2 In Terms of the Government and Related Associations, Thailand**

The results of the findings can help to provide better understanding on the part of the Thai Hotel Association, the Tourism Authority of Thailand, and all five-star hotels. The outcomes of this study can also help with the development of guidelines, policies, and projects to support human capital in order to promote employee engagement and OCB in the hotel business.

### **1.7.3 The Findings Contributing to the Academic Field**

Referring to the problem statement in conducting this research, there is a lack of research on the relationship between employee engagement and the behavior goes beyond the job responsibilities of highly-engaged employees, especially in the hotel industry. The results of this research will add new knowledge to theoretical or conceptual frameworks. It draws together three concepts: HRM practices, employee engagement, and OCB, and shows that the combination reveals something new and useful for generating better approaches to managing employees in the hotel industry. In terms of academic research, this study will contribute to knowledge about human capital, employee engagement, and employee behavior.

## 1.8 The Structure of The Study

This thesis consists of six chapters as follows:

Chapter 1 presents the background of the research, the rationale for the study, the research questions and objectives, the definitions of key terms, the scope of the study, and the contribution of this study.

Chapter 2 is a comprehensive literature review in four major sections; namely, the hotel star rating, the concepts of HRM practices, employee engagement, and OCB, followed by the proposed conceptual framework.

Chapter 3 describes the research methodology of this study. The rigorous research process and its important procedures are specified, particularly the integration of quantitative and qualitative instruments and how the reliability and validity of the study were triangulated by applying two-stage research procedures: 1) confirmatory factor analysis and 2) structural equation model analysis. The research instruments and measurement, data collection procedure, pilot test, and main survey are discussed as well.

Chapter 4 presents the findings from Study 1, the quantitative study. The main survey, including the data-screening process, the profile of participants, descriptive statistics, the measurement scale reliability, model fit, construct validity criteria and testing procedure, and CFA were employed to assess the individual measurement model for each latent construct. The findings from the structural equation model and hypothesis testing are shown and described in this section.

Chapter 5 shows the findings from the qualitative method (Study 2). The purpose of this chapter is to provide practical suggestions for HRM practices for employee engagement and OCB in five-star hotels. The main survey includes interview respondents' characteristics, the results and emergence of the theme, the results of the in-depth interviews about HRM practices (recruitment and selection, training support, performance appraisal, compensation and benefits, rewards and recognition, empowerment and internal communication).

Chapter 6 concludes the entire thesis, which provides the findings from the quantitative and qualitative methods answering the three research questions in this study. A discussion and recommendations are presented. This is followed by a

clarification of the theoretical, methodological, and practical contributions of the research. In addition, this research concludes by identifying its limitations and suggestions for further research.

## **1.9 Chapter Summary**

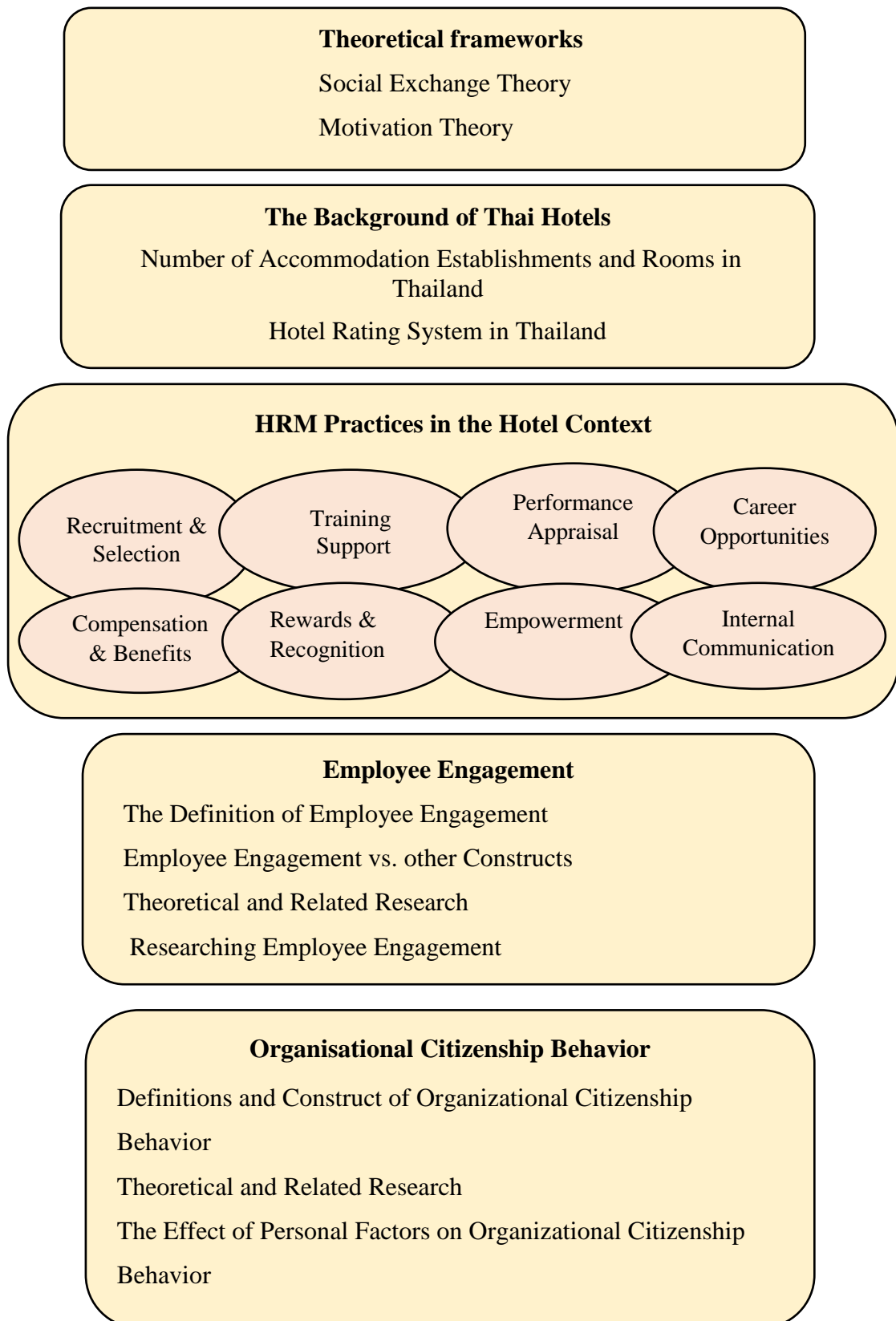
The aims of the research were to examine the relationship between employee perceptions of HRM practices and OCB by using employee engagement as a mediating role in the hotel context. The outcomes of this research will help to provide insight into theoretical, methodological, and practical implications. Regarding its theoretical contribution, this study attempts to investigate the current construct of HRM practices that impact employee engagement and enhance OCB in the hotel context; and also to examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and OCB. Thus, this research will help to increase positive employee attitudes and behaviors by exploring appropriate HRM methods in five-star hotels. In terms of methodological contributions, this study used the explanatory method combined with the quantitative and qualitative methods in order to understand the engagement of employees and the OCB phenomenon. Regarding the quantitative method, the research distributed a questionnaire to employees in five-star hotels in order to obtain the employees' opinions and information about their experience, followed by in-depth interviews with HR managers using the qualitative method. The main advantages of conducting in-depth interviews are that they provide much more detailed information.

In terms of practical contributions, the study examined the concept of western engagement and OCB in a developing country, that is, Thailand. The research attempted to investigate whether they can be applied in Thailand. The practical implications will be of benefit for the Thai Hotel Association, the Tourism Authority of Thailand, and policymakers and HR practitioners in applying the results in their organizations and with their workers. Regarding the second practical implication of this research, HR managers and hotel executives will be able to understand how to stimulate employee engagement and OCB from the constructs of HRM practices that have arisen from this study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The objective of this study is 1) to investigate the relationship between employee perceptions of HRM practices and OCB; 2) to examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and OCB in the five-star hotels in Thailand, and 3) to present the form of HRM practices for employee engagement to enhance organisational citizenship behavior in five-star hotels, Thailand. This chapter begins with a literature review of relevant research, followed by describing the theories that are relevant to the topic of the research. There are seven main sections. The first section discusses the key theoretical frameworks on social exchange theory (SET) and motivation theory. This is followed by the background of the Thai hotel industry and hotel rating systems in section two and the key issues related to each HRM practice antecedent in hotels in section three. Section four reviews the empirical research on employee engagement. Section five reviews organisational citizenship behavior (OCB). Section six concludes this chapter with significant statements related to this research topic. Section seven provides the conceptual framework of this study. The framework of the literature review is presented in figure 2.1



**Figure 2.1** Framework of the Literature Review

## **2.1 Theoretical Framework**

The social exchange concept (Blau, 1964) and work motivation (Maslow, 1970b) were applied as the theory for explanation the relationship between the variables under study. These two theories will be discussed as follows.

### **2.1.1 Social Exchange Theory**

Social exchange theory is a leading conception for understanding exchange relationships in the organization setting. According to Lambe Wittmann, and Spekman (2001, p. 4), SET might be described as “one of the oldest theories of behavior between individuals in exchange of resources.” Blau (1964, p. 545 ) has defined social exchange theory as “favors that create diffuse future obligations, not precisely defined ones, and the nature of the return cannot be bargained but must be left to the discretion of the one who makes it.” The impersonal (i.e. money) or socio-emotional (i.e. care and respect) can be a resource exchanged between the organization and employees (Aselage & Eisenberger, 2003). The socio-emotional resources powerfully build feelings of personal engagement, recognition, and trust in the organization (Blau, 1964).

The fundamental principle of SET explains the relationship between the organization and employees. This relationship among employees can increase over time into trusting, loyalty, and recognition and commitment, which describes the “rules” of exchange (Cropanzano & Mitchell, 2005). Reciprocity or repayment represents the “rule of exchange” whereby the activities of the organization lead to a response by their employees. For example, the relationship between employers and employees is perceived as an exchange where the employer provides economic or social resources such as compensation and benefits, career opportunities, and training support (Cropanzano & Mitchell, 2005).

SET suggests that employees will become highly engaged with their organization when employee perceptions of HRM practices that feel valued, recognized, and trusted (Saks, 2006; Albrecht et al., 2015). Engaged employees will invest themselves not only in their job responsibility, but also deliver extra-role performances (Markos & Sridevi, 2010). Furthermore, employee engagement is

bursting with energy and immersed in doing their work in order to improve their performance (Kahn, 1990; Saks, 2006). Employees may develop a sense of responsibility and turn to extra-role behavior (OCB) when they receive support and trust by the organization (Owor, 2015). Through these practices organizations can increase their levels of employee engagement and motivate their employees to remain with the organization as they are effort towards the success of organizational goals. Employees that feel that they are treated fairly are willing to reciprocate productive behaviors. In addition, they avoid doing counterproductive behaviors, which in turn benefits both the employees and their organization. According to Tsai, Edeards, and Sengupta (2008) many organizational outcomes are influenced by employee motivation. Motivation theory works in tandem with social exchange theory and explains why employees with positive attitudes toward their job are more likely to help the organization grows. Next, motivation theories will be discussed and explained.

### **2.1.2 Motivation Theory**

Many researchers have found that many organization have applied the motivation method to increase employees' positive attitudes and behavior. Kreitner (1995) defined motivation as an individual's purpose, direction, and persistence of effort toward attaining a goal. Latham and Pinder (2005, p. 502) have defined motivation as "the process that determines how energy is used to satisfy needs." In this research, the researcher will focus on work motivation because it can influence organizational performance. The motivation concept has been widely recognized and known as an imperative aspect of individual and managerial success. Kanfer, Chen, and Pritchard (2008, p. 3) explained work motivation as "the set of methods that control a person's intentions to allocate personal resources across a range of possible engagements." The well-known and recognized theories of motivation are Maslow's (1943) hierarchy of needs and Herzberg's two-factor theory of motivation.

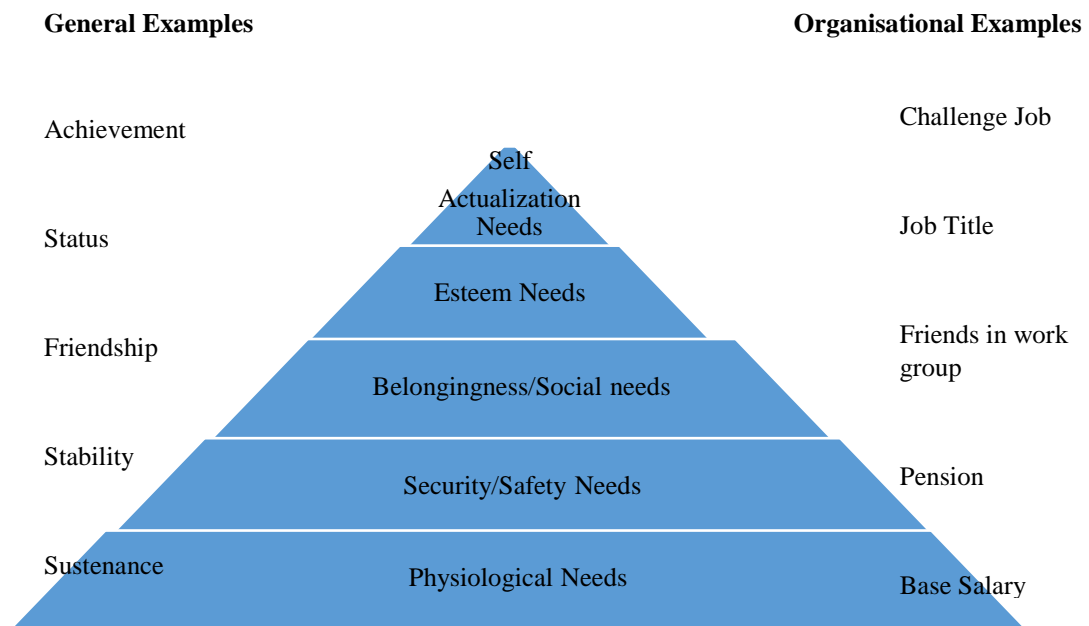
### **2.1.3 Maslow's Theory of Needs**

Maslow's (1943) theory of human motivation is one of the famous and widely-cited theories of motivation. Motivation theory can be used to explain the

spectrum of human behavior and needs. Maslow suggested that there are five basic human needs in the model motivation: physiological needs, safety needs, love/belonging, esteem needs, and self-actualization needs.

From Maslow's (1943) perspective, he believed that these five needs were arranged in the order of importance, with the most elementary needs at the base. As each need becomes significantly fulfilled, the next becomes foremost. In the other words, once physiological needs have been fulfilled for individuals, these needs are no longer the dominant drivers. Next, the higher needs will arise and these individual needs will continue. Nonetheless, when a person is deprived of all needs then the physiological needs are the strongest. It can explained that physiological needs would come first in a person's search for fulfillment. Maslow (1943) described that the needs of self-actualization come into play when all of the foregoing needs are fulfilled. The need for self-actualization refers to the ability and the desire to become everything one is capable of becoming. Therefore, the need for self-actualization differs significantly from person to person. However, Maslow's theory claimed that not everyone will move his or her needs according to his theory. A person who have low needs might just be satisfied with the lower level of hierarchy (Maslow, 1970b).

According to Kinicki and Kreitner (2009) mentioned that not all people are driven by the same needs. Different people may be motivated by entirely different aspects. It is important to understand the needs being pursued by each employees. Thus, organization must be able to recognize the needs level at which the employee is operating, and use those needs as controls of motivation. In addition, organizations should react to employees' motivation by offering many benefits that meet their specific needs.



**Figure 2.2** Maslow's Needs Hierarchy

**Source:** Kinicki and Kreitner (2009).

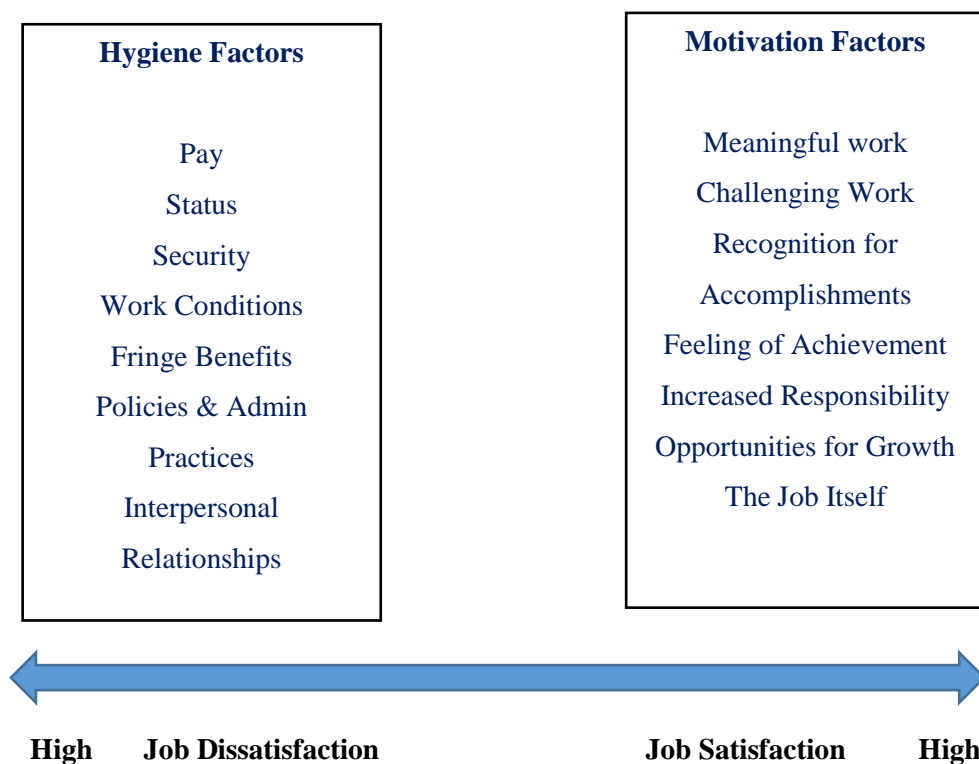
#### 2.1.4 Herzberg's Motivation Hygiene Theory

Herzberg (1987) and his colleagues proposed his motivation hygiene theory by conducting in-depth interviews with two hundred accountants and engineers in order to identify motivation factors. Herzberg (1987, p. 9) revealed that “the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction.” There are two different types of needs; motivation factors and hygiene factors. Hygiene factors contain basic factors of the job that can create dissatisfaction if they are insufficient, including salaries, the company's policies, and job security and work condition. In contrast, motivator factors are initiated from the job itself, which can directly relate to job satisfaction and includes achievement, recognition for achievement, opportunities for advancement, and responsibilities.

According to Herzberg (1987) employee motivation is reached when employees are confronted with any challenging jobs but where the work is pleasant and where one can succeed and show improvement in the organization. Thus, it brings about job satisfaction and motivation when the employees' efforts are recognized in

the organization. In addition, environmental factors such as poor salaries, bad work conditions, and poor supervisory relationships are reasons for disappointment in a job. This theory claims that the factors that describe job satisfaction are totally diverse from the factors that lead to job dissatisfaction. There are two different sets of human needs. The hygiene factors are related to basic living needs and motivation factors are related to distinctive human characteristics such as opportunities for growth (Dartey-Baah & Amoako, 2011). Referring to Herzberg theory, the employee perceived satisfaction could directly to engagement and work enthusiasm if the motivators are in the management policies and practice.

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**Figure 2.3** Herzberg's Motivator-Hygiene Theory

**Source:** Dartey-Baah and Amoako (2011).

According to the above information, two theories will be applied in this study. The social exchange theory and motivation theory are used to explain organizational performance. The next part will provide information on the hotel industry and hotel classification in Thailand.

## **2.2 The Context of the Study: Thailand Hotels**

As mentioned in chapter 1, the objectives of this study are to examine the relationship between employee perceptions of HRM practices and OCB, and also to investigate the mediating role of employee engagement between employee perceptions of HRM practices and OCB in five-star hotels in Thailand. This section provides the rationale for choosing five-star hotels as the context of the study, the details of the number of five-star hotel establishments, and information on hotel classification in Thailand.

### **2.2.1 The Rationale for Choosing Hotels as the Context of the Study**

A competitive room rate and value for money have made Thailand one of the most popular tourist destinations for international tourists. When compared to many Asian countries, Thailand is always in the top destinations in the region (Tourism Authority of Thailand, 2016). The hotel industry is an important business in Thailand, yielding high income and increased amounts of employment (Nuchailek, 2012). There were 2.7 million hotel employees or 7.1% of the labour force in Thailand in 2015 (National Statistical Office of Thailand, 2015). There are several reasons for the development of the hotel industry in Thailand, for example, the transportation network, government support, and the demand of the market for travelling to Thailand. Therefore, this study focuses on the hotel industry for two main reasons. First, hotels represent a service business that is one of the most vulnerable businesses in terms of employee performance (Alleyne, Doherty, & Greenidge 2006). Five-star hotels' revenue is dependent on the number of bookings from customers. Employee performance can be perceived as an unfavorable condition that can affect the customer's decisions to travel and stay in the hotels. Good HRM practices can affect employee attitudes and their performance in hotels.

Second, employee engagement and OCB in the hotel industry are interesting concepts in terms of increasing organization performance (Ahmad, 2015). Therefore, it is important to investigate HRM practice implementation regarding employee engagement in order to enhance OCB in order to contribute more knowledge to hotel management theories.

### **2.2.2 Hotel Classification in Thailand**

According to Pizam (2010), there are several ways to classify hotel categories based on different variables, but the most popular one worldwide is the “star rating system”. Other rating variables that are used to classify a hotel are its location (i.e. city, downtown, commercial hotels), size (i.e. small, medium, large), and ownership (i.e. chain, independent, management contracts). The classification of accommodations has been divided into three standards: classes, categories, and grades. The classifications are related to their service standards, the price of rooms, physical equipment. and other private levels (World Tourism Organization: WTO & International Hotel and Restaurant Association: IH&RA, 2004).

There are two main systems that can be classified according to two standards for hotels worldwide: official and non-official systems (Qing & Liu, 1993). Government agencies normally establish and conduct the hotel-rating for official systems. This rating system is compulsory and has a regulatory capacity. In contrast, a private organization such as a hotel or a tourism association uses the rating for a non-official system. This rating system is usually done on a voluntary member basis by hotels. The stars, crowns, diamonds, and suns rating symbols are used to explain the quality level that a hotel achieves. The rating systems are normally from one to five ranks. The symbol most universally recognized is star rating. Many countries have at least one rating system to represent the quality of their hotels. The star rating is used to grade hotels in Thailand (WTO & IH&RA, 2004).

### **2.2.3 Star Rating System**

In Thailand, the hotel standard star rating was developed in 2004 and it is widely used and is recognized as the Thailand Hotel Standard (Narangajavana & Hu, 2008; Goeldner & Ritchie, 2009). There are three institutions involved in grading: the

Association of Thai Travel Agents (ATTA); the Tourism Authority of Thailand (TAT), and the Thailand Hotel Association (THA). However, it is a voluntary scheme; the hotel that participates will receive a star rating certification which is valid for three years. The hotel members need to have a valid and legal operating license for more than one year in Thailand. Furthermore, these member hotels have to follow the certifications criteria and pay certification fees to the Thailand Hotel Association. There are 5 aspects used to evaluate the hotel standard: 1) physical; i.e. location and/or environment; 2) construction; i.e. exterior and interior design, and its safety system; 3) hotel amenities and facility; 4) quality of products and services; and 5) quality of maintenance.

Each five-star rating has set minimum scores as quality levels according to the Thailand Hotels Association Standard. In addition, a one star represents the lowest level of hotel quality and five stars represent the highest level of hotel quality. The following is an explanation of star system for hotel rating schemes (WTO & IH&RA, 2004)

#### 1) One-Star Hotels

The one-star hotels are likely operated by a family. The hotel is small and independently owned. The service may be provided by the members of family. The rooms will be small and simple meals are served. For example, lunch and dinner might not be served. Guest bedrooms might not have an en-suite bath or shower rooms. All guests' rooms are clean and comfortable; however, all facilities are only of an adequate standard.

#### 2) Two-Star Hotels

The two-star hotels are small to medium sized. Two-star accommodations provide more wide-ranging services than one-star hotels. Guests can experience relaxed, well-furnished, medium-size accommodations. Rooms are provided with an en-suit bath or a shower room. Hotel employees will be more professional service compared to a one-star hotel. They offer food and drinks in the hotel.

#### 3) Three-Star Hotels

This type of hotel has a higher quality and range of amenities than the lower star rating. The reception area and the other guest rooms are normally large and

the restaurant will typically provide food for non-residents. In the guest bedrooms, there are en-suite baths and shower rooms. Room service is also provided. The staff has good basic standards of service.

#### 4) Four-Star Hotels

This type of hotel has a high degree of luxury amenities, a nice décor, and equipment in every area of the hotel. The size of the guest room is bigger than the lower-star levels and is well-designed, with coordinated furnishings and décor. The en-suite bathrooms are well-equipped with a bath and shower. The reception staff provides service 24 hours. The room service is 24 hours. There are more than three restaurants in these hotels that serve meals to guests.

#### 5) Five-Star Hotels

These hotels have luxury accommodations throughout the hotel. This type of accommodation provides service standards matching the best international standard. The interior design impress with its quality and attention to detail, comfort, and sophistication. Services are superior. The restaurant demonstrates a high level of technical skill, serving customers with the highest international standards. The hotel staff is knowledgeable and well experienced in serving all customers.

The hotel classification for this research is based on the characteristics of the star rating. The researcher will not use other types, such as the number of employees, revenue, or capitalization due to practical considerations and accessibility. This information is regarded as confidential while the “star rating” can be easily obtained via hotel websites and the list of five-star hotels from the Thai Hotel Association (2016). This research focuses on five-star hotels because the level of employee engagement and organisational citizenship behavior vary much depend on the star rating system in hotels (Khalid, Ali, Ismail, Rahman, Kassim, & Zain, 2009). In addition, five-star hotels pay a great deal more attention to their HRM practices than small-star hotels. According to Browning (2006) HRM practices have played a vital role in these hotels because employees are the key persons in the success of this business. Next will be discussed the area of study in this research.

### 2.2.4 The Research Area of this Study and the Rationale

According to the Ministry of Tourism and Sports (2012), the top-ten tourist destinations in Thailand in 2012 were Bangkok, Chonburi, Phuket, Ayutthaya, Kanchanaburi, Chiang Mai, Rayong, Songkha, Nakhonratsima, Khon Kean and Krabi. In order to serve the increasing demand of both international and domestic tourists, there are growing accommodations scattered throughout all regions of Thailand, especially five-star hotels. The number and percentage of five-star hotels are shown in table 2.1.

**Table 2.1** The Number and Percentages of Five-star Hotels in Each Region in 2016

Regions	Number of Hotels	Percentages
Central	35	53.03
Northern	7	10.60
Northeastern	1	1.51
Southern	23	34.89
Total	66	100

**Source:** Thai Hotel Association (2016).

In Table 2.1 it can be seen that regarding the approximate number of five-star hotels in different regions of Thailand, the central region has the highest number at 53.03 percent of the whole, followed by the southern region at 34.89 percent; the northern region at 10.60 percent; and the northeastern part of Thailand at 1.51 percent. The reason why the central regions has the largest number of five-star hotels is because there are several tourist attractions especially in Bangkok. Bangkok is the capital city and the centre of business in Thailand. Bangkok was recognized as the world's most visited city welcoming 20.8 million visitors in 2016 (Travel and Leisure Survey, 2015). This city is a regional hub supported by ongoing airport expansions to accommodate 100 million passengers by 2022 (Bangkok Post, 2017). According to Jones Lang Lasalle (2014), one of the leading research companies in the hotel industry, approximately 6 five-star hotels were introduced into the Thai hotels market

in 2016. These new hotels are mainly located in the center of Bangkok. In the southern parts of Thailand, Phuket is one of Thailand's most favorite beach destinations and has established many resorts. Phuket welcomed a total of 9.1 million international visitors in 2015, and also has an international airport to serve 12.5 million passengers per annum. In terms of the northern parts of Thailand, Chiang Mai is the main tourist destinations for its unique cultural and natural attractions and its antiquities. In 2014, while other destinations in Thailand suffered from the political crisis, Chiang Mai registered an 11.3% growth in international visitor arrivals. These tourists moved away from Bangkok. In 2015, Chiang Mai welcomed almost 2.6 million international visitors, so Chiang Mai has many hotel brands opening now. In the northeastern provinces, Khon Kaen is the big province in this region. Khon Kaen has welcomed many MICE businesses from well-known companies. There are also several five-star hotels in this province serving these meeting groups (Tourism Authority of Thailand, 2017).

As above mentioned, Bangkok, Phuket, Chiang Mai, and Khon Kaen have been selected as the four main provinces representing each region in this study because these four provinces have the highest number of five-stars hotel and room establishment compared to other provinces in the same regions (National Statistical Office of Thailand, 2015; Thai Hotel Association, 2016).

### **2.3 Human Resource Management Practices (HRM practices) in the Hotel Context**

The aim of this section is to present a background foundation for the research investigation that provides insight into the key role of HRM practices in the hotel context. Many researchers from the West (Hoque, 1999; Boselie, Paauwe, & Jansen 2001; Guests, 2014) to Africa (Ghebreorgis & Karsten, 2007; Owor, 2015) and Asia (Ngo & Daniel, 1998; Bjorkman & Xiucheng, 2002; Lee, Lee, & Wu, 2010; Husin et al., 2012) have shown that HRM practices are important and are also a source of achieving goals and a competitive advantage. HRM practices comprise many procedures and policies that are used by organizations to recruit, select, train support, career growths, recognize, reward, and maximize the prospective of knowledge in

organizations (Megginson, Franklin, & Byrd, 1995). However, the HRM practices vary from country to country and also according to the type of industry. Next, an overview of HRM practices in the hotel context is presented.

Human resource management is becoming a significant research area for the tourism and hospitality businesses for several reasons, such as the increasing demand for high-quality staff, growing consumer requests for superior services, encouraging performance and retaining their employees, etc. The hotel industry provides services that involve the delivery of food, drinks, and accommodations. Good HRM practices help to deliver these goods and services. It can be said that the competitiveness of the hotel depends on its quality and employee performance (Locker & Scholarios, 2004). Thus, the increase of appropriate HRM is a major concern. Thus, employee perceptions of HRM practices will be scrutinized as independent variable in this study.

HRM practices can be defined as a set of activities and processes to attract, develop, and maintain organizational performance (Lado & Wilson, 1994). Regarding the HR system, HRM practices are the processes for transforming existing human resource efforts (Lado & Wilson, 1994). These HRM practices are sometimes referred to as “high performance work practices” or “high involvement work practices.” According to Ireland (2005, p.10) ,HRM practices activities is how organization are recruited potential employees, how they are selected, how they are provided sufficient training and developed, how they are rewarded and recognized, and how they are supported through a process of career growth.

In this study, HRM practices (e.g., recruitment and selection, training support, compensation and benefits, performance appraisal, career development, rewards and recognition, empowerment and internal communication) reciprocate employer expectations about employees being willing to perform well and to be engaged in their work (Shaw, Dineen, Fang, & Vellella, 2009). Effective HRM practices represent the conceptual dimensions of social exchange. It is a norm of exchange between employers and employees. In terms of social exchange theory, good HRM practices help to increase employees’ perceived accountability to the employer, maximize engagement, and in turn display discretionary behavior (Shaw et al., 2009). It is assumed that investing in HRM practices has long-term financial benefits for

organizations as employees will be motivated to stay instead of moving to other companies or competitors. Therefore, employee citizenship behavior have important performance related to how employee engage in their workplace.

The next section of the study shows the viewpoints of other research on the subject of HRM practice factors that are expected to be significant for driving OCB. Eight HRM practices will be focused on in this thesis 1) recruitment and selection; 2) training support; 3) compensations and benefits; 4) career development opportunities; 5) performance appraisal; 6) rewards and recognition; 7) empowerment; and 8) internal communication. This study focuses on these eight practices because they are the core of HRM activities in successful hotels. These HRM practices use maximize employee engagement and OCB as shown in table 2.2

**Table 2.2** HRM Practices in Relation to Employee Engagement and Organisational Citizenship Behavior

<b>Factors</b>	<b>Authors</b>
1) Recruitment and Selection	Guests (2014); Begum, Zehou, and Sarker (2014); Delany and Huselid (1996); Turek and Wojtczuk-Turek (2015); Vance (2006); Vlachos (2009); Babaei et al. (2012); Guest (1997); Cho, Woods, Jang, and Erdem (2006)
2) Training Support	Johnson (2011); Roy (2013); Ahmed (2011); Sundaray (2011); Lee et al. (2010); Albrecht et al. (2015); Vance (2006); Husin et al. (2012); Nikandrou, Apospori, Panayotopoulou, Stavrou, and Papalexandris (2008)
3) Performance Appraisal Process	Poursafar et al. (2014); Process Organ (1990); Ahmad (2011); Podsakoff et al. (2009) Folger, Konovsky, and Cropanzano (1992); Findley, Giles, and Mossholder (2000); Giles, Findley, and Feild (1997);

**Table 2.2** (Continued)

<b>Factors</b>	<b>Authors</b>
	Mone and London (2009); Kerr and Landouer (2004); Smither, London, and Reilly (2005)
4) Compensations and Benefits	Roy, (2013); Milkovich and Newman (2005); Owor (2015); Bambale, Shamsudin, and Subramaniam (2011); Kompas and Sridevi, (2010); Vance (2006); MacKenzie et al. (1991); Vandenberghe and Tremblay (2008)
5) Career Opportunities	Kirk et al. (2000); Adeniji and Osibanjo (2012); Sundaray (2011); Turek and Wojtczuk-Turek (2015); Okurame (2012)
6) Rewards and Recognition	Owor (2015); Turek and Wojtczuk (2015); Babaei et al. (2012); Guest (1997); Thomas (2000); Maslach et al. (2001); Sundaray (2011)
7) Empowerment	Bambale et al. (2011); Sundaray (2011); Guest (1997)
8) Internal Communication	Welch and Jackson (2007); Johlke and Duhan (2000); Balakrishnan and Masthan (2013)

### **2.3.1 Recruitment and Selection**

The recruitment and selection process is to gather qualified candidates for available positions within an organization (Miguel, Ferrão, Rosário, Mathis, Torres, Fontenelle, & Petribú, 2008), and the organization will decide whether to employ the qualified candidates or to reject them. Zelenskaya and Singh (2011, p. 34) defined recruitment as the process of hiring staff workers and persuading them to pursue opportunities and to work with the organization.

Recruitment activities is a pool of experienced and skilled job applications. Precisely, recruitment refers to a process of an organization used to attract qualified candidates on a timely basis and in appropriate numbers by encouraging them to apply for jobs in the organization. The findings from several researchers found that good recruitment and selection practices positively influence employee engagement and OCB (Delany & Huselid, 1996; Begum, Zehou, & Sarker, 2014; Turek & Wojtczuk-Turek, 2015). Organizations can enhance employee engagement by maximizing the personal job fit by recruiting the right person for desired jobs. Furthermore, Begum et al. (2014) mentioned that organizations should be aware of undesirable factors such as unfairness in the process of recruiting and selecting new employees. The unfair process of recruiting employees can lead to disappointment and potentially discourage employees from engaging in the job and extra-role behavior in their jobs.

Turek and Wojtczuk-Turek (2015) further explained that when an employee is employed through a "fair" recruitment process, then he or she is more likely to be responsible and will trust and respect his or her organisation. Thus, the new employee is voluntarily supported by other colleagues, so he/she most likely will repay the company in the same way in the future. In addition, the company should recruit and promote existing employees for desirable jobs, and increase their individual performance (Vance, 2006). In contrast, a company recruits or promotes external candidates when qualified internal candidates are available. Employers may not be willing to reciprocate their behaviors that advantage to organization (Nasurdin, Hemdi, & Guat 2008). The internal recruitment process provides greater opportunities for internal employees. They will be motivate which in turn encourages them to reciprocate the hotel's supportive practices by engaging in voluntary behaviors that benefit the hotel. Thus, these employees are likely engage and exhibit the OCB of helping colleagues, participation, and complying with the organizational regulations.

The next step is selection—once prospective capable candidates have been identified through the recruitment process, then the organization will select the most qualified candidates. Selecting the right candidates is one of the important HRM practices where organization get new employees with required characteristics and knowledge to fit their job (Vlachos, 2009). Thus, the selecting process is very

significant to get the most suitable individual for the particular job that competes for the vacant positions of the hotels. Selective staffing affects the quality of employees which in turn may influence engagement and the employee's citizenship behavior (Babaei et al., 2012).

If the organization has competent and qualified employees, then other co-workers may feel more motivated to work with them, help them during work, and share their workload. It can be mentioned that selecting the right employee is a long term investment that motivates employees to respond to the organization's encouragement with commitment (Guest, 2014). There are several selective processes in the hotel industry, such as personality tests, attitude tests, structured interviews, and reference checks. Moreover, pre-employment tests are a key component of selective hiring in the hotel industry. These tests help to select employees that stay with a hotel longer. Employees that pass the pre-employment tests may give them a stronger sense of belonging to their hotel, and subsequently a higher level of engagement and OCB (Cho et al., 2006).

### **2.3.2 Training Support**

Employee training is viewed as one of the important methods of HRM practices (Boselie et al., 2001; Vlachos, 2009). Training support is a systematic method that improves individual, team, and organizational success. Employee training is an activity that organization has a responsibility to develop its human resource or labor force. The employees then has the commitment of having to profoundly contribute his or her performance to the organization (Johnson, 2011). Rothwell and Sredl (1992) defined training support as short-term learning which increases the individual employee's knowledge, skills, and attitudes to match with the current job requirements. Furthermore, training support helps employees meet minimally-acceptable job requirements and also improves what they do.

According to Roy (2013) and Ahmed (2011), training support is likely to promote employee engagement and OCB because appropriate training assists employees in improving their knowledge and skills in hotels. Sundaray (2011) also pointed out that employees get to know more about their job through the training provided in the hotel. They will feel confident and be able to deal with many

challenging tasks, which in turn will build their engagement. Ahmad (2011) further explained that training support can motivate employees to bring about greater citizenship behavior. It brings about numerous benefits for the organization and employees. At the same time, Roy (2013) also stated that hotels should arrange training support for front of house and back of the house employees. For employees at the “front of the house,” the training should be related to customer service. In contrast, the training for the back of the house should help employees improve their knowledge and skills to perform their jobs.

There is different formal training given to employees in hotels. An employee will become more efficient and productive if he or she is trained well. Hotels should provide training programs related to employees’ needs. There are many methods of training that can be provided for employees such as on-the-job training, classroom-type training, and computer-based training (Lee et al., 2010). A well-trained employee can share his or her knowledge and skills while using his or her creativity to improve the service in their hotel. For example, customer service training can enhance communication abilities and employee attitudes to provide superior service to customers and to boost sales (Albrecht et al., 2015). In addition, soft skill training could be provided, such as cultural differences and communication across generations. This training is necessary for employees. Furthermore, employees can have an opportunity to discuss their training needs with the organization. When the training program is available at all times, employees will have a sense of obligation to the organizations and they are likely to elicit helping behavior among their team (Husin et al., 2012). To be a successful organization, an employee training has to be included in the core activities of the company (Vance, 2006; Nikandrou et al., 2008). In addition, training support also conveys the message to employees that the organization is committed to enhancing their skill and well-being and it treats them as valuable assets. Referring to this perception, training support helps employees to become more fully involved in their in-role and extra-role behaviors.

### **2.3.3 Performance Appraisal**

Performance appraisal (PA) is a fundamental HRM practice because a successful organization needs to have the ability to manage the employee’s

performance. The organization should ensure that their performance measures are aligned with the organization's goals (Boswell & Boudreau, 2000; Levy & Williams, 2004). Performance appraisal can be defined as the process of identifying, assessing, and providing performance feedback in order to develop the employee's performance to achieve individual and organizational goals (Dessler & Tan, 2006). Performance appraisal processes are likely to increase employee engagement. Managers have to focus on employees' responsibilities and ask them to set their goals during the performance appraisal process and this evaluating process promotes the acceptance of challenging objectives. Managers have to recognize and encourage contributions that exceed their expectations. A performance appraisal can create a feeling of being respected and valued by the organization, which in turn helps in engaging the employee (Sundaray, 2011). In addition, several researches (Organ, 1990; Podsakoff, Whiting, Podsakoff, & Blume 2009; Ahmad et al., 2011; Poursafar et al., 2014) also found that performance appraisal can have a direct impact on OCB. According to Folger et al. (1992), performance appraisal is built on fairness and respectful treatment between managers and subordinates. There are two important aspects recognized during the performance appraisal process (Folger et al., 1992; Giles, Findley, & Field, 1997; Findley, Giles, & Mossholder 2000). First, an appraisal process has to be fair for all employees. Second, it has to involve fairness in the social communication between managers and subordinates.

Performance appraisal comprises three aspects: goal setting, feedback for improvement, and planning (Folger et al., 1992; Findley et al., 2000). Goal setting is a vital component of performance appraisal. According to Mone and London (2010), managers and subordinates have to agree and set up the goals of working together. Employees become more engaged and want to reach goals by showing extra-role behavior-OCB. Goal setting can improve individual performance and professional growth, as well as develop organizational accomplishments (Kerr & Landauer 2004). In addition, an important part of the performance appraisal process is to provide effective feedback to employees (Smither et al., 2005). The ongoing feedback between managers and employees drives employee engagement and improves performance (Mone & London, 2009). Effective feedback can improve performance and commitment, especially in the context of constructive feedback (London &

Smither, 2002; Smither et al., 2005). However, managers have to be aware while providing constructive feedback with the employee. For example, constructive feedback will probably minimize the feelings of engagement with their subordinates. This is an important issue because managers may accept that increased trust from constructive feedback might make employees more engaged and exhibit OCB, when in fact this feedback could lead to the employee feeling “burned out” (Maslach & Leiter 1997). Planning is the discussion, expression, and development of goals and performance criteria between managers and their subordinates (Folger et al., 1992; Findley et al., 2000). Managers need to identify the skill improvement areas and individual needs to perform in their current job or prepare for their future job.

### **2.3.4 Compensation and Benefits**

Compensation and benefits can powerfully influence employee engagement and discretionary behaviors (Roy, 2013). Compensation and benefits are a crucial HRM strategy which can impact of employee motivation and performance in the organization. In addition, the organization’s strategic objectives are being met because compensation and benefits help to ensure an optimal performance level from employees (Mello, 2014). Compensation and benefits are financial and non-financial benefits provided to employees as part of the contractual agreement. Compensation was defined by Mondy (2010, pp. 268-269) as “the total amount of both the financial elements that companies give employees in return for work performed.” The overall purposes of compensation and benefits are to attract and motivate employees. Examples of compensation are pay, salary, and expense allowances (Vlachos, 2009). In terms of employee benefits, they can be defined according to various types of non-wage benefits provided by the organization as a whole or in part by the employer (Ju, Kong, Hussin, & Jusoff, 2009). Examples of employee benefits are annual leaves, healthcare, transportation, and provident funds. Employee benefits are an essential guarantee by the employer regarding the welfare of the employees and the engagement of competent employees.

Employees are more likely to be engaged and to help colleagues if they receive fair compensation (Milkovich & Newman, 2005; Bambale, Shamsudin, & Subramaniam, 2011; Owor, 2015). Kompaso and Sridevi, (2010); Vance (2006)

pointed out that compensation and benefits can increase employee engagement. They help employees satisfy their basic needs. At the same time, MacKenzie et al. (1991) found a relationship between compensation and benefits and the employee's organisational citizenship behaviour. Compensation and benefit fairness are a critical factor which enhances employee citizenship behavior. Scholars have found that when wages are fair compared with other hotels, a worker is more probable of going beyond the job requirements (Vandenberghe & Tremblay, 2008). Thus, an organisation should have compensation and benefit fairness both regarding the financial and non-financial elements of the individual that go beyond the job requirements. In addition, many organizations provide profit sharing as an instrument of change to support the overall HRM strategy to encourage employees to recognize the organizational objectives and to support the organization's values (Perry, 2010). However, disproportionate benefits can create inequality among employees and can cause conflict and suppression of OCB. Moreover, incentive pay is known as pay-for-performance and it can directly influence employee engagement as well as the worker's commitment to the organization. Examples are annual bonuses and sales commissions. These incentive should pay rewards for individual performance (Roy, 2013).

### **2.3.5 Career Opportunities**

Career opportunities are the employees' viewpoints on career potential and self-development, learning, career path, and personal achievement at work (Kirk et al., 2000). Career opportunities are the HRM strategies used by many organization to ensure that the individual with right experience and knowledge is available when needed. In addition, organizations should provide employees with the opportunity to create their own development plans and career goals. Adeniji and Osibanjo (2012) argued that career opportunities can help decrease costs for recruiting and training new employees in organizations.

Career opportunities influence employee engagement and help to retain the most talented employees (Sundaray, 2011). Employees will have a high level of engagement when there are opportunities to develop their capabilities, learn new skills, and acquire new knowledge. In addition, employees are likely to provide

promises concerning their career when they notice broad prospects for their career opportunities in the organization. Therefore, they will try to reciprocate by the high quality of their work and appropriate behavior. Career opportunity is a method of encouraging OCB (Turek & Wojtczuk-Turek, 2015). Okurame, (2012) pointed out that career development opportunities include job mastery and professional development, together with career planning activities.

According to Huang, Liu, Gong, and Zhou (2017) career development opportunities give signals to employees that the organization is concerned about the development of its employees, which will make employees obliged and encourage high performance. Examples of career opportunities are job mastery and professional development, together with career planning activities (Okurame, 2012). In terms of professional development skills, organizations provide knowledge that goes beyond the scope of the employee's job requirement. In contrast, job mastery skills are necessary skills for performing one's job successfully. Career education is significant for both employees and employers to acquire new knowledge (Tamkin, 1999). Support from the organization is essential for career opportunity, not only for individuals but also for the organizations, and organizations should pay attention to recognizing and responding to employees' needs in order to get the best out of them.

### **2.3.6 Rewards and Recognition**

Rewards and recognition are fundamental drivers of human behavior and a great aspect of the motivation of employee engagement (Guest, 1997). Many organization set up a rewards and recognition program to encourage individual or group performance. Rewarding and recognizing systems are considered separate from salary and other contractual agreements. Extrinsic and intrinsic motivations are two type of rewards in the organization. Examples of extrinsic motivations are pay raises and promotions. Extrinsic motivations significantly play a main role in organizations when employees have their own routine work (Thomas, 2000). There are ways in which an organization can structure its rewards systems so that it will directly encourage a positive employee attitude and performance. Thomas (2000) revealed that support, trust, and respect from the manager can contribute to raise a higher level of intrinsic motivations in employee engagement. Furthermore, employees can be

motivated to go beyond formal job requirements through intrinsic rewards. In addition, recognition can also drive human behavior and stimulate employee engagement (Maslow, 1970a; Guest, 1997). The practicing of recognition refers to non-financial benefits by which leaders physically show their appreciation for excellent work. Employees will feel an obligation to show greater intensity of loyalty when the organization gives them recognition (Maslach, Schaufeli, & Leiter, 2001).

According to Seigts and Crim (2006), employers are able to motivate their employees by giving recognition and rewards. Seigts and Crim (2006) and Turek and Wojtczuk (2015) also pointed out that good managers should frequently recognize their employees by acknowledging them. However, Maslach et al. (2001) stated that if an organization lacks rewards and recognition it will lead to the burnout of employees. Hence, appropriate recognition and rewards are imperative for employee engagement in the organization.

### **2.3.7 Empowerment**

Myrick et al. (1994) defined empowerment as a process whereby employees cultivate the capability to take charge of their own growth and resolve their own problems. In the workplace, organizations should allow employees to participate in decision-making process in their department. The decentralization of the decision-making process increases employee engagement. Furthermore, a manager should provide freedom for employees in doing their job and provide autonomy in deciding how to do their job. In terms of the service industry, empowerment is considered a tool for providing quality service to customers (Cacioppe, 1998). To be a successful organization, employee empowerment has become important in every organization, especially in the service sector (Foote, Seipel, Johnson, & Duffy, 2005).

Empowering employees plays a vital role in developing a high level of interest and trust among employees in management (Moye & Henkin, 2006). When employees have freedom to choose their own work it creates a sense of responsibility. They will act for the achievement of customer satisfaction. Employees develop leadership skills and create a sense of belongingness with their company when the employers empower them. Empowerment has also been found to be significant for engaged employees. Employees are supported to share their ideas to move the organization forward when the organization creates a trustful and challenging

environment (Sundaray, 2011). Guest (1997) also mentioned that empowerment can enhance employee citizenship behavior.

Wat and Shaffer (2005) also pointed out that empowered employees are encouraged to exercise initiative and perform citizenship behavior. Many organizations pay great attention to investing in employee empowerment. By using this technique, employees will provide responsibility towards the company when they believe that the organization gives value to them (Asghar et al., 2011; Bambale et al., 2011).

### **2.3.8 Internal Communication**

Internal communication has been defined as the exchange of information, both informal and formal, between management and employees within the organization (Welch & Jackson, 2007). Effective communication is a tool that encourages a sense of belonging and contributes to employee engagement and OCB. Employees are able to provide their points of view and ideas freely and they expect to know about what is happening within their organization. According to Johlke and Duhan (2000), there are four dimensions of internal communication: communication frequency, appropriate channels, sharing of information, and quality of information.

First, communication frequency refers to the amount of contact between management and employees. The advantages of frequent communication from managers are that it helps to create higher levels of employee performance and satisfaction. However, Balakrishnan and Masthan (2013) claimed that there are also disadvantages when supervisors often communicate with employees because they can become overwhelmed and experience communication overload. Second, appropriate channels refer to the communication between the organization and employees using electronic, written, face-to-face, and phone methods. However, the organization should be aware of electronic communication such as e-mail. They are the greatest risk for unintentional interpretation (Krell, 2006). Third, sharing of information refers to the organization sharing important information with its employees. The sharing of information sharing should be two-way communication between leaders and employees. Finally, quality of communication means that employees perceive significant information on time, and this information has to be accurate and adequate for accomplishing their tasks (Johlke & Duhan, 2000).

To sum up, there are eight HRM practice factors (recruitment and selection, training support, performance appraisal, compensation and benefits, career opportunity, rewards and recognition, empowerment, internal communication), and they will be focused on and used as the independent variables in this study. These eight HRM practices are critical factors for stimulating employ engagement. This study focuses on these eight practices because they are the core HRM strategies in the organization. The next section will be provide a literature review of employee engagement, which is the mediator variable in this study.

## **2.4 Employee Engagement**

In the practitioner journals, employee engagement has been intensely promoted by HR consulting companies, but employee engagement is a relatively new concept in academic research (Wefald & Downey 2009). The fundamental concept of employee engagement has assisted some experts in describing behaviour at work in the HRM field, but there are diverse definitions of it. The definitions of employee engagement are ambiguous and diverse. This sections aims to discuss the concept of employee engagement from different schools of thought in order to build a conceptual underpinning for this research.

The research on employee engagement has been widely written in practitioner journals, but there has not been much published empirical research. In terms of academic fields, there are three main approaches to defining employee engagement. Kahn (1990) was the first person to define the meaning of employee engagement, followed by Maslach and Leiter (1997). Maslach and Leiter (1997) provided definitions of employee engagement that came from burnout literature. The third approach is the definition of employee engagement that was rooted in the burnout continuum theory of Schaufeli et al. (2002). The next section explains the definition of each method of employee engagement.

### **2.4.1 Definitions of Employee Engagement**

Initially, the notion of engagement was applied to the workplace by Kahn (1990). He interviewed summer camp counselors and architects in order to examine

how employees are being engaged and disengaged at work. According to Kahn (1990, p. 694) personal engagement is “the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance.” According to this definition, it can be explained that engagement is the display of being “present at work.” Being present at work refers to the employee’s psychological state. Employees have to think, feel, and act on their job showing how they are engaged. One’s psychological state creates a driving force that involves physical, cognitive, and emotional conditions. In terms of psychological resources, meaningful jobs refer to work that employees believe is significant regarding return on the investment of themselves in the work performance. Psychological safety describes employees that have a feeling of being able to employ themselves without negatively affecting their self-image, position, or job. Psychological availability describes employees that have a sense of owning the physical, emotional, and mental conditions needed for devoting themselves to their work performance.

In contrast, disengaged employees refer to individuals that withdraw of their attitudes and behaviors that would promote good role of performance (Kahn 1990). Hence, individuals that are disengaged become physically disconnected from their work, cognitively unvigilant, and emotionally separated from colleagues or organizations. Ferrer (2005) further states that physical, cognitive, and emotional contributions demonstrate engagement in the workplace, the extent to which employees collaborate, and their personal relations with their job and colleagues or managers. Thus, these three psychological resources are not met if employees become disengaged, extracting their cognitive, emotional, and psychological energies (meaningfulness, availability, and safety).

In terms of the conditions of engagement, employees have their own choices to decide whether they want to be engaged or not engaged at work. However, organizations can improve engagement by applying appropriate HRM practices in the organization (Rurkkhum & Bartlett, 2012). Thus, this is a reason why the research concerning how to promote employee engagement by using HR strategy. This study attempts to find out how employee perceptions of HRM practices affect the role of employee engagement in the workplace.

Since Kahn (1990) developed a conceptual framework about individual engagement in the workplace, there have been many researchers that have applied Kahn's (1990) conceptual framework. The next sections will discuss the development of the construct of employee engagement according to several definitions. The fundamental definitions are studied as follows.

According to Krug (2008), refers to employee engagement as the employee's ability to feel part of the organization's procedures. This is not only in terms of physical practice, but also emotionally and cognitively. Employee engagement brings about the effective application of work, which can benefit the organization.

Thomas (2007) has explained employee engagement as an emotional condition influenced by the exchange between employees and the organization. The willingness of an employee will direct their personal energies into physical, cognitive, and emotional terms connected with achieving required and discretionary role performance.

Gebauer, Lowman, and Gordon (2008) refer to employee engagement as a strong connection that employees have with their organization. Employees are willing to go beyond their job requirement. Engaged employees are persons that attempt to perform well because their performance will affect for their character, which is significant to them.

Finally, Shuck, and Wollard (2010) have studied employee engagement from Kahn's viewpoint of employee engagement, and they further pointed out that employee engagement needs to have three aspects: cognitive, emotional, and behavioral. The cognitive trait involves what employees think about their company. The emotional aspect includes how employees feel about their company. Lastly, the behavioral trait includes employees' performance that meets their organizational objectives.

To sum up, engaged employees are the persons that can express themselves physically, cognitively, and emotionally during their role performance, which explained the employee engagement under Kahn's theoretical frameworks (1990). This definition of employee engagement is based on the employee psychology in Kahn's (1990) concept. However, Kahn's conceptual framework has a weakness. His theory did not offer an operational definition of employee engagement because of the lack of literature on employee engagement. In addition, other psychological constructs

such as job involvement and commitment began to be discussed in 1990. Next, the second approach to employee engagement, based on the burnout theory, is discussed.

The second approach to engagement was introduced by Maslach and Leiter (1997). They pointed out that engagement is an energetic state of immersion which is set to be the opposite of job burnout. Maslach and Leiter (1997) defined the concept of job burnout as a psychological condition that is related to a chronic response, leading to reduced job performance. Moreover, employees will feel withdrawal behaviors and a lack of mental health, the opposite of job engagement.

There are several forms of job burnout, such as lower productivity, absenteeism, and intentional or actual turnover, as explained by Maslach et al. (2001). For example, if employees have job burnout it will negatively affect their colleagues and the organization's atmosphere (Maslach et al., 2001). In addition, an excessive workload, lack of support from the organisation, role conflicts, and individual factors can be causes of burnout for employees.

Engaged employees prefer challenging work and are seen as energetic, the opposite to burned out employees. (Bakker et al., 2008). Maslach and Leiter (1997) claimed that disengaged employees will be more likely to move to the other end of the continuum and experience burnout. The concept of engaged employees is individuals characterized as having high energy, high involvement, and efficacy, which is opposite the three burnout dimensions of exhaustion, cynicism, and inefficacy (Maslach et al., 2001). The measurement of burnout scale was called the Maslach Burnout Index (MBI) which developed by Maslach et al. (2001). They described that low scores on exhaustion and cynicism, paired with high scores on efficacy, show three characteristics of engagement: energy, involvement, and efficacy (Maslach et al., 2001).

Even though the job burnout approach developed an operational definition of engagement, no researchers found evidence that showed engagement opposite job burnout. Therefore, this approach is weak in terms of the meaning of engagement (Schaufeli et al., 2002; Schaufeli & Bakker, 2004). An employee experiencing burnout does not imply that he/she is not engaged. For instance, employees that do not have a personal fit with their jobs might find their job boring, and do not want to perform properly or complete their job. Hence, the burnout approach is not suitable for explaining employee engagement.

The third approach was developed by Schaufeli and Bakker (2004). They defined employee engagement as a “positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli & Bakker, 2004, p. 295). Vigor means that employees have a high level of energy, mental resilience while working, the willingness to invest high effort in the job, and tenacity even in the face of problems. Vigor refers to psychological capabilities for developing other ways to accomplish goals and hopefulness in expecting future success. A vigorous employee can clearly be characterized as an engaged employee.

Dedication refers to employees that experience a sense of significance, enthusiasm, inspiration, pride, and challenge in work (Schaufeli et al., 2002). Dedicated employees can work hard and give the best that they can at work. They will follow rules, take the initiative to solve a problem, and discuss issues related to work with the organization. They also go beyond the job requirements. A person that is dedicated is represented as an engaged employee.

Lastly, absorption refers to employees that concentrate and are engrossed in their work. In the workplace, they work hard and times passes quickly. They also find it difficult to detach themselves from work. A person that is absorbed in work can be represented as an engaged employee. He or she will enjoy his/her work and find desire in performing it (Schaufeli et al., 2002).

To sum up, employee engagement has become of wide interest and has been a topic studied for more than 20 years. To date, the definitions of employee engagement is still ambiguous (Welbourne, 2007). Thus, this study has adopted the definition of employee engagement from the study of Schaufeli and Bakker (2004), Schaufeli et al. (2002), Gonzalez-Roma, Schaufeli, Salanova, and Bakker (2002), and Schaufeli et al. (2006) as the theoretical frameworks for three main reasons. One, Kahn’s conceptual framework (1990) has a weakness. The operational definition of employee engagement was not provided in Kahn’s study (Schaufeli et al., 2001; Abu Bakar, 2013). Two, the burnout research of Maslach et al. (2001) may not be acceptable because no studies have confirmed that engagement is the opposite of burnout. Disengaged employees does not imply that the person will experience burnout (Schaufeli et al., 2002; Schaufeli & Bakker, 2004; Abu Bakar, 2013). Three, Schaufeli et al. (2002) theoretical framework has been chosen as the conceptualization of

engagement is this study. The characteristics of engaged employees are that they must be enthusiastic, dedicated, and immersed in their job. This positive behavior consideration is consistent with the measure of positive organizational behavior in order to recognize how employees thrive at work. Thus, the definition of employee engagement is having a positive attitude, and a work-related state of mind described by feelings of vigor, dedication, and absorption in this study. A positive psychological state can lead to positive employee behavior or performance. This positive behavior is benefits for organization which described the behavior of engaged employees.

#### **2.4.2 The Comparison between of Employee Engagement and Other Constructs**

After reviewing the conceptual framework of employee engagement, it was found that the meaning of employee engagement overlapped other existing constructs. According to Thomas (2007), employee engagement is a new concept in academic research. However, many scholars have debated whether the employee engagement construct has a unique meaning or is a re-hashing of old ideas (Saks, 2006). Therefore, it is necessary to analyze other concepts that are commonly used for employee engagement, such as organizational citizenship behavior, job involvement, job satisfaction, and organizational commitment. Robinson, Perryman, and Hayday (2004, p. 8) state that:

Engagement contains many of the elements of both commitment and OCB but is by no means a perfect match with either. In addition, neither commitment nor OCB reflect sufficiently two aspects of engagement-its two way nature, and the extent to which engaged employees are expected to have an element of business awareness.

Starting with organizational commitment, this concept refers to an employee's feelings and attitudes about his or her organization. Compared to employee engagement, it could be explained that an engaged employee is not just an attitude but it is the degree to which an employee is focused on his/her work and immersed in the role of performance. Thus, organizational commitment is different from employee

engagement. And while OCB involves voluntary and informal behavior that can assist colleagues, the focus of engagement is one's formal role behavior rather than extra-role. The ideas of OCB and engagement are totally dissimilar (Saks, 2006).

According to May et al. (2004), job involvement is closely related to the concept of the employee engagement construct. Lodahl and Kejner (1965, p. 25) defined job involvement as "the degree to which a person's work performance affects his/her self-esteem." In addition, job involvement also refers to the degree to which an employee organizes mentally his or her work and the significance of the work regarding the individual's self-esteem (Muchinsky, 2003). According to Brown (1996), employee engagement focuses on the whole organization, but job involvement focuses on the job. Furthermore, job involvement is when an employee focuses on the importance of his/her work in terms of self-esteem, while employee engagement focuses on "encompassing energy and efficacy" (Macey & Schneider, 2008).

The final construct that is related to the idea of employee engagement is job satisfaction. Job satisfaction focuses on emotional attitude responses towards work and the need to maintain happiness (Rich, Lepine, & Crawford, 2010). Moreover, the concept of job satisfaction refers to employees feeling happy even though they do not exhibit good performance, while the concept of employee engagement is above and beyond just being loyal to the organization (Latham & Ernst, 2006). There are other factors that are conducive to employees being happy, such as happiness with colleagues and managers, and satisfaction with the compensation of the company (Latham & Ernst, 2006).

Fernandez (2007) suggested that there is a difference of job employee engagement and job satisfaction because job satisfaction does not help to retain qualified employees whereas engagement can help to retain a qualified staff. According to a study of Macey and Schneider (2008), the constructs of job satisfaction and engagement are totally different. Job satisfaction can provide engaged behavior, but it does "not directly tap into engagement" (Macey & Schneider, 2008, p. 8). Thus, job satisfaction is not the same concept as engagement. However, several business consultant firms and academic researchers have discussed job satisfaction in order to increase employee engagement.

From the above review, it can be explained that the concept of employee engagement might be similar to other work constructs. However, the meaning of engagement is not just merely a collection of existing established constructs. Employee engagement is the individual behavior that invest in terms of vigor, dedication, and absorption in performing their jobs and enthusiastically involving with their organizations.

### **2.4.3 Employee Engagement Model**

Both academic and practitioner research provide some insight into the developing construct of engagement. The job demand resources models were review in order to conceptualize how engagement operates and is measured.

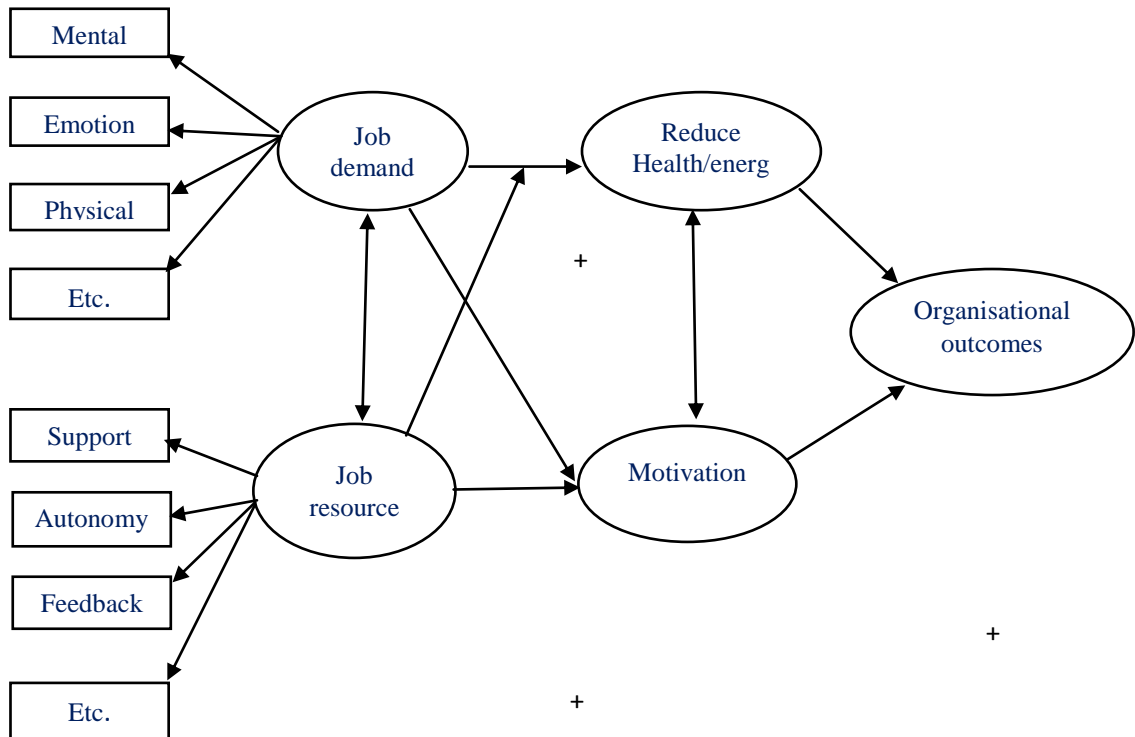
The Job Demand Resource (JD-R) model has been a fundamental theory related to the concept of employee engagement. The theory of the JD-R model develops a tool for human resource management in improving employee engagement. The conservation of resources (COR) theory was introduced by Hobfoll (1989). He described the notion of different resources that are important aspects in improving happiness.

COR theory argued that individuals attempt to get, retain and defend the resources that they centrally value. Both job resources and engagement can reciprocally strengthen each other. Engaged employees are motivated to be more energized to take benefit from existing job resources when they receive job resources and support from organization. In this way, employees are more motivated to create new resources. Employees are likely to bring their full potential to the job if they engage with organization. There are two sets of work conditions: job demands and job resources in the model of JD-R of Demerouti, Bakker, Nachreiner, and Schaufeli (2001). Job demands refer to the parts of a job that require persistent psychological effort. Therefore, they are related to certain physical and psychological costs. Several scholars also have pointed out that they may turn into stress whenever these demands overload employees.

Examples of job demands are time and work pressure, the emotional demands of clients and an opposing physical work environment, work uncertainty, work-family conflicts, high work pressure, emotional discord, and work overload (Demerouti et al.,

2001; Bakker, Demerouti, De Boer, & Schaufeli, 2003; Hobfoll, 1989 as cited in Mauno, Kinnunen, & Ruokolainen, 2007, p. 152). On the other hand, examples of job resources are the physical, psychological, social, or organizational characteristics of a job. They might reduce the job demands and the associated physiological and psychological costs. In terms of job resources, it can be seen that achieving work goals and stimulating personal growth, learning, and developing are their function. Thus, job resources might substitute for extrinsic motivation at work because they are necessary to deal with job demands and to accomplish work objectives (Demerouti & Bakker, Nachreiner, & Schaufeli, 2001; Bakker & Demerouti, 2008).

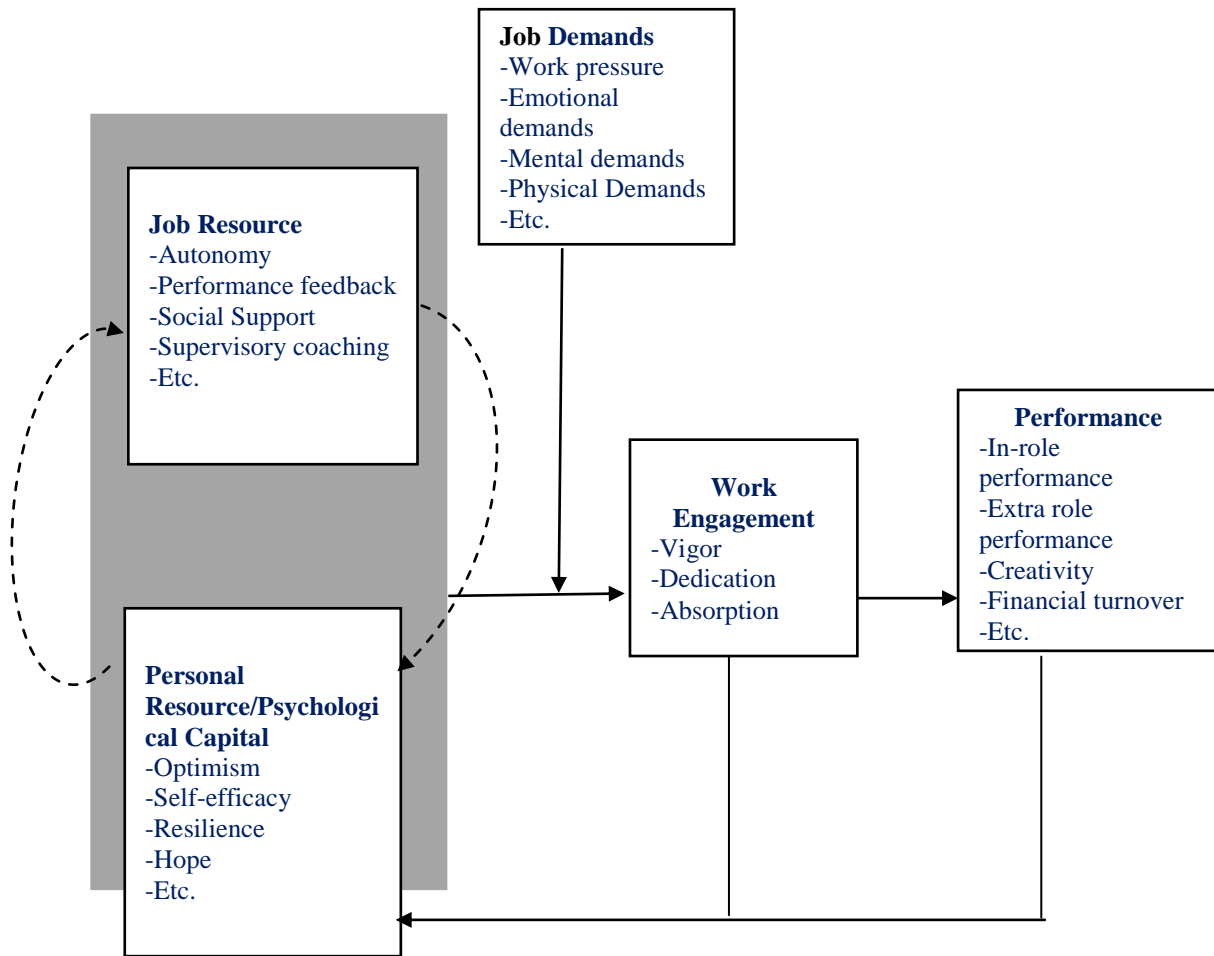
According to the JD-R model (Demerouti et al., 2001), there are two different psychological practices that develop into two independent sets of circumstances: health impairment and motivation. Health impairment begins with having high job demands that emotionally exhaust the employee. They cause exhausted energy and health problems (Bakker et al., 2003; Bakker & Demerouti, 2007), for example, job demands such as emotional labor in the hotel predict emotional fatigue (i.e., burnout) among service workers. On the other hand, the motivational procedure begins by providing motivational job resources that could reduce employees' distrust. This leads to positive consequences such as organizational commitment, low turnover intention, and extra-role performance with engagement (Schaufeli & Bakker, 2004; Hakanen et al., 2006; Bakker & Demerouti, 2008; Xanthopoulou et al., 2009). The JD-R model is shown in figure 2.4.



**Figure 2.4** The Job Demands Resource Model

**Source:** Bakker and Demerouti (2007, p. 313).

Several scholars mentioned that there are a positive relationship between job resources and work engagement which predict organizational outcomes (Schaufeli & Bakker, 2004; Hakanen et al., 2006; Bakker & Demerouti, 2007). According to Xanthopoulou et al. (2007), personal resources refer to individuals' sense of their competence in controlling and impacting their environment successfully. The revision of the JD-R model includes personal resources as predictors of engagement and the reciprocal relationships among personal resources, job resources, and engagement (see figure 2.5).



**Figure 2.5** JD-R Model of Work Engagement

**Source:** Bakker and Leiter (2010).

As mentioned earlier, this thesis aims to examine the relationship between employee perceptions of HRM practices and employee engagement. Many scholars (Saks, 2006; Rurkkhum & Bartlett, 2012; Alfes et al., 2013; Supaporn Prasongthan, 2014; Albrechts et al., 2015; Owor, 2015) have found that employee engagement can be confirmed as a significant management outcome of HRM practices. It was found that when employees perceive that their well-being is cared for and their contributions are valued by the organization, they are also able to attempt and fulfill their responsibilities with vigor, dedication, and absorption (Biswas & Bhatnagar, 2013; Saks, 2006). The next section is previous empirical research that revealed the relationship between employee perceptions of HRM practices and employee engagement.

## **2.5 Related Research on the Relationship between Employee Perceptions of HRM Practices and Employee Engagement**

Several researchers have studied and revealed the relationship between employee perceptions of HRM practices and employee engagement in terms of the social exchange relationship—when employees feel valued and support from effective HRM practices in the organization then they will become engaged employees. These studies include the research of Salanova, Agut, and Peiro (2005); Freeney and Tiernan (2009); Rosmawati (2011); Alfes et al. (2013); Jafri (2013); He (2014); Owor (2015); Sattar, Ahmad, and Hassan (2015); Aktar and Pangil (2017).

Aktar and Pangil (2017) examined the relationship between perceived HRM practices and employee engagement in private commercial banks in Bangladesh. This research applied a framework to investigate the effect of perceived organizational support (POS) on the relationship between perceived HRM practices and employee engagement. Three hundred and seventy-six questionnaires were returned from employees in private commercial banks. The findings of the structural equation modeling revealed that HRM practices, career development, job security, and performance were positively related to employee engagement. The finding also showed that POS as a moderating role in the relationship between HRM practices and employee engagement. The study recommended that the level of employee engagement depends on their reciprocal social setting; that employees are likely to invest their energy, time and effort in doing their jobs when they feel that the organization is more concerned with them, certifying their benefits through appropriate HRM practices. The suggestions from this study were to provide suitable HRM practices for the improvement of the employees. The results of the research showed that employees feel obligated towards their organization under the norms of exchange by showing more activeness, dedication, and absorption during their role performance.

Owor (2015) investigated the impact of HRM practices on employee engagement and organizational citizenship behaviors (OCB) in soft drink firms in Uganda. The nine HRM practices factors included job characteristics, role clarity, teamwork, rewards and recognition, perceived social support, compensation fairness,

job security and employee development and were found to significantly influence employee engagement. This finding indicated that employee engagement is a mediating role in the relationship between perceived HRM practices and OCB. The study confirmed employee that engagement and the theory of social exchange by creating effective HRM practices are significant and have an influence on OCB.

Salanova et al. (2005) investigated the relationship between employee engagement and customer loyalty and also studied the mediating role of organizational resources between employee engagement and customer loyalty. The results showed that perceived organizational resources, including training support and job autonomy, were positively related to service climate and employee engagement. Hence, perceived organizational resources (training support and job autonomy) are moderating roles in this relationship. Furthermore, engaged employees lead to provide superior service climate. As a result, when employees get support from the organization, such as training opportunities and job autonomy, then they will provide superior service and customers will tend to appreciate the services that they receive and want to come back again.

Freney and Tiernan, (2009) examined the barriers to employee engagement by using qualitative methodology, focusing on 20 female nurses in psychiatric nursing. According to Maslach and Leiter's study (1997) on job burnout, it was revealed that there were six barriers to being engaged employees. These six barriers were the following: a heavy workload at work, lack of control, insufficient rewards, lack of fairness, an uncomfortable atmosphere in the organization, and community and value between the organization and themselves.

He (2014) attempted to find out how perceived human resource practices (HRM) influence the employee psychological empowerment that facilitates intrinsic motivation and increases employee engagement in finance corporations in China. The findings revealed that HRM practices help the firm to maximize employee engagement. It was significant that employees view their perception of HRM practices as a source of psychological empowerment. The finding revealed that high intrinsic motivation was related to engagement and helped to improve performance. Furthermore, the employee's positive attitudes and motivation behaviors lead assistance with service quality and then the customer will be satisfied and loyal to the firms, in this case a financial firm as mentioned.

Sattar et al. (2015) examines the influence of human resource practices on employees' satisfaction and performance by using employee engagement as a mediating role. The researcher collected data from 181 employees in three leading banks in Pakistan. The results of this study showed that training support and empowerment contributed to employee performance and job satisfaction more than rewards/incentives. However, training, empowerment, and rewards were positively related to employee engagement. In addition, the study also found that employee engagement mediated the relationship between HR practices and both employee satisfaction and employee performance.

Rosmawati (2011) investigated the influence of human resource management practices (HRM)—internal communication, employee development, and rewards and recognition—on employee engagement. The study collected data from employees in a medical manufacturing company. The results indicated that HRM practices were meaningfully related to employee engagement. However, there were only two HRM practices correlated with employee engagement: communication and employee development.

Alfes et al. (2013) examined the moderated mediation model the relationship between employee perceptions of HRM practices and organizational citizenship behavior and turn over intentions. According to social exchange theory, they suggested that the effect of perceived HRM practices on both outcome variables was mediated by the levels of employee engagement, whereas the relationship between employee engagement and both outcomes factors was moderated by perceived organizational support and leader-member exchange. The study had 297 questionnaires returned from employees in the service industry in the U.K. The findings recommended that the enactment of positive behavioral outcomes as a consequence of engagement, mainly depend on the employee feel good organizational climate between them and their line managers.

Jafri (2013) studied the impact of HRM practices, training and development, performance evaluation, work-life balance and rewards and benefits, on employee engagement. The information was collected from 250 employees at different levels in two companies in Bhutan. The data analysis used multiple regression and the results showed that training and development, performance appraisal, and rewards and

benefits positively predicted employee engagement. The study empirically supported the relationship between HRM practices and employee engagement. The research recommended that organizations can influence employee engagement by bringing about changes in HRM practices, which can increase the employee's productivity and organizational performance.

From the related research on the relationship between HRM practices and employee engagement, it was revealed that engaged employee can create positive feelings and behaviors in the workplace. It also can be developed by the organization in many ways. An example of the benefits for the organization is that employees will improve their positive attitudes and increase their performance as well as decrease their intention to leave the organization (Rurkkhum & Bartlett, 2012). Several studies have mentioned that organizations have to pay great attention to providing appropriate HRM practices such as training support, opportunities to grow, and recognition their staff because these factors increase the level of employee engagement in the workplace.

Social exchange theory is an idea that helps with the description of the phenomenon of employee engagement. SET recommends maintaining or terminating relationships between employees and employers on the basis of the norms of reciprocity (Thomas, 2007). Norms of exchange can occur in the relationships between employees and employers anticipate a long-term relationship and have trust toward each other (Cropanzano & Mitchell, 2005). The framework from social exchange theory helps to explain that engaged employees can develop and enhance organizational performance. Employees are ready to be engaged in an organization if they believe they are treated fairly and valued (Saks, 2006; Gebauer et al., 2008). In this study, the idea of treating fairness and feeling valued are related to organizational HRM practices, namely: 1) recruitment and selection, 2) training support, 3) career opportunities, 4) compensation and benefits, 5) performance appraisal, 6) rewards and recognition, 7) internal communication, and 8) empowerment. These factors show that employee engagement can be developed through the good practices of the organization.

To sum up, appropriate HRM practices can influence employee engagement. Employee engagement can bring about positive behavioral outcomes in the

organization and also affects the employee's individual performance. It can be said that employee engagement helps to enhance an organization in many ways, for example, enhancing performance as well as increasing extra-role behavior. The research of several scholars has recommended that organizations should pay more attention to offering sophisticated recruitment and selection processes, compensation and benefits fairness, training support, opportunities for workers to learn and grow their careers, rewards and recognition, and effective internal communication because these factors contribute to the level of employee engagement. HR strategy within organisations is very important, for example understanding the individual's needs, and building trust among managers and subordinates. According to social exchange theory, organizations can enhance employee engagement by practicing suitable HRM practices.

Social exchange theory explains the long-term relationship and takes responsibility for the organization and employees (Burns, 1973; Cropanzano & Mitchell, 2005). In terms of employee engagement, the relationship between employees and managers is not limited to economic exchange but includes social exchange, such as support and trust from the organization, and then employees are likely to maintain loyalty and become highly-engaged employees. Thus, superior role performance from actively-engaged employees toward the organization will occur. By using a conceptual framework from social exchange theory, this study suggests that employee engagement can be established and enhanced through effective HRM practices in the organization. Employees can become engaged in an organization if they believe that they are treated fairly and respected (Schaufeli & Bakker, 2004; Saks, 2006; Gebauer et al., 2008; Saks & Gruman, 2011a; Rurkkhum & Bartlett, 2012). The next section will explain individual behavior-organizational citizenship behavior (OCB) in relation to employee engagement as the dependent variables in this study.

## **2.6 Organisational Citizenship Behavior**

As it can be mentioned that engaged employees will devote themselves to the job and enthusiastically work hard for their organization, it is likely that engaged

employees will provide a high performance compared with those that are not engaged. Yet, engaged employees not only show higher performance, but also apply themselves beyond their job descriptions, for example, helping co-workers. According to the idea of social exchange, employees will become actively involved with the job if they perceive effective HRM practices from the organization. They will develop trust in management, which leads to a significant boost in employee engagement. Thus, employees will perform well, not only in their role performance, but also extra role performance because this is a way to exchange with their organization (Organ, 1990; Ahmad, 2011; Rurkkhum & Barlett, 2012).

This study focuses on the employee's behavior that is beyond his or her job responsibilities. Many scholars have mentioned that employee behavior that goes beyond formal job descriptions can also improve the organization's competitiveness (Podsakoff et al., 2000; Khalid et al., 2009; Podsakoff et al., 2009; Ahmad, 2011; Rurkkhum & Barlett, 2012). These behaviors are known as organizational citizenship behavior. In the next sections, the definitions of organizational citizenship behavior will be provided.

### **2.6.1 Definitions of Organizational Citizenship Behavior**

Organizational citizenship behavior can be defined as those characteristics of voluntary or discretionary performance-related behavior shown by employees in an effort to improve organizational outcomes (Koys, 2001). These behaviors are described as extra-role behaviors that go beyond their job requirements. Organ et al., (2006, p. 3) have added the notion, "in the aggregate promotes the efficient and effective functioning of the organization," to the description of OCB. OCB can contribute significantly to organizational development by improving the social and emotional setting that supports employee performance. OCB can also increase organization goals because OCB by the team or department has been related to operational productivity, customer satisfaction, and the growth of revenue in the organization (Rurkkhum & Bartlett, 2012).

There has been more than 122 published papers related to OCB during 1993-2000 (Rurkkhum & Bartlett, 2012). This shows the importance of OCB in the academic and practitioner world. Love and Forret (2008) pointed out that the idea of

employee behavior that goes beyond formal job requirements is receiving increased attention, especially in high competitive businesses. Therefore, many organizations have attempted to find ways to improve their employees to invest themselves to go beyond their job performance (Podsakoff et al., 2000). The following section will explain the concept of OCB.

The idea of OCB based on the work of Organ et al. (2006) has been widely recognized and accepted in the academic field. Many researchers have studied and referred to the explanation of OCB based on the study of Organ et al. (2006) (Coyne & Ong, 2007; Paré, Tremblay, & Lalonde, 2000; Benjamin, 2012; Sridhar & Thiruvankadam, 2014). Although some researchers have attempted to create their own justifications of OCB, these definitions have shown similarities with the ideas of Organ and friends. For instance, Niehoff and Moorman (1993) defined OCB as employee behaviors where employees do more than their job description. Vey and Campbell, (2004) suggested that the definition of OCB should include both role-agreed and extra-role behavior as well as the behaviors that are of benefit to the effective functioning of the organization. According to the above ideas, it can be seen that the OCB concept of Organ and colleagues still influences other researchers. However, Podsakoff et al. (2000) have answered an unclear definition of Organ and colleagues by adopting a similar concept of OCB: pro-social organizational behavior. Some researchers (Lam, Hui, & Law, 1999; Vey & Campbell, 2004) have pointed out that OCB is not only performance behavior that is beyond formal job requirements, but is also behavior that has positive effects on the social, psychological, and organizational setting. Thus these behaviors can be called OCB.

To summarize, this study defines OCB as the characteristics of voluntary or discretionary performance-related behavior shown by employees in an effort to improve organizational outcomes. This study applied the definition of OCB based on the work of Organ (1988) and Organ et al., (2006), where performance is beyond formal job requirements, such as solving problems for co-workers, and where employees are able to make their own decisions whether they want to perform this extra-role behavior or not.

### **2.6.2 Dimensions of Organisational Citizenship Behavior**

Numerous dimensions of OCB have been developed, and several researchers have developed different classifications to organize employees' citizenship behavior (Organs, Near, & Smith 1983; William & Anderson, 1991; Van Dyne, Graham, & Dienesch, 1994). Organ (1988) was the first researcher to develop five dimensions of OCB: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. 1) Altruism is defined as the employee's behaviors that help both co-workers to resolve their problems (Organ, 1988). For example, employees voluntarily help other colleagues when they face a problem in the workplace, such as supporting co-workers with their challenging work or the employee's behaviors that help co-workers to resolve their problems; 2) Courtesy was initially defined as behavior that helps "someone prevent a problem from occurring or taking steps in advance to mitigate the problem" (Organ, 1988, p. 12). Later, it referred to employees being willing to provide an advance notice to coworkers when something is altered by them or when the organization might affect their job. Courtesy is the employee's behaviors that voluntarily help coworkers to prevent or alleviate their problems. In addition, courtesy has been related to group cohesiveness, such as respecting, listening, and not abusing the rights of co-workers (Kidwell, Mossholder, & Bennett 1997); 3) Conscientiousness refers to performance where the individual is willing to go beyond the job requirements of the organization (Wang, Law, Hackett, Wang, & Chen, 2005). For example, this involves punctuality, obedience to the rules of the organization, and regulations and procedures when no one is watching. It is can explained that conscientiousness is not like altruism in terms of the different targets. The targets of altruism focus on the individual, while conscientiousness could be a team, department, or the whole organization. 4) Civic virtue is defined as the employee that voluntarily contributes to the concerns of the whole organizational, such as sharing ideas and speaking up in meetings about any problems related to the organization by providing his or her own suggestions for development of the organization (Organ et al., 2008). 5) Sportsmanship means employees that are willing to tolerate inconvenient situations. These employees will not complain and will sacrifice their own personal interests.

Lin (1991) further developed OCB in 1991 into a six dimension scales, which included identification with the organization, assistance to colleagues, harmony,

righteous, discipline, and self-improvement. Afterward, Williams and Anderson (1991) considered OCB in terms of the objective of the behavior. They decided to divide OCB constructs into two dimensions, consisting of OCB-individuals (OCBI) and OCB-organization (OCBO). OCBI means that the individual contributes to the organization indirectly by assisting co-workers. For example, employees help colleagues to resolve complaints from guests or assist new employees in performing their tasks, which is same as altruism and courtesy. OCBO refers to behaviors offered to the organization as a whole, for example, employees being strict with timekeeping, obeying the roles, and making recommendations for organizational improvement.

Coleman and Borman (2000) proposed another objective of OCB, and that concerned the job itself. OCB-J was defined as the behaviors that were external to the job requirements, demonstrating devotion to the job, persistence, and the desire to maximize one's performance. Other researchers have recognized three similar categories based upon what the OCB supports; personal support, organizational support and conscientious initiative (Borman, Penner, Allen, & Motowidlo, 2001; Borman, 2004). Personal support includes helping co-workers, cooperating, courtesy, and motivating others. Organizational support includes representing the company well, loyalty, obedience to rules, and supporting the company's missions and goals. Conscientious initiative includes putting forth extra effort when required, taking initiative on the job, and self-development.

In addition, Podsakoff et al. (2000) also developed seven dimensions of citizenship behaviors. These seven characteristics are as follows. 1) Helping behavior refers to employees voluntarily helping with other with work-related tasks and problems, including preventing the making of problems. 2) Sportsmanship refers to employees that are tolerant and that do not complain about their co-workers, but also maintain a positive attitude even when things do not go as they expected. 3) Organizational loyalty refers to employees promoting and talking about their organizations to outsiders, protecting and defending it against external dangers and remaining committed to the organizations even under opposing conditions. 4) Organizational compliance refers to employees religiously obeying all of the organization's rules even when no managers are working in the department. 5) Individual initiative refers to the employee's performance that goes beyond the

minimum job requirements. 6) Civic virtue refers to the employee's obligation to the organization as a whole. 7) Self-development refers to the employee's voluntary behavior to improve his or her knowledge, skills, and abilities in order to increase organizational performance. However, the last dimension categorized by Podsakoff et al. (2000), which is self-development, has not received much recognition in the organizational citizenship behavior literature. Table 2.3 summarized the dimensions of OCB from different scholars.

**Table 2.3** Dimensions of Organisational Citizenship Behavior

<b>Authors</b>	<b>Dimension of OCB</b>
Organ (1988, 2006)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
Lin (1991)	Identification with the Organization Assistance to Colleagues Harmony Righteous Discipline Self-improvement
Williams and Anderson (1991)	Individual-directed OCB (OCBI) Organization-directed OCB (OCBO)
Van Dyne, Graham, and Dienesch (1994)	Obedience Loyalty Participation
Farth, Earley, and Lin (1997)	Identification with the Company Altruism toward Colleagues Conscientiousness Interpersonal Harmony Protecting Company Resources

**Table 2.3** (Continued)

<b>Authors</b>	<b>Dimension of OCB</b>
Podsakoff et al. (2000)	Helping Behavior Sportsmanship Organizational Loyalty Organizational Compliance Individual Initiative Civic Virtue Self-Development

**Source:** Dash and Pradhan (2014).

The literature reviewed agrees with the five dimensions suggested by Organ and colleagues. The dimensions which were developed by other researchers are overlapping with other cases and it is insufficient to describe the concept of OCB. Thus, this study uses the five dimensions developed by Organ (1988) and Organ et al. (2006). The next section will review the effect of the personal factors of organizational citizenship behavior and related research.

### **2.6.3 The Effect of Personal Factors on Organizational Citizenship Behavior**

The “Big 5” personality traits consist of extraversion, openness to experience, agreeableness, conscientiousness and neuroticism (Digman, 1990; Costa & McCrae, 1992), which have been widely accepted as a classification of personality. Each dimension represents one aspect of an individual’s personality and style, including expressive, interpersonal, work, emotional and intellectual styles. The personality of the employee is expected to play a prominent role in determining the employee’s level of engagement and OCB.

Positive emotional states and a good feeling about themselves and people are called extraversion. Extroverted employees tend to have good relations and pay attention to others, so they are likely to perform more appropriately. These employees

take pleasure in activities that involve large social activities such as parties, public demonstrations, and business groups. Neurotic employees are those individuals that have a degree of emotional stability and impulse control. The employees that score high on neuroticism have the inclination to experience positive emotional states and feel good about themselves and the people around them. Neuroticism is opposite employee engagement and extra-role behavior because anxious or self-conscious employees are more likely to perceive their work environment as less safe (Wildermuth & Mello, 2010). Open employees refer to individuals that have a degree of openness to a wide variety of interests and the willingness to take risks. Employees that have a high score on openness to experience are imaginative, creative, flexible, and open to experience other cultures. Conscientiousness refers to employees that have attitude of being hard-working, organized, and responsible employees. The employees that have a high score on conscientiousness have self-discipline and are dependable. According to a study of Bowling, Eschleman, and Wang (2010), conscientiousness was found to be positively related to OCB. Furthermore, conscientious employees should be positively related to engagement because they have a strong sense of responsibility in their job tasks (Christian, Garza, & Slaughter, 2011). Agreeableness refers to the distinction between individuals that get along well with other people and are cooperative. Employees that have a high score on agreeableness are perceived as kind, sympathetic, caring, cooperative, courteous and warm. According to Wildermuth and Mello (2010), agreeable employees should be positively related to employee engagement. Engaged employees that have a high score on agreeableness should be better able to mobilize social support and resources to engage more directly in their job roles and organizational environment.

In brief, this study expands the social exchange theory and the emphasis on HRM practices for employee engagement and OCB. The literature reviews revealed that employees are highly engaged with organizations when they perceive fair treatment and are valued. Thus, these actively-engaged employees are likely to be willing to perform extra-role behavior according to their job descriptions since this is a way to return value to their organization. The next sections will present related research on the relationship between employee perceptions of HRM practices and OCB and also the relationship between employee engagement and OCB.

## **2.7 Related Research on the Relationship between Employee Perceptions of HRM Practices and Organizational Citizenship Behavior**

Several scholars have studied the relationship between employee perceptions of HRM practices and OCB in terms of economic and social exchange relationships. These researchers have attempted improve the performance of employees, which is not limited to in-role performance but also includes going beyond their job requirements. These researches include the works of several scholars (Robinson & Morrison, 1995; Tierney & Farmer, 2002; Cheng & Chiu, 2009; Gilberts, Laschinger, & Leiter, 2010; Begum et al., 2014; Sinnappan & Amulraj, 2014; Turek & Wojtczuk, 2015; Ahmed, 2016; Cesário & Magalhães, 2017).

Ahmed, (2016) has examined the effect of human resource management practices on organizational citizenship behaviour with the staff from banks in the Sudan. The information was collected from 298 respondents in three banks: the Sudanese French Bank, the Saudi Sudanese Bank, and the National Bank of Abu Dhabi. Pearson's correlation analysis was used to investigate the relationships among several HRM practices (recruitment and selection, training and development, compensation, performance appraisal system) and OCB, while multiple regression analysis was also applied to find out the influences of numerous HRM practices on OCB. The results indicated that HRM practices have positive effects on OCB.

Gilberts et al. (2010) investigated the influence of empowerment on the level of OCB by using two dimensions of OCB-I and OCB-O of Williams and Anderson (1991). OCB-I has been defined as the behaviors that immediately benefit specific individuals within an organization. In contrast, OCB-O has been defined as the behaviors that try to support all of the work in the organization. The results of the findings revealed that that a higher level of empowerment was positively related to both OCB-O and OCB-I. However, the study showed that an increasing in the level of empowerment was not related to emotional exhaustion, which was negatively related to OCB-O. It can be stated then that the relationship between empowerment and OCB-O was moderate because of emotional exhaustion.

Turek and Wojtczuk (2015) explored how HRM practices and the Person Organizational Fit (P-O Fit) are related to organizational citizenship behavior. Their study created a model explaining the influence of HRM practices on OCB, and P-O Fit was used as a mediating role in the relationship. The data were collected from 200 employees via on-line surveys in Poland. The findings showed significant correlations between all studied variables and indicated that the P-O Fit had a partial mediating role in the relationship between HRM practices and OCB. The grouping of variables presented in the research model tried to explain the significance of the chosen factors of behaviors which were key from the perspective of organizational performance.

Cesário and Magalhães (2017) addressed the issue of whether positive employee perceptions about human resource management practices influence positive attitudes and behavior. They hypothesized that human resource management practices have an important negative effect on the intention to voluntarily leave the organization and a positive effect on organizational citizenship behavior. They used a sample of 165 employees from the Portuguese public administration. Data were analyzed through confirmatory factor analysis and hypotheses were tested using single and multiple linear regressions. The results indicated that HRMP was positively associated with OCB, but only internal communication practices were highly valued by Portuguese public employees and successfully predicted OCB.

Begum et al. (2014) examined the relationship between recruitment and selection practices and OCB in Chinese commercial banks. The data were collected *via* verified structured questionnaire. Fifty-seven employees were chosen from six Chinese commercial banks. The study used correlation and regression as the methods of analysis. The findings revealed that recruitment and selection practice had a significant influence on the employee's extra-role behavior in the private banking sector of China. The findings also revealed that the percentage of variance in the employees' consciousness behavior was most significantly influenced by the recruitment and selection practice of the commercial banks in China, followed by employees' courtesy (58.0%), employees' altruism behavior (56.0%), and employees' civic virtue behavior (45.5%). Therefore, the study suggested that the employers certify with effective and fair recruitment process to enhance OCB of the employees in the workplace for long term employment relationship.

Sinnappan and Amulraj (2014) explored the impact of HRM practices, namely rewards and recognition, and empowerment, on OCB in an engineering company. The questionnaire was collected from 200 employees in different manufacturing units, such as textile machines, electric and motor pumps, auto components and home appliances. The findings revealed that rewards and recognition were positively related to all four dimensions of OCB; namely, altruism, conscientiousness, teambuilding, and loyalty. On the other hand, it was also found that empowerment showed a strong relationship only with the teambuilding dimension of OCB, i.e. rewards and recognition practices strongly improved OCB more than empowerment.

According to Robinson and Morrison (1995), when employees perceive unfairness in their treatment in the organization, then the trust between the employees and the organization decreases. Employees do not want to go beyond what is required or perform roles beyond their job responsibilities. The study discovered one of the five dimensions of OCB, that is, the civic virtue of Organ (1988). These behaviors indicate that an employee is concerned and interested in the life of the organization. The employee's performance becomes reduced after he or she perceives unfairness in his or her treatment in the organization.

Tierney and Farmer (2002) revealed that a socially-based work environment relationship between supervisors and employees is a significant aspect that increases OCB. Employees that have a good relationship with their supervisors tend to go beyond job requirements with their superior performance in Mexico, whereas the outcomes from the employees in the USA revealed that the good relations between employees and supervisors had only a slight impact on employees' extra-role behavior. This finding indicates that the difference in cultural background can influence the level of OCB.

Cheng and Chiu (2009) examined the impact of supervisor support on OCB in Taiwan. Their study applied a quantitative method to collect the data by using harmonized questionnaires between supervisors and subordinates within seven firms. The results showed that supervisor support improved employees' job satisfaction and the person-organization fit. This enhanced the level of OCB. Furthermore, they further used the same targets and they (2009) found a strong relationship between job characteristics (i.e., task identity, task significance, and autonomy) and OCB. Based

on these two findings, it can be concluded that the role of the supervisor's support and job design is a predictor of OCB.

## **2.8 Related Research of the Relationship between Employee Engagement and Organizational Citizenship Behavior**

Several scholars have studied the relationship between employee engagement and OCB in terms of economic and social exchange relationships. These researches attempted to study how to make employee engaged in order to improve their performance. These researches included the works of several scholars (Ram & Prabhakar, 2011; Rurkkhum & Barlett, 2012; Ariani, 2013; Sridhar & Thiruvankadam, 2014; Suteera & Suthinee, 2016).

Rurkkhum and Barlett (2012) investigated the relationship between employee engagement and OCB in a Thailand company. Their study also examined the possible moderators of employee perceptions of human resource development (HRD) between employee engagement and OCB. The questionnaires were collected from 522 respondents from four large Thai organizations. The study used hierarchical multiple and regression analysis for the data analysis. The results showed that employee engagement was positively related to every dimensions of OCB. The variables in this study accounted for 35% of the variation in civic virtue, 27% of the variation in altruism, 17% of the variation in sportsmanship, and 13% of the variation in conscientiousness, and only 5% of the variation in courtesy. However, the research revealed that HRD (organizational support, benefits of training, access to training, training support and career opportunities) was not a moderator in the relationship between employee engagement and employee citizenship behavior.

Ariani (2013) explored the relationships among employee engagement, organizational citizenship behavior (OCB), and counterproductive work behavior (CWB). The data were collected from 507 employees in service industries in Yogyakarta and Indonesia. The findings revealed a positively-significant relationship between employee engagement and OCB, while the relationships between employee engagement and CWB and between OCB and CWB were negative. The employee engagement of employees can be improve by OCB. The research suggested that

employees that invest in higher levels of engagement will contribute to their origination with a high level of individual OCB and lower levels of CWB.

Sridhar and Thiruvankadam (2014) examined the impact of employee engagement on organizational citizenship behavior. A total of 194 employees were chosen from the total population using simple random sampling. The data were analyzed by multiple regression and correlation in this research. The study revealed that engagement was significantly and positively related to OCB. Even though OCB does not have a direct impact on business outcomes, the findings revealed that highly-valued workplace behaviors can facilitate organizational performance through the impact on organizational culture and employee productivity. The study recommended that employee engagement is a factor in improving OCB in the organization.

Suteera and Suthinee, (2016) investigated the relationship between perceived organization support and OCB and also examined the moderator of employee engagement in the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB) in the hotel industry in Thailand. A sample of 733 full-time front office staff workers in the hotel industry in most visited provinces in Thailand participated in the study. The methodology used confirmatory factor analysis followed by structural equation modeling. The findings showed that POS was positively significant to OCB and also suggested that employee engagement acts as a partial mediator of the relationship between POS and OCB.

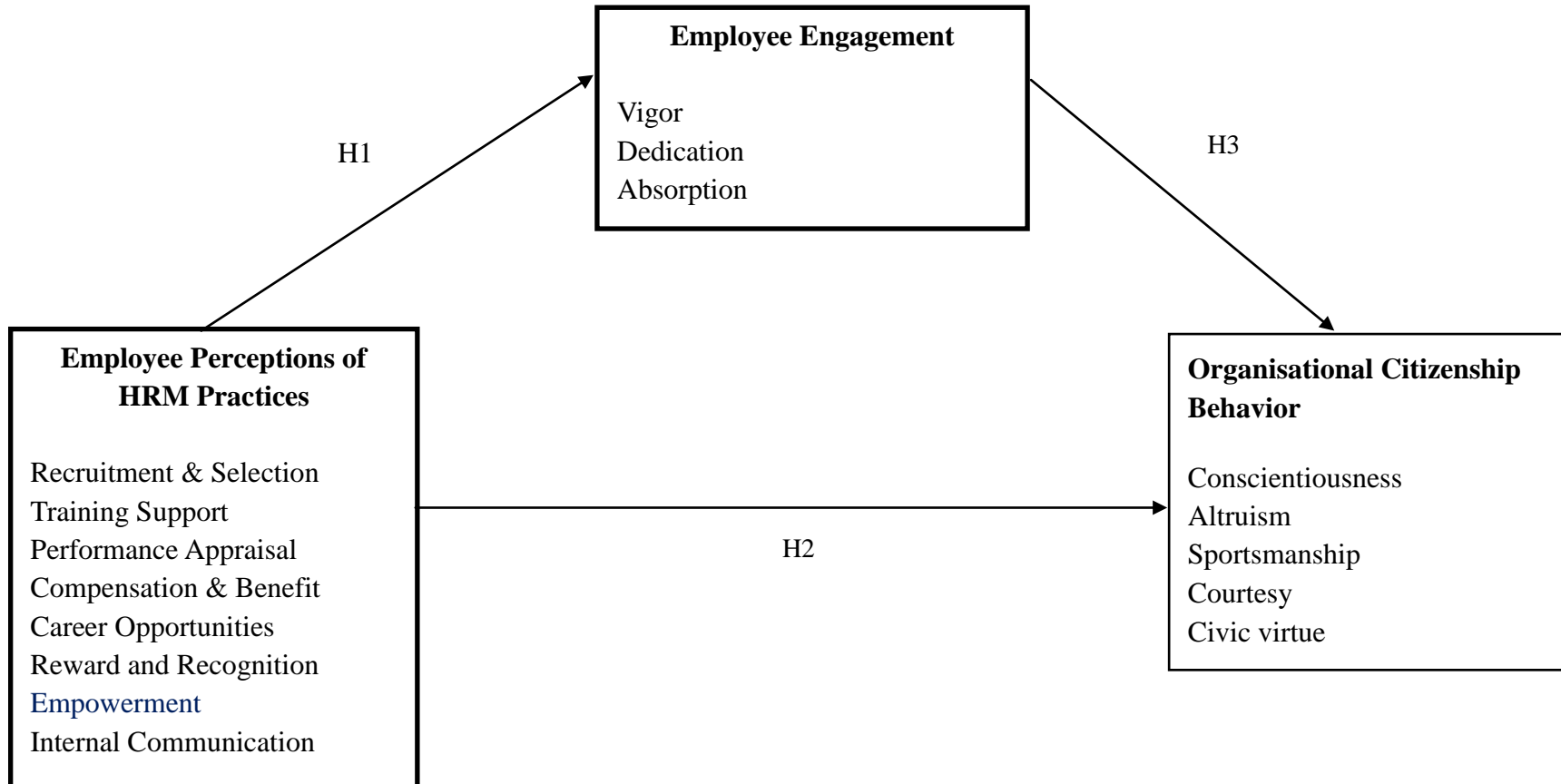
Ram and Prabhakar (2011) examined the antecedents and consequences of employee engagement in the hotel industry in Jordan. The data were collected from 310 employees from the hotel industry in Jordan using snowball sampling. The study interviewed employees from different levels of management in hotels. The findings showed that there were significant relationships between employee engagement and OCB.

In summary, the conceptual framework of social exchange theory indicates that employees become highly engaged with organizations when they believe that they are treated fairly and valued in terms of both financial and non-financial exchange. As a result, these highly-engaged employees are likely to exhibit good performance, and not only in terms of their formal job requirements. They also engage in roles beyond their job requirements since this is a way to return value to their organizations.

## **2.9 Chapter Summary**

This chapter provides a wide-ranging literature review related to the three major focus areas; namely, employee perceptions of HRM practices in the hotel industry, employee engagement, and organizational citizenship behavior. It initially presents the background of the Thai hotel industry and hotel rating systems followed by the theoretical framework of Blau's social exchange theory and motivation theory. The concepts of eight employee perceptions of HRM practices are presented later in the subsequent sections. The definition of employee engagement and its assessment instruments are included as well. The chapter also provides a comprehensive review of OCB and their five dimensions. At the end of this chapter, the researcher showed the conceptual frameworks of this study in table 2.10. The next chapter presents the methodology of this research.

## 2.10 Conceptual Framework



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The aim of this chapter is to present the research methodology. The research method was developed to answer the research questions and objectives of this study. There are three main research questions of the study: 1) What are the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels in Thailand?; 2) Does employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior?; 3) What is the form of the HRM practices for employee engagement for enhancing organizational citizenship behavior in five-star hotels in Thailand?

In the beginning, this chapter provides a discussion of the overall research design and paradigm assumption, followed by explanations of the data collection techniques used for this study. As both quantitative and qualitative approaches were used in this thesis, a discussion of the advantages and disadvantages of the mixed-method design is presented. This thesis used two major stages of data collection. The first stage employed the quantitative method of a cross-sectional survey, while the second stage employed the qualitative method of in-depth interviews with human resource managers. Within each of these two stages, the major topic areas discussed include sampling design, instrument development, data collection, and analytical techniques.

#### **3.1 Research Design**

In this section, the overall research design is presented. The discussion includes both paradigm considerations and the use of a mixed-method approach. According to Johnson and Onwuegbuzie (2004) there is a need to conduct research in a way that complements one method with another, to promote better research in an

interdisciplinary and complex research world. Mixed-method research provides a better understanding of research problems and objectives by mixing both quantitative and qualitative research. The quantitative method is weak in understanding the context or setting in which people talk about their viewpoints. Besides, the attitude and experience of respondents are not directly stated in quantitative research. On the other hand, the qualitative method is incomplete and deficient because of the personal analyses made by the researchers (Creswell & Clark, 2011). According to Riley and Love (2000) the use of a mixed-method approach has become widely used in tourism and hospitality research.

This study attempts to examine the relationships among the variables concerning employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in the hotel context, and also to examine the mediating role of employee engagement between employee perceptions of HRM practices and OCB. In addition, the study also proposes a form of HRM practices for employee engagement to enhance the organizational citizenship behavior in five-star hotels in Thailand. Hence, mixed-method research will be used in this study because this approach helps to answer research questions that cannot be answered by quantitative or qualitative methods alone. Mixed methods help to gain a deep understanding of the problems and provide rich information. Moreover, the type of mixed method for this study was “an explanatory sequential design.” According to Cresswell (2015), an explanatory sequential design is first used quantitative methods and followed by qualitative methods to help explain the results of quantitative research. The paradigm assumption of the research is discussed in the following.

### **3.1.1 Paradigm Assumption**

As mentioned above, this thesis employed both quantitative and qualitative methods. The underlying paradigm considerations of the two different research approaches used in this thesis will be discussed. Kuhn (1970) describes a paradigm as a set of beliefs, values, and assumption of community of researchers. Tashakkori and Teddlie (2010, p. 84) also defined ‘paradigm’ as a worldview; it is the different philosophical assumptions associated with the human point of view.

The researcher's paradigm is based on several aspects: ontology, epistemology, axiology, methodology, and rhetoric (Creswell & Clark 2011). Positivism is associated with quantitative methods. Researchers explain the criteria as follows: 1) determinism or cause-and-effect relationships; 2) reductionism by focusing on selected factors that can be interrelated; 3) observing details and measures of variables; and 4) theory testing and purifying. Positivism aims to test a theory or describe an experience through observation and measurement in order to predict and control forces that surround in the environment (Slife & Williams, 1995). In contrast, constructivism is associated with qualitative research. Researchers listen and find the meaning of phenomena through understanding people and their viewpoints that make up their world view. When participants provide their understanding, they speak from meanings shaped by social collaboration with others and from their own personal histories (Cresswell & Clark, 2011). In terms of participatory worldviews, they are influenced by political concerns. This method is often related to qualitative approaches, where members are a part of the whole discussion rather than separated, and share enquiry in cooperative forms. The benefits of this method is help to understand social reality from ordinary people's perspectives. The last paradigm is pragmatism, and it is associated with mixed methods. It is focused on the consequences of the research and the key significance of the questions asked rather than the method. Pragmatism uses multiple methods of data collection to investigate the problems under study.

A number of mixed-method research methodologists have suggested that mixed-method research has been related to the pragmatist paradigm (Johnson, Onwuegbuzie, & Turner, 2007; Creswell, 2015). For instance, Johnson and Onwuegbuzie (2004, p. 17) argued that mixed-method research has "moved past the paradigm was by offering logical and practical paradigm emerges as a set of beliefs which research philosophy." The pragmatic paradigm emerges as a set of beliefs that captures a third philosophical view that is congruent with the mixed-method approach (Armitage, 2007). The pragmatist paradigm is involved with more than one system of philosophy and reality. This approach employs both quantitative and qualitative assumptions engaged in research. Hence, the pragmatist paradigm opens the door to multiple approaches in different worldviews, and different assumptions, as well as different

forms of collecting and analysing data. However, Patton (1990) recommends that the researcher should choose the most suitable methodology to direct the quality of the research and the questions of the research in every case. In support of this idea, Cresswell, Clark, Gutmann, & Hanson (2003) argued that in the case of multiple studies with different objectives, researchers should decide on the most suitable paradigm for each study. Referring to Veal (2011), quantitative and qualitative researchs tend to attract different paradigm considerations.

In terms of quantitative research, it provides for more numerical descriptions and statistical analyses (Veal, 1997). Quantitative research emphasizes using researchers' observations to test theories. However, Saranakos (2005) argued that the quantitative approach's strict research design, using standardized tools, may produce simulated data that do not reflect reality. According to Berge and Lune (2015), qualitative research seeks answers to questions by examining various social settings and the individuals that inhabit these settings (Berge & Lune, 2015). Qualitative researchers study things in their normal setting and try to understand phenomena of interest in terms of the meaning that people bring to them (Denzin & Lincoln, 2011). An important objective of qualitative research is that this method emphasizes using researcher observations to generate theory.

Nevertheless, other researchers accept that quantitative and qualitative methods are complementary to each other. That is, data collection techniques in quantitative and qualitative methods when used in combination can "best provide an understanding of a research problem" (Cresswell et al., 2003, p. 21). Using different methods of data collection can help to moderate possible biases and limitations inherent in the techniques being used. According to Cresswell (2015), all research methods have both advantages and disadvantages, and the use of mixed-method research combines the strengths of both methods and provides a good rationale for using mixed methods. Johnson and Onwuegbuzie (2004) have suggested that research methods should be utilised in a way that offers the most favorable opportunities to respond to the research question. Thus, the mixed method, by combining both quantitative and qualitative approaches, was selected for this study to provide a broader view and understanding of the complexity of employees' perceptions of HRM practices to promote employee engagement and organisational citizenship behavior in the hotel sector. This choice of mixed method design is discussed next.

### 3.1.2 Mixed Method

Cresswell (2015) has explained the meaning of mixed-method research as follows:

An approach to research in the social, behavioral, and health sciences in which the investigator gathers both quantitative (closed-ended) and qualitative (opened- ended) data, integrates the two, and then draws interpretations based on the combined strengths of both sets of data to understand research problems.

A mixed-method approach was used in this study because the mixed method is a research design with metaphysical assumptions. The strengths of a mixed approach is to involves philosophical assumptions that guide the direction of collecting, analysing and blending both qualitative and quantitative approaches. A summary of the advantages and challenges of mixed-method research is shown in table 3.2 .

**Table 3.1** Analysis of Advantages and Challenges of Mixed Method Research

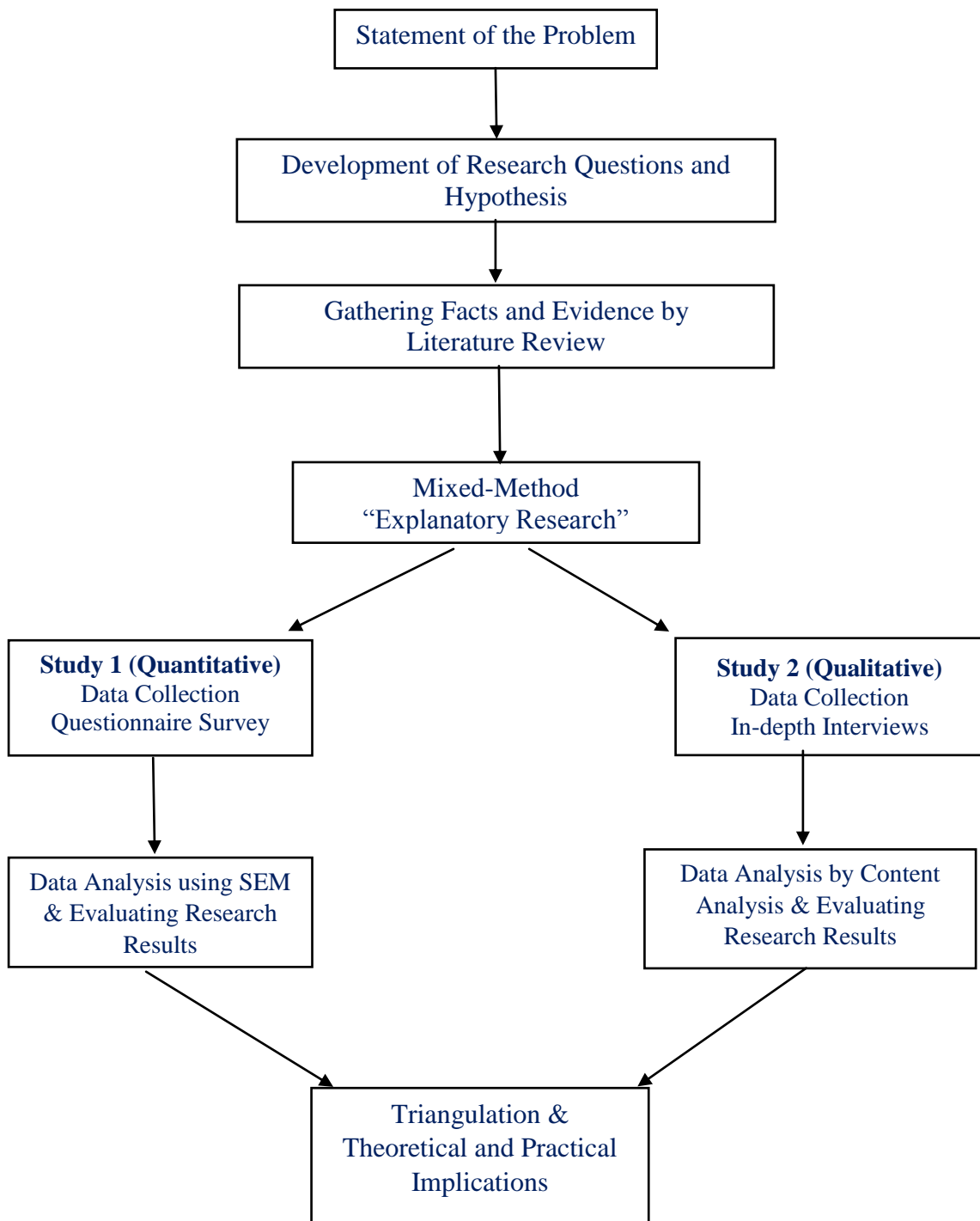
Advantages	Challenges
Mixed methods provide strengths that compensate for the weaknesses of both quantitative and qualitative methods.	Mixed approaches require extensive time, resources, and effort.
Mixed methods provide more evidence for studying a research problem by using more than one method in order to get a better understanding.	The mixed method is more expensive.
Mixed methods encourage the researcher to concern about a paradigm that might comprise all of the quantitative and qualitative research such as pragmatism.	Researchers need to have the requisite skills for both qualitative and quantitative approaches.
Mixed-method research is practical as the researchers are able to use all	The researcher has to learn and understand how to combine more than

**Table 3.1** (Continued)

<b>Advantages</b>	<b>Challenges</b>
methods possible to answer the problem of the research and research questions.	one methods in his/her research and mix them properly.
Mixed methods offer a bridge across the adversarial divide between quantitative and qualitative academics.	Mixed methods is new paragism that is available to reseachers. Others may not be convinced of or understand the value of mixed methods.

**Source:** Cresswell and Plano Clark (2011).

The design of mixed methods for this study was of “an explanatory sequential design.” According to Cresswell (2015), explanatory sequential methods begin with the collection and analysis of quantitative data. This method helps to address the research’s questions, followed by qualitative methods to assist in explaining the initial quantitative results in more detail. The collection of the primary data in the present study was conducted in two stages (see figure 3.1). Study 1 used the self-administered questionnaire survey technique. After collecting the data in study 1, semi-structure interviews were used to collect the data for the qualitative approach in study 2, and triangulation helps crossed check the finding. The results from these two studies are presented in Chapters 4 and 5, together with an integration of the results from both studies. The following sections provide the details of the research methodology in this study.



**Figure 3.1** Research Framework

## **3.2 Research Context**

### **3.2.1 Target Population**

In terms of the target population, the quantitative method was used to collect information from hotel employees and the qualitative approach was used for the in-depth interviews with human resource managers in five-star hotels in Thailand. Five-star hotels refer to hotels that match the best international standards. Guests will see a good interior design which impresses upon them the image of the hotel. The hotel's service pays attention to detail, comfort and sophistication. The restaurants demonstrate a high level of technical skill, serving customers with the highest international standards and also with a wide variety of restaurants to offer guests. The staff is educated, helpful, well experienced in order to exceed the service standard (Thai Hotel Association, 2016). These five-star hotels are on the list of Thai Hotel Association (2016). The reasons for choosing the five-star hotels for this study was because the turnover rate of employees in these hotels increased from 25.02% in 2006 to 44.5% in 2012 in Thailand (Ministry of Labor, 2013) and these hotels are facing difficulties in retaining their employees, especially regarding five-star hotels. Five-star hotels seek out all possible tactics to nurture and retain capable service staff, as five-star hotels pay a great deal of attention to employee performance in order to deliver superior service to customers (Suan & Mohd Nasuridin, 2014). Therefore, human resource management has played a vital role in five-star hotels because it helps to increase employee engagement and organizational citizenship behavior. Furthermore, Lawler, Atmiyanada, and Zaidi (1992) has pointed out that HRM practices vary systematically according to the star rating in each hotel. There is evidence that five-star hotels are more likely adopt participative work practices than three- or four-star hotels such as intensive training, career development procedures, sophisticated recruitment and selection, and highly developed internal communication (Jackson, Schuler, & Jiang, 2014). Thus, five-star hotels will be the context of this study.

### **3.2.2 The Context of Thailand**

As mentioned in the Chapter 1, the previous research on employee perceptions of HRM practices has been conducted primarily in the United States and European

regions (Demerouti, Bakker, De Jonge, Janssen & Schaufeli 2001; Bakker, Demerouti & Schaufeli, 2005). This study was conducted in a developing country in Asia. The context of study in Thailand can contribute to the research on employee perception of HRM practices and increase the applicability of the construct. The main area of the sample for this study is four main provinces in each region of Thailand: Bangkok, Chiang Mai, Phuket, and Khon Kaen, as shown in the map below (Figure 3.2). The reasons for selecting these four provinces were because of two important factors. First, all four locations are well-developed urban areas where the five-star hotel sector plays a prominent role in attracting tourists. The second reason for choosing Bangkok, Chiang Mai, Phuket, and Khon Kaen was because these cities have the highest number of five-star hotels and employees (Thai Hotel Association, 2016).



**Figure 3.2** Study Sites

### **3.3 Study 1: Quantitative Research**

#### **3.3.1 Research Instrument**

In study 1, the rationale for the quantitative data collection techniques used is presented. For the quantitative study, data were obtained through a self-administered questionnaire. A questionnaire survey helps to obtain data from a large population. Questionnaires can provide a wider range of data and a larger number of responses compared to interviews and focus groups, which involve smaller numbers of respondents (Mayo, 2014). A questionnaire survey takes many forms, such as online, mail or postal surveys, telephone, and onsite. Online surveys are often quick and cheap, and also allow some flexibility in design (Neuman, 2006). However, this technique was not considered suitable for collecting information in the hotel sector where some hotel employees do not have Internet access at work or home to answer these questionnaires. In terms of mail surveys, they can be cheap and easy to distribute to a large population. However, the response rate is often low when they are distributed without any connection between the researcher and the respondents. In much as 25 or 30 percent of those sent the questionnaire have difficulty replying (Veal, 2011; Mayo, 2014). Telephone surveys are typically an interview conducted over the telephone. The researcher calls records the answers into a software program. The telephone survey is popular because of its speed and the ease with which a widespread sample of the public can be contacted. However, it has become increasingly difficult for researchers because of the high percentage of persons that hang up immediately, thinking that it is a marketing ploy (Mayo, 2014). On-site surveys can generate high response rates. However, on-site surveys can also be expensive and labour intensive (Malhotra, Hall, Shaw, & Oppenheim, 2004) depending upon administrative arrangements. If administered by the interviewers, such that the interviewer reads the question, waits for an answer and records the answer, the process can be time-consuming. Nonetheless, on-site surveys are also designed to be self-administered, where respondents read the questions themselves and provided answer independently of the researchers, as in this study.

The approach taken to conduct the quantitative survey for this study was to use an on-site questionnaire survey. The data collection instrument used for this

study comprised a self-administered survey. The advantage of the self-administered survey is that it tends to have less bias than a personal interview survey (Malhotra et al., 2004). The employees or respondents feel free to express their ideas without being shy about expressing their opinion in front of people. In addition, Malhotra et al. (2004) stated that it allows respondents to complete the questionnaire at their own pace. Furthermore, respondents may feel more comfortable answering in private. Thus, this quantitative study employed a self-administered survey that was largely delivered to respondents at on-site locations.

### **3.3.2 Population and Sample Size**

The term target population refers to the total number of people, products, or events that are relevant to the research problems of the study (Clark, Riley, Wilkie, & Wood, 1998). In this study, population was defined as employees of different departments such as food and beverage, front office, and others that have had more than one year of experience working in a five-star hotel in Thailand. The list of five-star hotels is based on that of the Thai Hotel Association (2016). Sample refers to a sub-set of a population where the sample must be regarded as a sufficient representative and as identical as possible to the population it has been obtained from (Brotherton, 2008). The intent of sampling individuals is to choose employees that are representative of a population so that the results can be generalised to a population (Cresswell & Clark, 2011).

The data analysis of this study employed structural equation modeling to and many reasons need to be taken into consideration for choosing SEM analysis (Hair et al., 2011; Kline, 2011). Even though there are no absolute standards in the literature review regarding the sample size and path model complexity, several researchers have studied the sample size for SEM. According to Hair et al. (2011) the minimum sample size should be between 100 and 150. If researchers use a sample size below than 100 it will lead to difficulties in yielding acceptable results, particularly in the case of using the structural equation modeling method. SEM method is considered applying as a large number of sample size technique to analyze the data.

The reason for using a large number is because a sample lower than 125 will prevent making accurate statistical estimates, for example regarding standard errors,

and raise the likelihood of technical problems for SEM. According to Kline (2011) recommended that the perfect sample size should be 200 or above. However, the number of cases also needs to be increased if the SEM model is woven together by many parameters. As a result, researchers might need to increase the sample size for achieving reasonably stable results (Hair et al., 2011). However, if the sample size is over than 400, the maximum likelihood estimation (MLE) becomes more sensitive and almost any variance is detected, making goodness-of-fit measures have poor fit (Hair et al., 2010).

However, Mitchell (1993) has proposed another method that use to make appropriate estimation by referring to the number of observation variables contained in a model. He mentioned the rule of thumb that there should be 10 to 20 times as many cases as observed variables. Another rule of thumb, from the study of Schumacker and Lomax (2010), it should be at least 20 times the observed variable. This research applied the rule of thumb from Mitchell (1992) and Schumacker and Lomax (2010) by referring of observation variables in the model which has 16 variables. Referring to the criteria above, the minimum size was  $20 \times 16 = 320$ . However, the challenge of collecting questionnaire survey is that some respondents might fail to complete the whole questionnaire, in contrast with a face-to-face administered survey which typically has a high response rate. In this survey by questionnaire, it was thought that about 40% of the returns might contain missing data and thus be usable (Vanichbuncha, 2008). As such, the minimum number of returns for this study was  $320 \times 1.4 = 448$ . Thus, researcher decided to distribute 500 questionnaires to employees in four main provinces (Bangkok, Phuket, Chiang Mai, and Khon Kaen) which were the representative population.

### **3.3.3 Sampling Approach**

This study employed multistage sampling: cluster sampling was initially selected for dividing the populations into regions. Cluster sampling is a technique used for populations that are geographically diverse (Altinay & Paraskevas, 2008). In this study, the hotel employees came from four provinces in each region which had the highest number of five-star hotels and employees; Bangkok (central region), Chiang Mai (northern region), Phuket (southern region), Khon Kaen (northeastern region). Then,

purposive sampling was applied in order to select hotel employees based on the membership report of five-star hotels in the Thai Hotel Association in 2016, which listed sixty-nine hotels. The questionnaires were distributed to four main provinces in each region as shown in table 3.2.

**Table 3.2** Sampling Size of Study 1

<b>Provinces</b>	<b>Number of Five-star Hotels</b>	<b>Percentages</b>	<b>Sampling Size</b>
Bangkok	22	62.86	314
Chiang Mai	4	11.43	57
Phuket	8	22.86	114
Khon Kean	1	2.85	15
Total	35	100	500

**Source:** Thai Hotel Association (2016).

### **3.3.4 Data Collection**

The on-site survey was conducted from April 1 through June 30. The researcher contacted the general managers or directors of human resources of each five-star hotel by phone, informing them about the objective of the research and inviting them to participate in the survey. To encourage participation, the researcher promised to send the findings and the summary results to each participating hotel. Afterwards, an official invitation letter with an explanation about the aim of the study and invitation for their employees to participate was e-mailed to the general manager or HR managers with permission forms. Once the hotels were approved, a follow-up telephone call was made to make an appointment for distributing the questionnaires.

Following, the researcher delivered the questionnaires in person to the general managers or HR managers, who facilitated the survey by distributing and collecting, and returning, the questionnaires to the researcher. The data collection period of the surveys given to the hotels was approximately two weeks. The researcher followed up with the general manager or HR manager every week and waited for the number of

employees to meet the requirements. The HR managers were contacted again to ask assistance in distributing the questionnaires. The researcher distributed the questionnaire to the employees with an incentive souvenir as a token of appreciation in the meeting room at the HR department. The researcher informed the hotel employees that the study was not affiliated with their organizations and that they were able to withdraw from filling out the questionnaire at any time with no penalty (see Appendix I).

### **3.3.5 Survey Instrument Development**

The purpose and objectives of the study were written in the cover letter of the self-administrated questionnaire (see Appendix I). Next, an explanation of the three key terms (employee perceptions of HRM practices, employee engagement, and OCB) was provided. The second paragraph included information about guaranteeing their privacy and that their answers would be kept confidential. In the final paragraph, the research's name and email addresses were provided in case the participants had inquiries about the research. The questionnaire had four sections as follows:

Section 1 asked for respondents' demographic information: gender, marital status, age, educational level, tenure with the organization, monthly income and departments.

Section 2 included the employees' perceptions of HRM practices in the organization. The independent variables in this study were categorized into eight variables; 1) recruitment and selection; 2) training support; 3) performance appraisal; 4) career development opportunities; 5) compensations and benefits; 6) rewards and recognition; 7) empowerment, and 8) internal communication. The operational definitions of the measurement scales are as follows:

1) Recruitment and Selection refers to the ability to identify, select, and appoint potential employees. The recruitment and selection process should be geared to finding right candidates to fit the job and organization (Babaei et al., 2012). Five items were included in the questionnaire to measure this variable.

2) Training Support refers to an efficient method to learning to improve individual, team, and organizational effectiveness. Training support helps employees meet minimally-acceptable job requirements or improve what they do (Rothwell & Sredl, 1992). Five items were included in the questionnaire.

3) Performance Appraisal refers to the systematic evaluation of the organization that involves a wide range of activities that include identifying, evaluating, and providing feedback to improve an employee's performance for the purpose of achieving organizational goals (Dessler & Tan, 2006).

4) Compensation and Benefits refers to the financial exchange and non-financial benefits provided to employees as part of the contractual agreement (Mondy, 2010, Ju et al., 2009). Five items were included in the questionnaire.

5) Career Opportunities refers to the employees' viewpoint on career potential regarding self-development, learning, career path, and personal achievement at work. In addition, the organization should provide employees with the opportunity to create their own development plan and career goals (Kirk et al., 2000). The scale was measured using four items.

6) Rewards and Recognition refers to the programs agreed on by organization to reward and recognize performance and motivate employees regarding their individual or team performance. They are usually considered separate from payment and the contractual agreement (Maslow, 1970b; Guest, 1997; Thomas, 2000). The scale was measured using four items. Intrinsic rewards is an emotional rewards that employees receive from doing meaningful work and performing their performance. Recognition is a formal acknowledgment of important and outstanding performance of individuals and teams.

7) Empowerment refers to the process whereby employees develop the capability to take charge of their own growth and resolve their own problems. The organization allows employees to participate in the decision-making process and problem-solving units (Myrick et al., 1994). Four items were included in the questionnaire.

8) Internal Communication refers to the exchange of information, both informal and formal, between management and employees within the organization (Welch & Jackson, 2007). Four items were included in the questionnaire.

Section 3 included questions about "employee engagement" at work. Employee Engagement refers to a positive attitude, and fulfilling a work-related state of mind characterized by feelings of vigor, dedication, and absorption. Employee engagement is derived from a positive emotional state leading to better performance of employees which benefits the organization (Gonzalez-Roma, Schaufeli, Salanova,

& Bakker, 2002; Schaufeli et al., 2002; Schaufeli & Bakker, 2004; Schaufeli et al., 2006). Employee engagement employed in this thesis embraces only three components as follows:

1) Vigor refers to individuals' feelings that they have high levels of energy and mental resilience while working. Employees are willing to invest effort in work, and are persistence even when facing difficulties.

2) Dedication refers to a sense of importance, enthusiasm, inspiration, pride, and challenge at work.

3) Absorption refers to when employees' work time passes quickly and they feel difficulty in detaching themselves from work. Employees enjoy working and finding pleasure in performing it.

Section 4 includes questions about "organizational citizenship behavior." Organizational citizenship behavior refers to the characteristics of voluntary or discretionary performance-related behavior shown by employees in making an effort to improve organizational outcomes. These employee behaviors are also described as extra-role efforts that go beyond the scope of job requirements (Organ, 1988; Podsakoff et al., 2000; Koys, 2001; Organ et al., 2006). There are twenty-one-item developed by (Organ, 1988; Podsakoff et al., 2000; Organ et al., 2006). The dependent variables in this study were categorized into five dimensions as follows:

1) Altruism means the employee's behaviors that help co-workers resolve their problems.

2) Conscientiousness means the employee's behavior that goes beyond the minimum role requirements of the organization. It involves punctuality, loyalty to company rules, and regulations and procedures.

3) Sportsmanship means that the employee does not complain or exhibit undesirable behaviors and attitudes towards leaders and the organization he or she serves.

4) Courtesy means the employee's behavior that helps co-workers prevent a problem from occurring in advance in order to alleviate the problem.

5) Civic virtue means that the employee voluntarily participates in organizational meetings, for example sharing ideas and speaking up about issues related to their department and making suggestions for development.

**Table 3.3** Summary of Measurement Items

<b>Construct</b>	<b>Measures</b>	<b>Adapted from</b>
Employee Perceptions of HRM Practices	<p><b>Recruitment and Selection</b></p> <p>1) My hotel places great importance on recruiting and selecting the right person for the job.</p> <p>2) My hotel conducts structured interviews or tests to select the right candidates to fit with teams and the organization's culture.</p> <p>3) At my hotel, the recruitment and selection process is fair.</p> <p>4) I had formal interviews and an attitude test before being employed.</p> <p>5) My hotel considers selecting qualified internal candidates when a vacant position is available prior to external candidates.</p> <p><b>Training Support</b></p> <p>1) Training an employee to do his or her job well is a priority at my hotel.</p> <p>2) I receive training to enhance my knowledge and skills continuously.</p>	<p>Delany and Huselid (1996); Babaei et al. (2012); Begum et al. (2014); Turek and Wojtczuk-Turek (2015)</p> <p>Boselie et al. (2005); Vlachos (2009); Johnson (2011); Roy (2013); Ahmed (2011)</p>

**Table 3.3** (Continued)

Construct	Measures	Adapted from
	3) I have an opportunity to discuss my training needs.	
	4) The training activities I have received at my hotel have enabled me to perform my job more effectively.	
	5) I receive training programs related to my individual jobs.	
	<b>Performance Appraisal</b>	Folger et al. (1992);
	1) During the performance appraisal, my manager explains the goals of the hotel and what is expected of me clearly.	Findley et al. (2000); London and Smither (2002); Mone and London (2010)
	2) During the performance appraisal, I can become involved in setting the goals and plans of my department.	
	3) The performance appraisal and feedback from my manager help me to improve my performance.	
	4) During the performance appraisal, my manager provides me with an opportunity to express my side of performance issues.	

**Table 3.3** (Continued)

Construct	Measures	Adapted from
	5) The performance appraisal process is fair for me.	
	<b>Compensation and Benefits</b>	Milkovich and Newman (2005); Kompaso and Sridevi (2010); Bambale et al. (2011); Roy (2013); Owor (2015);
	1) I receive fair pay from my hotel.	
	2) The compensation and benefits package motivates me to perform better.	
	3) At my hotel, the compensation and benefits package is capable of attracting and retaining competent/talented employees.	
	4) My hotel provides appropriate compensation and benefits for my experience and qualifications.	
	5) I am satisfied with my welfare and benefits such as provident funds and healthcare.	
	<b>Career Opportunities</b>	Kirk et al. (2000); Sundaray (2011); Adeniji and Osibanjo (2012); Okurame (2012); Turek and Wojtczuk-Turek (2015)
	1) My hotel is supportive of my career development.	
	2) My hotel has a clear plan for my career path.	
	3) At my hotel, I have the opportunity to plan my individual development plan.	

**Table 3.3** (Continued)

Construct	Measures	Adapted from
	4) The career development opportunity plan is fair at my hotel.	
	<b>Rewards and Recognition</b>	Guest (1997); Thomas
	1) At my hotel, my manager and colleagues recognize my knowledge and capability.	(2000); Maslach et al. (2001); Babaei et al. (2012); Owor (2015);
	2) My manager trusts me and assigns important tasks to me.	Turek and Wojtczuk, (2015)
	3) At my hotel, I will get promotion for my good performance.	
	4) At my hotel, my manager gives me praise and recognition when I perform well.	
	5) My hotel awards a certificate of appreciation and recognition to efficient employees (i.e., employee of the month).	
	<b>Empowerment</b>	Moye and Henkin
	1) At my hotel, I have an opportunity to resolve problems by myself when they occur in my department.	(2006); Asghar et al. (2011); Bambale et al. (2011); Sundaray (2011)

**Table 3.3** (Continued)

Construct	Measures	Adapted from
	2) My hotel allows me to participate in the decision-making in my department. 3) I have autonomy in deciding how to accomplish my job. 4) I have significant independence and freedom in doing my job.	
	<b>Internal Communication</b> 1) I can easily reach information necessary for my job (meetings, e-mails, newsletters). 2) I can convey my opinions and problems about the job to my manager freely and easily. 3) My manager encourages me to let her/him know when things go wrong on the job. 4) I am satisfied with the executive team, which keeps employees up-to-date on information related to the organization, such as company policy.	Johlke and Duhan (2001); Johlke and Duhan (2000); Welch and Jackson (2007); Balakrishnan and Masthan (2013)

**Table 3.3** (Continued)

Construct	Measures	Adapted from
Employee Engagement	<p data-bbox="587 461 667 495"><b>Vigor</b></p> <p data-bbox="587 517 999 600">When I get up in the morning, I want to go to work.</p> <p data-bbox="587 622 1007 705">At my work, I feel bursting with energy.</p> <p data-bbox="587 728 948 810">At my job, I feel robust and vigorous.</p> <p data-bbox="587 833 1034 938">At my job, I always persevere, even when something goes wrong.</p> <p data-bbox="587 960 999 1043">I can continue working for long periods of time.</p> <p data-bbox="587 1066 740 1099"><b>Dedication</b></p> <p data-bbox="587 1122 847 1155">My job inspires me.</p> <p data-bbox="587 1178 991 1211">I am enthusiastic about my job.</p> <p data-bbox="587 1234 871 1267">I am proud of my job.</p> <p data-bbox="587 1290 970 1323">My job is challenging for me.</p> <p data-bbox="587 1346 1011 1429">I feel the work that I do is full of meaning and purpose.</p> <p data-bbox="587 1451 746 1485"><b>Absorption</b></p> <p data-bbox="587 1507 995 1590">Time flies when I am doing my job.</p> <p data-bbox="587 1612 922 1646">I am immersed in my job.</p> <p data-bbox="587 1668 1034 1751">I forgot everything else around me when I am working.</p> <p data-bbox="587 1774 963 1856">I get carried away when I am working.</p>	<p data-bbox="1070 461 1353 495">Gonzalez-Roma et al. (2002);</p> <p data-bbox="1070 517 1362 600">Schaufeli et al. (2002);</p> <p data-bbox="1070 622 1267 656">Schaufeli and Bakker (2003);</p> <p data-bbox="1070 678 1353 712">Schaufeli and Bakker (2004);</p> <p data-bbox="1070 734 1369 819">Schaufeli et al. (2006)</p>

**Table 3.3** (Continued)

<b>Construct</b>	<b>Measures</b>	<b>Adapted from</b>
Organisational Citizenship Behavior	<p><b>Altruism</b></p> <p>I am willing to help my co-workers resolve their problems.</p> <p>I help out my co-workers even though it is not my duty.</p> <p>I help out new colleagues even though it is not required.</p> <p>I help my co-workers that have been absent.</p> <p>I help my co-workers that have heavy workloads.</p> <p><b>Conscientiousness</b></p> <p>I obey the rules and regulations of my hotel strictly.</p> <p>I do not take a long break.</p> <p>I am one of the most conscientious and loyal employees.</p> <p>I come to work on time.</p> <p><b>Sportsmanship</b></p> <p>When I got blames from my job. I always consider and solve problem without complaining it.</p> <p>I have the intention to improve my performance rather than criticizing or complaining to my company.</p> <p>I attempt to perform well, even though there are problems that cause frustration.</p>	<p>Organ et al. (2006);</p> <p>Organ (1997);</p> <p>Podsakoff et al. (2000).</p>

**Table 3.3** (Continued)

Construct	Measures	Adapted from
<b>Courtesy</b>	<p>I consider the impact of my actions on my co-workers.</p> <p>I try to avoid creating problems for my co-workers.</p> <p>I respect and treat my co-workers equally.</p> <p>I do not abuse the rights of my co-workers.</p> <p>I always listen to any suggestions or opinions from my co-workers in order to improve my performance.</p>	
<b>Civic Virtue</b>	<p>I am willing to attend functions held by my hotel.</p> <p>I attend and always participate in the hotel's meetings.</p> <p>I read and keep up with hotel announcements and memos.</p> <p>When problems arise in hotel, I am willing to offer ideas to solve them.</p>	

The questionnaire asked the respondents to explain the degree of the employee's perceptions of HRM practices, the level of employee engagement, and the degree of organizational citizenship behavior in five-star hotels. A 5-point Likert scale was used for the scale statements, ranging from one to five points. The Likert scale is widely used in survey research (Neuman, 2006) due to the simplicity of its ability to measure attitudes (DeVellis, 2003; & Zikmund, Babin, Carr, & Griffin, 1997). The

advantage of this type of scale is that it provides more choices for respondents to indicate accurate information (Zikmund, Babin, Carr, & Griffin, 2013). Although a middle score such as neutral may be difficult to interpret, the middle score was included in the survey in order to avoid depriving the respondents of their right to express their feeling and limiting them to only positive and negative answers. The respondents might not have had a positive or negative attitude to a statement or in some cases they might have been unable to answer (Zikmund et al., 2013). The questions were placed on a scale from strongly agree to strongly disagree as follows:

- 5 = Strongly Agree
- 4 = Somewhat Agree
- 3 = Neutral
- 2 = Somewhat Disagree
- 1 = Strongly Disagree

### **3.3.6 Pilot Test**

This study conducted a pilot test with hotel employees working in a selected five-star hotel for the purpose of confirming the validity and reliability of the instrument presented in table 3.3. The test also assessed whether the items were understood correctly by the participants. A total of 30 hotel employees from different departments participated in the pilot test with a 100% response rate. The pilot test was checked through face-to-face interview with employees that had extensive knowledge of HRM practices in five-star hotels.

After the pilot test, the research used Cronbach's alpha to test the validity and reliability of the research instrument. Cronbach's alpha is a statistic used to determine the degree of internal consistency among the multiple measurements and is commonly used to reflect the internal consistency of a test or scale (Dugard, Todman, & Staines, 2010). According to Nunally and Berstein (1994), Cronbach's alpha has to exceed the level of 0.70 in all scales. In this study, all items showed a reliability range from 0.703 to 0.881, which was over the accepted level of 0.70 (Hair et al., 2010). The results of the reliability test are summarized in Table 3.4.

**Table 3.4** Pilot Study Results

<b>Constructs</b>		<b>Cronbach 's Alpha</b>
<b>Employees' Perceptions of HRM practices</b>	Recruitment and Selection	0.743
	Training Support	0.809
	Performance Appraisal	0.818
	Compensation and Benefits	0.881
	Career Opportunities	0.867
	Rewards and Recognition	0.705
	Empowerment	0.828
	Internal Communication	0.703
<b>Employee Engagement</b>	Vigor	0.840
	Dedication	0.878
	Absorption	0.764
<b>Organisational Citizenship Behavior</b>	Altruism	0.756
	Conscientiousness	0.747
	Sportsmanship	0.841
	Courtesy	0.825
	Civic Virtue	0.796

### 3.3.7 Data Analysis

This study utilized the Statistical Packages for Social Science Program (SPSS) for Windows 20 and AMOS version 22 to analysis of the quantitative data. SPSS 20.0 was applied to examine the demographic characteristics of the respondents. AMOS version 22 was utilized as a tool help to conduct structural equation modeling (SEM) and to test the hypotheses of the research.

### 3.3.8 Descriptive Statistics

The first stage consisted of descriptive statistics, such as frequency, means, and standard deviation. Descriptive statistics were implemented in order to obtain information about the hotel employees' demographic profiles and their work-related

information. Respondents' characteristics were classified according to gender (male and female), marital status (single, divorce, and married), age group (younger than 20; 20-29; 30-39; 40-49, 50-59 and 60 years old or older), education (below a bachelor's degree, a bachelor's degree, a master's degree, higher than a master's degree), years working in the hotel industry (1 to 5 years; 6 to 10 years; 11 to 15 years; more than 15 years), years at the current hotel (1 to 5 years; 6 to 10 years; 11 to 15 years; more than 15 years), annual income (below than 15,000 baht; 15,000 to 25,000 baht; 25,001 to 35,000 baht; 35,001 to 45,000 baht; more than 45,000 baht), and departments (front office; housekeeping; food and beverage; human resources; sales and marketing; accounting; purchasing, engineering, and others).

### **3.3.9 Confirmatory Factor Analysis**

This study used confirmatory factor analysis (CFA) to verify the factor structure for three main reasons. First, CFA can be used to investigate the construct validity consistent with researchers' understanding of the nature of that construct. Second, they are adopted to build theories for the constructs that are under analysis. Third, the relationships among the observed variables can be grouped using a parsimonious technique for the resulting analyses using these methods (Thompson, 2004). In general, there are two main factor analysis techniques are Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA).

With EFA the factors are derived from statistical results. The researcher will know how many factors are needed to test the data from the EFA. According to Hair et al. (2010) EFA assists with the analysis of the structure of the interrelationships among the variables. The benefits of EFA are to help define the sets of variables that are greatly interrelated. In this study, the researcher did not use EFA for the employees' perceptions of HRM practices, employee engagement or organizational citizenship behavior variables or indicators because these dimensions of the three constructs have been widely tested empirically by several academics. Therefore, this study applied CFA to investigate the relationship between the observed factors underlying each construct. A form of SEM explains the relationships between observed variables and latent variables or factors, using CFA as analytic method. For the CFA approach, a priori hypotheses are necessary. For example, the model in this study

needed to pre-specify all aspects by researcher. Moreover, CFA should be conducted to test the validity and reliability of the measurement model before the specification of SEM (Brown, 2014).

The next section present the investigation of the overall fit of the model using the SEM approach. Four absolute fit indices, three incremental fit indices, and one parsimony fit indices were used in this study.

#### 3.3.9.1 Absolute Fit Indices

Absolute fit indices help to know how well the model is able to reproduce the observed data. This index is able to check how well the theories establish fit the sample data (Hair et al., 2010). There were four absolute fit indices utilized in this study: the chi-square statistic ( $\chi^2$  statistic), the normed chi-square ( $\chi^2/df$ ), the goodness-of-fit index (GFI), and the root mean square error of approximation (RMSEA). Next, these four absolute fit indices are concisely described.

The chi-square statistic ( $\chi^2$  statistic) refers to a statistically-based SEM fit measure. The chi-square statistic helps to ascertain if there are no differences between the observed factors and the estimated covariance matrices to support the model as characteristic of the data collection. The retention of the null hypothesis is desirable, for example, it shows there is no difference between the two matrices. The purpose of the chi-square statistic is to search for an insignificant chi-square index ( $p$  value  $>0.05$ ), as a significant index implies an imperfect model fit and will lead to the rejection of the null hypothesis (Diamantopoulos, Siguaaw, & Siguaaw, 2000; Hair et al., 2010). Furthermore, this research also used normed chi-square (chi-square/degree of freedom,  $\chi^2/df$ ), where the ratio should range between 2.0 to 5.0 (Tabachnick & Fidell, 2007; Wheaton, Muthen, Alwin, & Summers, 1977).

GFI refers to the appropriate total of variances and covariance accounted for in the research model. GFI shows how closely the model comes to perfectly reproducing the observed covariance matrix. The purpose of GFI is to produce a fit statistic that is less sensitive to sample size. The range of the GFI value which is 0 to 1. The higher value of GFI shows a better fit of the model. According to Diamantopoulos, Siguaaw, and Siguaaw (2000) and Hair et al. (2010), a GFI value equal to or higher than 0.9 is considered good.

RMSEA has been widely used measure informative fit indices and showed how well the model. RMSEA presents how well a model fits a sample size, not just the sample used for the estimation. It attempt to correct for both model complexity and sample size by involving each in its calculation. The range of RMSEA that is considered a good fit is between 0.03 and 0.08, and over 0.1 represents a poor fit (Brown, 2014; Diamantopoulos et al., 2000; Hair et al., 2010).

### 3.3.9.2 Incremental Fit Indices

Incremental fit indices are totally different from absolute fit indices. Incremental fit indices measure how well the estimated model fits the relation with an alternative baseline model such as a null model (Hair et al., 2010). The normed fit index (NFI), comparative fit index (CFI), and Tucker Lewis Index (TLI) are three incremental fit indices used in this research.

NFI is the ratio of the difference in the  $\chi^2$  value for the fit model and a null model divided by the  $\chi^2$  value for the null model. The NFI index should range between from 0 and 1. It can be mentioned that a model of a perfect fit would produce a value of 1. In terms of CFI, it is one of the most widely-used indices. Like NFI, the value of CFI should range between 0 and 1. It can be mentioned that the higher values indicate a better fit. CFI values equal to or above 0.9 indicate that the model fits well (Hair et al., 2010). TLI is a comparison of the normed chi-square values for the null and specified model. TLI values should be range from zero to one, so the higher the value indicates a better fit (Hair et al., 2010).

### 3.3.9.3 Parsimony Fit Indices

Parsimony fit indices help to provide information about which model among a set of competing models is best , with consideration agreed to the model's fit relative and complexity (Hair et al., 2010). In this study, the parsimony fit index was the adjusted goodness of fit index (AGFI). The AGFI deals with dissimilar degrees of model complexity. The AGFI is displayed in a model by adjusting the GFI according to the ratio of the degrees of freedom used in the model to the total degrees of freedom offered. In order to balance the model complexity, AGFI values have to be lower than GFI values. The value of the GFI equal to or higher than 0.9 is considered a better fit (Hair et al., 2010). The table 3.6 show the summary of the fit indices and their relative fit ranges used in this study.

**Table 3.5** Fit Indices and Their Range of Acceptance for SEM

Fit Index	Range
Absolute fit index	
Chi-square ( $\chi^2$ )	p-value >0.05
Normed chi-square ( $\chi^2/df$ )	2 to 5
Goodness-of-fit (GFI)	$\geq 0.9$
Root mean square error of approximation (RMSEA)	Between 0.03 and 0.08
Incremental fit index	
Normed fit index (NFI)	$\geq 0.9$
Comparative fit index (CFI)	$\geq 0.9$
Tucker Lewis Index (TLI)	Models with good fit have values that approach 1
Parsimony fit index	
Adjusted goodness of fit (AGFI)	$\geq 0.9$

**Source:** Hair et al., 2010.

#### 3.3.9.4 Construct Reliability

In this study, construct reliability was examined using Cronbach's alpha ( $\geq 0.7$ ). The study also used construct reliability (CR), squared multiple correlations (SMC/R<sup>2</sup>), where the SMC/RC value ranged between 0 and 1, the closer to 1 indicating the better fit and composite reliability ( $\geq 0.6$ ). The information about these values will be further discussed in chapter 4 in the section on the quantitative research results. This research will check each construct's validity in the model to ensure that each set of indicators or observed variables designed for each construct reflects the construct that these variables were set to measure (Hair et al, 2010). Convergent validity and discriminant validity were used to measure each construct's validity in the model.

Convergent validity was evaluated using the following: 1) factor loadings and their respective *t*-values and 2) average variance extracted (AVE). In terms of factor loading, it can be mentioned that the high loading of a factor represents the common latent construct. All factor loadings should be 0.5 or higher. The factor loading value of 0.7 is considered perfect (Hair et al., 2010). In addition, the absolute value of the *t*-statistic should be higher than 1.96, and then convergent validity is evident. AVE is an indicator of convergence, calculated as the mean variance extracted for the items loading on a construct. If the value of the AVE test is lower than 0.5 it means that the variance due to the measurement error is larger than the variance captured by the construct. Thus, an AVE higher than 0.5 is preferred (Fornell & Larcker, 1981; Hair et al., 2010).

The discriminate validity informs the degree to which each construct is distinct from other constructs. The method for calculate discriminate validity is to examine by comparing the AVE values with the square of the correlations between pair of constructs. The AVE values should exceed the squared correlations values. The discriminate validity in the present study was tested by checking that the square root of the AVE of each construct was lower than the correlations among the constructs, which helped to check the distinctiveness of each construct. The AVE values were expected to be greater than the squared correlation between the two constructs (Hair et al., 2010).

### **3.3.10 Structural Equation Modeling (SEM)**

In this study, the hypothesized theoretical relationship and the proposed model were tested using structural equation modeling. SEM is a powerful multivariate analysis technique that has been used extensively in the social sciences. The advantages of SEM is that it can be used to specify and estimate relations among multiple latent variables or hypothesis constructs (Kline, 2011; MacCallum & Austin, 2000). According to Hair et al. (2010), there are six stages in SEM as follows. In stage one, researchers need to define individual constructs, followed by stage two, to develop and specify the measurement model. The third and fourth stages are to plan a study to produce empirical results and to assess the measurement model's validity.

The fifth and sixth stages are to identify the structural model and to measure the structural model's validity respectively. These six stages are explained as follows.

#### 3.3.10.1 Stage One: Defining Individual Constructs

Researchers have to develop their construct in the model after a systematic review of the literature. In this study, there were three constructs; namely employee perceptions of HRM practices, employee engagement, and OCB. Researchers select the items to measure each construct by attaching Likert scale measurement to their respective observed variables (Hair et al., 2010). Most of these observed variables in the present study were adopted from previous academic study. The exogenous construct, or independent variable, included in the model was employee perceptions of HRM practices and employee engagement. The endogenous constructs, or dependent variables, were organizational citizenship behavior.

#### 3.3.10.2 Stage Two: Developing and Specifying the Measurement Model

Researchers have to develop and specify their measurement model. In this stage, the researcher specifies each latent construct to be included in the model. Next, researchers identify indicators variables are allocated to latent constructs. The good practices of the number of indicators per latent construct are a minimum of three items per construct, preferably four. Minimum items for each construct provide adequate identifications and minimum coverage of the construct's theoretical domain. On the other hand, a large number of indicators does not necessarily yield good findings statistically because higher reliability assessments and generalizability would be upset by the inability to produce an actually uni-dimensional construct. In this present measurement model, 8 indicators were attached to the exogenous construct employee perceptions of HRM practices and 3 indicators for employee engagement. For the endogenous constructs, 5 were attached to organizational citizenship behavior.

#### 3.3.10.3 Stage Three: Designing a Study to Produce Empirical Results

In this stage, researchers have to turn their attention to the research design and estimation. In terms of research design, the data can be analyzed either covariance or correlations, the former was adopted mainly for two reasons. First, covariance is flexible due to the relatively greater information content it contains.

Second, any assessments between samples call for the use of covariance as input (Hair et al., 2010).

In this study, the sample size was 325 hotel employees. The imputation method was chosen for the issue of missing data and mean replacement (Kline, 2011). The mathematical algorithm was used to classify the estimates for each free parameter for the selection of the estimation technique. The maximum likelihood estimation (MLE) also was chosen in this research. MLE is a flexible approach to parameter estimation in which the “most likely” parameter values have the best fit with the model (Hair et al., 2010). The Statistical Package for Social Science (SPSS) and AMOS version 22 were used as computer programs for this study.

#### 3.3.10.4 Stage Four: Assessing Measurement Model Validity

Researchers need to assess measurement model validity. The validity of a measurement model depends on establishing acceptable levels of goodness-of-fit for the measurement model. Goodness-of-fit shows how well the specified model reproduces the observed covariance matrix among the indicator items, for example, the similarity of the observed and estimated covariance matrices (Hair et al., 2010). In the confirmatory factor analysis sections, the details of the goodness-of-fit indices are described in order to confirm the model validity. The fit Indices and their range of acceptance used are shown in Table 3.5.

#### 3.3.10.5 Stage Five: Specifying the Structural Model

In stage five, researchers have to specify the structural model. The structural model is to be identified by indicating the necessary relationships that are hypothesized to exist among the constructs by adding single-headed and directional arrows from one construct to another based on the recommended theoretical model (Hair et al., 2010).

#### 3.3.10.6 Stage Six: Assessing the Structural Model Validity

The last stage is to deal with the validity and reliability of the structural model. The sixth stage also corresponds to the hypothesized theoretical relationships. The validity and reliability of the measurement model has been examined in this process, followed by the test for assessing the validity of the structural model to be proposed

In brief, Study 1, quantitative methods, used a two-step approach, which comprised confirmatory factor analysis and structural equation modeling. The basic demographic profiles of the respondents were analyzed using descriptive analysis. The first step in this research used CFA to conduct and examine the relationship between the observed variables underlying each construct. Convergent validity and discriminant validity were used to measure each construct's validity in the model. Furthermore, the measurement model was assessed through fit indices and their range of acceptance indicated the goodness-of-fit and consolidation of each construct. The structural model was tested along with the hypothesized correlation among the construct (Hair et al., 2010).

### **3.4 Study 2: Qualitative Research**

#### **3.4.1 Research Instrument**

This section of the present study provides the reason for the choice of semi-structured in-depth interviews as the technique of qualitative approach. There are numerous choices available for the qualitative approach. For example, qualitative data can be gained through focus groups, action research, observation, or interviews. A focus group is an interview between a moderator and a small number of respondents, between 8 to 12 (Malhotra et al., 2004). It can indicate that the advantage of the focus group is based on the assumption of the collaboration among respondents. It can add to the richness of the information gained from each respondent (Jenning, 2001). However, focus groups were not selected for this thesis because in the Thai culture, hotel employees have a strong sense of hierarchy that can limit full and open discussion among group members. Moreover, hotel employees are shy and not confident when expressing their ideas and opinions in front of other people about the HR management in their hotels. As focus groups can be dominated by strong personalities, and they are susceptible to bias and difficult to moderate (Jennings, 2001; Malhotra et al., 2004). Therefore, employees might only choose to say something good in front of the group to present a good image of their companies. Importantly, HRM strategy needs to keep confidential and can not share ideas to other hotels.

A second technique is action research, and this technique is often used to assist in organisational changes that are involved in various stages of planning, implementing, and monitoring activities within a single organisation. Furthermore, action research is very time consuming and is a more complex procedure (Jennings, 2001). The objective of this thesis was to study the relationships among employees' perceptions of HRM practices, employee engagement, and OCB in five-star hotels. Therefore, action research was not chosen for this thesis because researchers want to investigate many five-stars hotels in Thailand, not a single organisation.

A third technique is observation. This approach is another choice for collecting qualitative data. Through observation, respondents can be examined in a systematic way in a real situation (Malhotra et al., 2004). The disadvantage of observation is that it is time-consuming, only focuses on the present situation, is not suitable for opinion and attitude enquiry, and does not work well with a large group. This research wanted to collect information from a large number of employees in five-star hotels in Thailand. Moreover, this research focused on investigating the perception of employees regarding to their HRM practices in hotels, and thus this objective could not be achieved by observing employees in terms of HRM practices, employee engagement or OCB.

The most common type of data collection using the qualitative data method is the one-to-one interview. In tourism and hospitality research, it is evident that the use of qualitative interviews for data collection is widespread (Decrop, 1999; Jennings, 2001; Riley & Love, 2000). This interview technique aims to obtain information on perspectives, as well as understanding people's life experience (Riley & Love, 2000). However, interviews can be time consuming and depend upon the skill of the interviewer (Jennings, 2001). The three main types of interviews are categorised as structured, semi-structured, and unstructured. The structured interview is a mostly mechanical type of interview with standardised questions. In contrast, the unstructured interview seeks to identify and explore the multiple realities perceived by interviewees, and normally sits comfortably in an interpretative paradigm (Jennings, 2001; Johnson & Onwuegbuzie, 2004). According to Jennings (2001), the semi-structured interview is a mixture of the structured and unstructured styles where a standard script allows interviewers to follow the interesting path of the interviewee's

experience. She mentioned that when the interviewers seek rich information, they will make use of an interview guide to give clear directions overall. However, interview questions may vary from one interview to another.

Furthermore, there are many ways to classify the interview besides its structure. There are three types of interviews: face-to-face, telephone, and online. The telephone interview is a two-way communication which lets researchers and participants respond to each other spontaneously (Grbich, 2012). However, researchers do not want to use telephone and online interviews because they want to get rich information and see the reaction of respondents. Therefore, this thesis chose face-to-face interviews. According to Veal (1997), face-to-face interviews encourage people to talk more freely and discuss their experience and knowledge. This personal interaction, including gestures and eye contact, between researchers or informants encourages the informant to elaborate and the interviewees to express themselves more freely. Hence, the qualitative interview method was considered appropriate for this stage of the data collection. Interviews were utilised to gain insight into the research problem through an understanding of the opinions and attitudes of the individuals interviewed. Although the data collection and the analysis of the interview data were time consuming and labour intensive, the researcher was aware of such limitations.

After researcher has the construct which indicated the relationships among the employee perceptions of HRM practices, employee engagement, and OCB in the five-star hotels. The qualitative method was applied to verify the findings of the quantitative research, as well as an exchange of views and ideas about effective HRM practices that could stimulate employee engagement and their impact on OCB in five-star hotels. The following section explains the study population and sampling, and the instrument and data analysis techniques used for the qualitative interviews.

### **3.4.2 Population and Sample Size**

The objective of this study wants to present the form of HRM practices for employee engagement to enhancing OCB. The interview study used HR managers from five-star hotels in Chiang Mai, Phuket, Bangkok, and Khon Kaen. These provinces were selected as a research setting based on the reason explained in Chapter 2.

### **3.4.3 Sampling Approach**

There are a number of sampling techniques for qualitative in-depth interviews. Most techniques are based on non-probability sampling and include convenience, purposive, and snowball techniques. This study employed purposive sampling and snowball sampling as the most suited to the research aim and target population. Moreover, financial and practical considerations were also taken into account when selecting research sampling (Neuman, 2006). Purposive sampling refers to the idea that the researcher purposively selects a competent informant that fits particular criteria for the study (Patton, 1990). Snowball sampling is a technique that starts with a small group of informants selected by the researcher and then extends the size of the sample through referrals based on the initial selected informants (Neuman, 2006). However, there are limitations to this approach, such as reliance on the personal judgments of informants and confidentiality concerns. Thus, the snowball approach can result in biased samples. For snowball sampling, trust is an important aspect between the researcher and participants. These interview participants agreed to identify other members of their group, so the researcher needed to first develop rapport for trustworthiness during the interviews (Morgan, 2013). Hence, the researcher decided the interviews with HR managers from different hotel brands into four provinces in order to avoid biased information in this study. In addition, the researcher decided to send the interview package specified the purpose of the study and included a cover letter and information to every interview participant before the interview took place. Each participant was informed at the beginning of the interview that his or her answer would be kept confidential, so these participants could feel free to speak.

The researcher contacted HR managers in five-star hotels and asked them whether they were willing to recommend other HR managers that also worked in five-star hotels. The informants were willing to introduce the researcher to their counterparts who worked in similar organisations. In addition, it is imperative to choose an appropriate sample size for a qualitative study. The sample size anticipated for the in-depth interviews was around 10 to 25 informants or until the interview data had reached the point of saturation. Saturation occurs when no new data emerge (Riley & Love, 2000). If the researcher notes that subsequent interviews are yielding

the same information and the preliminary results appear to meet the study aims, then there need be no more interviews.

In all, ten interviews were completed with HR managers. This was considered sufficient for the interviews because there no new themes emerged in the interviewees' responses and data saturation was thus achieved.

#### **3.4.4 Data Collection**

The majority of potential informants were first contacted by phone to discuss the objective of the study. A few potential informants were approached by visiting them at their workplaces. Arrangements for interviews were made for those informants that agreed to participate. The interview started with the introduction and background of the researcher. Moreover, the purpose of the research was discussed. Then the interview typically began with "Please tell me about yourself and your job." This was to establish rapport. Johnson (2000) has advised that it is useful for the researcher to start an interview in a friendly and interested manner to help build trust and a good relationship. The researcher carried out the interview to make sure that all topics related to the subject were covered. Furthermore, the researcher had to be careful and control any bias on an issue by keeping personal views hidden during the interview. The questions were aimed to be as non-directive as possible but to still guide the informants toward the issues of interest. The researcher tape recorded the information during the qualitative data collection process, including reflections about how well the study was going. In order to comply with ethical issues, the researcher had to ask for permission before taping (Holloway & Wheeler, 1995). All of the in-depth interviews were recorded after authorization was obtained from the informants. Data were recorded by using a tape recorder and taking notes in a field journal. An MP3 recorder was very useful as it was small and convenient, and informants were not overly conscious of its presence throughout the interview. In addition to the recording, it was also important to take notes during the interview to add contextual understanding to the verbatim comments (Johnson & Onwuegbuzie, 2004). Most of the interviews ranged from approximately 30 to 45 minutes in duration. The transcription of the data was done manually. The names of the informants and interview transcriptions were kept separate and safely in different places. Only the researcher had the authority to access this information.

### **3.4.5 Data Analysis**

This study applied content analysis for the data analysis, starting with analyzing the collected data independently as that the information from each expert participant was extracted. Subsequently, the researcher grouped the collected data into smaller portions of data and placed the coding into each portion. After reviewing the information from all of the participants, these codes were placed into similar categories and counted. Lastly, the overarching themes were introduced as the key concepts for analysis. In this way, the HRM practices to maximize employee engagement and enhance OCB for five-star hotels were presented.

#### **3.4.5.1 Validity and Reliability of the In-Depth Interview Data**

According to Denzin and Lincoln (2011), the interviewing method is the most widely and recognized method employed in qualitative approach. The aims of the interview are to have clear ideas of the individuals' experiences. Data validity concerns the accuracy, legitimacy, and relevance of theoretical research and its investigation (Kitchin & Tate 2000). Researchers need to ensure that the sample size is appropriately representative to produce fruitful information in order to improve the research validity. To analyze the data, this research followed the coding data method of Miles, Huberman, and Saldana (2013). They recommended that researchers code some segments of data at two different times because they have to make sure that the data coded from the first period is similar to the data coded in second periods. Content analysis was used to code and developed heading in for the insight specific to the topic. There is no need to add or adapt the major themes when data saturation is achieved (Corbin & Strauss, 2008). In order to identify the themes from the in-depth interviews, the quotations were selected from the transcripts to explain the points made in order to have clear understanding.

## **3.5 Chapter Summary**

This aims of this chapter were to explain the research methodology of the study in order to answer the research questions. Both quantitative and qualitative methods were used in this research to gather the data, each of which was explained in detail and the procedures described. For Study 1, the details of the development of the

measurement items, questionnaire design, the data collection methods included in both the pilot test and main survey, and the sampling techniques were explained as well. In terms of the data analysis for the quantitative methods, the researcher employed a two-approach procedure to answer the research questions and to meet the objectives; namely, CFA and structural equation model testing. Zikmund et al. (2013) stated that quantitative techniques illustrate the relationship between variables and constructs, whereas qualitative techniques generate an in-depth understanding of why and how such relationships exist. Thus, the qualitative data were employed to enrich and support the quantitative results by in-depth interview in Study 2. The data from the qualitative method helped to enhance and support the research findings. Table 3.6 shows the research methodology for this study and the next chapter presents the quantitative finding followed by the results of qualitative finding in Chapter 5.

### 3.6 Research Methodology

**Table 3.6** Research Methodology

<b>Research Objectives</b>	<b>Research Method</b>	<b>Population</b>	<b>Sample Size</b>	<b>Sampling Techniques</b>	<b>Research Tools</b>	<b>Data Analysis</b>
1) To investigate the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels	Quantitative	Employees	325	Cluster sampling Purposive sampling	Questionnaire	CFA + SEM
2) To examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and organizational citizenship behavior	Quantitative	Employees	325	Cluster sampling Purposive sampling	Questionnaire	CFA + SEM
3) To present the form of HRM practices of employee engagement to enhance organizational citizenship behavior in five-star hotels in Thailand	Qualitative	HR Managers	10	Purposive Sampling	In-depth Interview	Content Analysis

## **CHAPTER 4**

### **QUANTITATIVE RESEARCH RESULTS**

This chapter presents the quantitative findings. The chapter is divided into four main sections. The first section describes the data screening and the demographic characteristics profile of the respondents in Study 1. The second section presents the measurement model tested by confirmatory factor analysis of the employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior constructs. The third section provides the assessment results of the structural equation modeling and verification of the proposed hypothesis and theoretical model of Study 1. The last section shows the results of hypothesis testing and provides a summary of this study.

#### **4.1 Data Screening**

The objectives of this research were to investigate the relationship between employee perceptions of HRM practices and OCB and also to examine the moderating role of employee engagement between employee perceptions of HRM practices and OCB in five-star hotels in Thailand. The questionnaire survey was conducted between April 2017 and June 2017 in five-star hotels of four main provinces in each region. This study employed an on-site questionnaire survey to collect the data in order to avoid response errors (Veal, 2011).

The questionnaire comprised seventy-two items. Thirty-seven items were for the employees' perceptions of HRM practices, fourteen items were for employee engagement, and twenty-one items were for OCB. The HR staff helped to select the representative hotel employees to answer these research questionnaires. A total of five hundred sets of self-administered questionnaires was distributed to hotel employees in the selected hotels. These employees were provided with a briefing about the objectives of this research before they filled out the questionnaire. Upon completion, the surveys

were collected on the spot to ensure confidentiality. The overall response rate was 72% with 360 questionnaires returned to the researcher. The researcher deleted missing data resulting in a usable sample of 325 employees. The data screening process involved the identification of missing data, detection of outliers, assessment of data normality, and testing of reliability to ensure that the dataset was clean. Validity and reliability were required for further analysis (Little & Rubin, 2014).

#### **4.1.1 Missing Data**

Before the data analysis, the missing data were examined because non-random missing data could generate biased statistical results (Hair et al., 2010). There are several methods for handling missing data, such as listwise deletion, pairwise deletion, mean imputation, and single imputation (Enders, 2010; Byrne, 2010). Listwise deletion is the simplest and most robust method among the abovementioned techniques, and thus it was applied in this study (Allison, 2002). This method is also the most widely-used technique in previous studies (Gilley & Leone, 1991). Removing incomplete cases from the dataset is advantageous for all analyses calculated with the same set of cases (Carter, 2006). When a single value is missing, the entire case is removed from the dataset and excluded from the analysis. According to Allison (2002) using the deletion method would not bias the parameter estimates. In this study, the values were assumed to be randomly missing because the proportion of the missing data was less than 10% of the dataset (Kline, 2011). Therefore, 35 incomplete cases were removed from the data set through listwise deletion before the data were analysed.

#### **4.1.2 Outliers**

An outlier is an extreme score that sits well outside the normal range of scores reported and can be a very high or very low score (Pallant, 2004). An outlier can influence the normal distribution and means (Field & Hole, 2003). Outliers can be detected through several methods to improve the quality of the dataset. In this study, descriptive statistics were utilized to examine the accuracy of the score entry and standard scores. A five-point Likert scale was employed to measure the respondents' agreement. The minimum and maximum scores were set to 1 and 5, respectively. Four

outliers exceeded the peak of the measurement scale, which was caused by mistakes in the data entry. Therefore, the incorrectly-entered raw data were checked and resolved from “55” to “5” and “33” to “3.” A total of 325 valid questionnaires were retained after the data screening process for further statistical analysis.

#### 4.1.3 Data Normality

Univariate and multivariate normality were tested to check the distribution of the data before conducting structural equation modeling analysis. This research employed SEM analysis to test the hypotheses. The violation of the univariate or multivariate normality could invalidate the statistical hypothesis testing (Byrne, 2010; Hair et al., 2010; Kline, 2011). A deficiency of multivariate normality can create a problem in defining coefficient significance since it significantly inflates the model statistic and creates upward bias in critical values. Skewness and kurtosis analysis were tested for the normal distribution of parameters in this research. According to Kline (2011) the indices of skewness and kurtosis for a variable should not be higher than 3 and 10 respectively. A range of skewness not over 3 and a range of kurtosis not over 10 indicate that the data distribution of a certain variable does not extremely deviate from normality. The results of univariate and multivariate normality tests are shown in table 4.1.

**Table 4.1** Univariate and Multivariate Normality Test Results for Employee Perceptions of HRM Practices (N=325)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Employee Perceptions of HRM Practices</b>			
<b>Factor 1</b>	<b>Recruitment &amp; Selection</b>		
	My hotel places great importance on recruiting and selecting the right person for the job.	-.753	.792
	My hotel conducts structured interviews or tests to select the right candidates to fit with teams and the organization’s culture.	-.482	-.217

**Table 4.1** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
	At my hotel, recruitment and selection process is fair.	-.594	.647
	I had formal interviews and an attitude test before being employed.	-1.455	4.604
	My hotel considers selecting qualified internal candidates when a vacant position is available prior to external candidates.	-.707	0.256
<b>Factor 2</b>	<b>Training Support</b>		
	Training an employee to do his or her job well is a priority at my hotel.	-.998	.752
	I receive training to enhance my knowledge and skills continuously.	-.864	.713
	I have an opportunity to discuss my training needs.	-.480	.147
	The training activities, I have received at my hotel have enabled me to perform my job more effectively.	-.639	.689
	I receives training programs related to my individual jobs.	-.825	.876
<b>Factor 3</b>	<b>Performance Appraisal</b>		
	During the performance appraisal, my manager explains the goals of hotel and what is expected of me clearly.	-.775	.758
	During performance appraisal, I can become involved in setting goals and plans of my department.	-.633	.484

**Table 4.1** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
	The performance appraisal and feedback from my manager help me to improve my performance.	-.835	1.315
	During performance appraisal, my manager provides me with an opportunity to express my side of the performance issues.	-.813	.991
	The performance appraisal process is fair for me.	-.553	.330
<b>Factor 4</b>	<b>Compensation &amp; Benefits</b>		
	I receive fair pay from my hotel.	-.749	.736
	The compensation and benefits package motivates me to perform better	-.784	.921
	At my hotel, the compensation and benefits package is capable of attracting and retaining competent/talented employees.	-.365	-.618
	My hotel provides appropriate compensation and benefits for my experience and qualifications.	-.508	.012
	I am satisfied with my welfare and benefits such as provident funds and healthcare.	-.657	.446
<b>Factor 5</b>	<b>Career Opportunities</b>		
	My hotel is supportive of my career development.	-.552	.416
	My hotel has a clear plan for my career path.	-.429	.357
	At my hotel, I have the opportunity to plan my individual development plan.	-.404	.045
	A career development opportunity plan is fair at my hotel.	-.194	-.222

**Table 4.1** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Factor 6</b>	<b>Reward &amp; Recognition</b>		
	At my hotel, my manager and colleagues recognize my knowledge and capability.	-.255	-.246
	My manager trusts and assigns important tasks to me.	-.431	.374
	At my hotel, I will get promote for my good performance.	-.411	-.209
	At my hotel, my manager gives me praise and recognition when I perform well.	-.433	.150
	My hotel awards certificate of appreciation and recognition to efficient employees (i.e employee of the month)	-1.079	1.615
<b>Factor 7</b>	<b>Empowerment</b>		
	At my hotel, I have an opportunity to resolve problems by myself when they occur in my department.	-.370	.372
	My hotel allow me to participate in the decision-making in my department.	-.611	.821
	I have autonomy in deciding how to accomplish my job.	-.227	-.691
	I have significant independence and freedom in doing my job.	-.336	-.428
<b>Factor 8</b>	<b>Internal Communication</b>		
	I can easily reach information necessary for my job (meetings, e-mails and newsletters).	-.964	1.760
	I can convey my opinions and problems about the job to my managers freely and easily.	-.572	.150

**Table 4.1** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
	My managers encourages me to let her/him know when things go wrong on the job.	-.356	-.057
	I am satisfied with the executive team, which keeps employees up-to-date on information related to organization such as company policy.	-.501	-.026

**Table 4.2** Univariate and Multivariate Normality Test Result of Employee Engagement

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Employee Engagement</b>			
<b>Factor 1</b>	<b>Vigor</b>		
	When I get up in the morning, I want to go to work.	-.520	.378
	At my work, I feel bursting with energy.	-.454	.245
	At my job, I feel robust and vigorous.	-.607	.475
	At my job, I always preserve, even when something goes wrong.	-.330	-.252
	I can continue working for long periods of time.	-.408	-.340
<b>Factor 2</b>	<b>Dedication</b>		
	My job inspires me.	-.343	-.614
	I am enthusiastic about my job.	-.348	-.445
	I am proud of my job	-.792	.192
	My job is challenging for me.	-.739	.481
	I feel the work that I do is full of meaning and purpose.	-.522	-.624

**Table 4.2** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Factor 3</b>	<b>Absorption</b>		
	Time flies when I am doing my job.	-.776	.302
	I am immersed in my job.	-.717	1.126
	I forgot everything else around me when I am working.	-.651	.156
	I get carried away when I am working.	-.465	-.367

**Table 4.3** Univariate and Multivariate Normality Test Result of Organisational Citizenship Behavior

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Organisational Citizenship Behavior</b>			
<b>Factor 1</b>	<b>Altruism</b>		
	I am willing to help co-workers to resolve their problems.	-.202	-.933
	I help out my co-workers even though it is not my duty.	-.279	-.093
	I help out new colleagues even though it is not required.	-.351	-.742
	I help my co-workers who have been absent.	-.440	-.061
	I help my co-workers that have heavy workloads.	-.308	-.687
<b>Factor 2</b>	<b>Conscientiousness</b>		
	I obey the rules and regulations of my hotel strictly.	-.548	.457
	I do not take a long break.	-.819	.649

**Table 4.3** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
	I am one of the most conscientious and loyal employees.	-1.095	2.210
	I come to work on time.	-.896	.623
<b>Factor 3</b>	<b>Sportsmanship</b>		
	When I got blames from my job. I always consider and solve problem without complaining it.	-.409	-.291
	I have the intention to improve my performance rather than criticizing or complaining to my company.	-.493	.015
	I attempt to perform well, even though there are problems that cause frustration.	-.602	.330
<b>Factor 4</b>	<b>Courtesy</b>		
	I consider the impact of my actions on my co-workers.	-.557	.101
	I try to avoid creating problems for my co-workers.	-.812	.625
	I respect and treat co-workers equally.	-.527	-.625
	I do not abuse the rights of co-workers.	-.655	.025
	I always listens to any suggestions or opinions from co-workers in order to improve my performance	-.592	-.078
<b>Factor 5</b>	<b>Civic Virtue</b>		
	I am willing to attend functions held by my hotel.	-.551	-.190
	I attend and always participate in hotel's meetings.	-.793	1.247

**Table 4.3** (Continued)

<b>Factors</b>	<b>Items</b>	<b>Skewness</b>	<b>Kurtosis</b>
	I read and keep up with hotel announcement and memos.	-.516	.294
	When problem arise in hotel, I am willing to offer ideas to solve them.	-.423	.175

According to Kline (2011), the cut-off values for skewness and kurtosis should be set to 3.0 and 10.0, respectively. In other words, those datasets with values of univariate skewness and univariate kurtosis greater than 3.0 and 10.0, respectively, would be considered extremely non-normal. As described above, the values for skewness for all variables ranged from -1.455 to -0.194, whereas the values for kurtosis ranged from -0.691 to 4.604, which confirmed the normality of all univariate distributions.

1) The values for univariate skewness for the employees' perceptions of HRM practice constructs ranged from -1.455 to -0.194, whereas the kurtosis values ranged from -0.691 to 4.604.

2) The values for univariate skewness for the employees' engagement constructs ranged from -0.792 to -0.330, whereas the values of kurtosis ranged from -0.624 to 1.126.

3) The values for univariate skewness for the OCB constructs ranged from -1.095 to -0.202, whereas the kurtosis values ranged from -0.933 to 2.210

As seen in the above information, the data were normally distributed because all of the values for the univariate skewness were lower than 3 and all univariate kurtosis were not greater than 10 as recommended by Kline (2011). However, the sample size 200 or more may help reduce the detrimental effect of non-normality (Hair et al., 2010). This study had a sample size (N = 325), which was considered large, and the data could follow a multivariate normal distribution. Therefore, the data could be used for further analysis.

#### 4.1.4 Descriptive Statistics

The total of 325 valid questionnaires was further analyzed after the data screening process. As mentioned, a five-point Likert scale where 5 indicated strongly agree and 1 indicated strongly disagree was used. It was used to measure all of the variables for the employee perceptions of HRM practices, employee engagement, and OCB constructs. Tables 4.4, 4.5, and 4.6 show the descriptive statistics for these three constructs, including maximum and minimum values, means, and standard deviation (SD).

**Table 4.4** Min, Mean, and Standard Deviation for Employee Perceptions of HRM Practices.

<b>Employee Perceptions of HRM Practices</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
<b>Recruitment &amp; Selection</b>				
1) My hotel places great importance on recruiting and selecting the right person for the job.	1	5	4.19	0.76
2) My hotel conducts structured interviews or tests to select the right candidates to fit with teams and the organization's culture.	2	5	4.21	0.70
3) At my hotel, recruitment and selection process is fair.	1	5	4.15	0.71
4) I had formal interviews and an attitude test before being employed.	1	5	4.43	0.65
5) My hotel considers selecting qualified internal candidates when a vacant position is available prior to external candidates.	1	5	4.23	0.76
<b>Training Support</b>				
6) Training an employee to do his or her job well is a priority at my hotel.	2	5	4.40	0.70

**Table 4.4** (Continued)

	<b>Employee Perceptions of HRM Practices</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
7)	I receive training to enhance my knowledge and skills continuously.	1	5	4.26	0.76
8)	I have an opportunity to discuss my training needs.	1	5	3.90	0.79
9)	The training activities, I have received at my hotel have enabled me to perform my job more effectively.	2	5	4.25	0.66
10)	I receives training programs related to my individual jobs.	1	5	4.14	0.77
<b>Performance Appraisal</b>					
11)	During the performance appraisal, my manager explains the goals of hotel and what is expected of me clearly.	1	5	4.14	0.79
12)	During performance appraisal, I can become involved in setting goals and plans of my department.	1	5	4.00	0.81
13)	The performance appraisal and feedback from my manager help me to improve my performance.	1	5	4.16	0.73
14)	During performance appraisal, my manager provides me with an opportunity to express my side of the performance issues.	1	5	4.09	0.79
15)	The performance appraisal process is fair for me.	1	5	4.09	0.75
<b>Compensation &amp; Benefits</b>					
16)	I receive fair pay from my hotel.	1	5	4.04	0.81
17)	The compensation and benefits package motivates me to perform better	1	5	4.13	0.76

**Table 4.4** (Continued)

	<b>Employee Perceptions of HRM Practices</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
18)	At my hotel, the compensation and benefits package is capable of attracting and retaining competent/talented employees.	2	5	4.06	0.79
19)	My hotel provides appropriate compensation and benefits for my experience and qualifications.	2	5	4.03	0.76
20)	I am satisfied with my welfare and benefits such as provident funds and healthcare.	1	5	4.04	0.83
<b>Career Opportunities</b>					
21)	My hotel is supportive of my career development.	1	5	4.04	0.75
22)	My hotel has a clear plan for my career path.	1	5	3.87	0.78
23)	At my hotel, I have the opportunity to plan my individual development plan.	1	5	3.94	0.78
24)	A career development opportunity plan is fair at my hotel.	2	5	4.01	0.68
<b>Reward &amp; Recognition</b>					
25)	At my hotel, my manager and colleagues recognize my knowledge and capability.	2	5	4.20	0.63
26)	My manager trusts and assigns important tasks to me.	2	5	4.21	0.64
27)	At my hotel, I will get promote for my good performance.	2	5	3.98	0.77
28)	At my hotel, my manager gives me praise and recognition when I perform well.	2	5	4.15	0.68

**Table 4.4** (Continued)

	<b>Employee Perceptions of HRM Practices</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
29)	My hotel awards certificate of appreciation and recognition to efficient employees (i.e employee of the month)	2	5	4.32	0.75
	<b>Empowerment</b>				
30)	At my hotel, I have an opportunity to resolve problems by myself when they occur in my department.	2	5	4.10	0.65
31)	My hotel allow me to participate in the decision-making in my department.	1	5	4.10	0.72
32)	I have autonomy in deciding how to accomplish my job.	2	5	3.99	0.77
33)	I have significant independence and freedom in doing my job.	2	5	3.94	0.80
	<b>Internal Communication</b>				
34)	I can easily reach information necessary for my job (meetings, e-mails and newsletters).	1	5	4.23	0.73
35)	I can convey my opinions and problems about the job to my managers freely and easily.	1	5	4.01	0.83
36)	My managers encourages me to let her/him know when things go wrong on the job.	2	5	4.20	0.64
37)	I am satisfied with the executive team, which keeps employees up-to-date on information related to organization such as company policy.	2	5	4.16	0.71

The three highest-ranking variables regarding employees' perceptions of HRM practices were "I had formal interviews and an attitude test before being employed," "Training an employee to do his or her job well is a priority at my hotel," and "My hotel awards certificates of appreciation and recognition to efficient employees (i.e. employee of the month)." The mean values of 4.43, 4.40 and 4.32 were obtained, respectively. The three lowest-ranking variables for employees' perceptions of HRM practices were "My hotel has a clear plan for my career path," "I have an opportunity to discuss my training needs," "At my hotel, I have the opportunity to plan my individual development plan," and "I have significant independence and freedom in doing my job," which obtained mean values of 3.87, 3.90, and 3.94, respectively.

**Table 4.5** Min, Mean, Standard Deviation for Employee Engagement (N=325)

	<b>Employee Engagement</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
	<b>Vigor</b>				
38)	When I get up in the morning, I want to go to work.	1	5	3.94	0.79
39)	At my work, I feel bursting with energy.	1	5	4.03	0.74
40)	At my job, I feel robust and vigorous.	2	5	4.10	0.72
41)	At my job, I always persevere, even when something goes wrong.	2	5	4.25	0.63
42)	I can continue working for long periods of time.	2	5	4.14	0.72
	<b>Dedication</b>				
43)	My job inspires me.	2	5	4.06	0.77
44)	I am enthusiastic about my job.	2	5	4.23	0.66
45)	I am proud of my job	2	5	4.41	0.65
46)	My job is challenging for me.	2	5	4.33	0.67
47)	I feel the work that I do is full of meaning and purpose.	3	5	4.39	0.63

**Table 4.5** (Continued)

<b>Employee Engagement</b>		<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
<b>Absorption</b>					
48)	Time flies when I am doing my job.	2	5	4.26	0.74
49)	I am immersed in my job.	1	5	4.25	0.68
50)	I forgot everything else around me when I am working.	1	5	3.85	0.93
51)	I get carried away when I am working.	2	5	4.07	0.79

The three highest-ranking variables for employee engagement were “I am proud of my job,” “I feel the work that I do is full of meaning and purpose,” and “My job is challenging for me,” which obtained mean values of 4.33, 4.39 and 4.41, respectively. The three lowest-ranking variables for employee engagement were “I forget everything else around me when I am working,” “When I get up in the morning, I want to go to work,” and “At my work, I feel bursting with energy,” which obtained mean values of 3.85, 3.94, and 4.03, respectively.

**Table 4.6** Min, Mean, Standard Deviation for Organisational Citizenship Behavior (N=325)

<b>Organisational Citizenship Behavior</b>		<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
<b>Altruism</b>					
52)	I am willing to help co-workers to resolve their problems.	3	5	4.41	0.55
53)	I help out my co-workers even though it is not my duty.	2	5	4.34	0.57
54)	I help out new colleagues even though it is not required.	3	5	4.41	0.58
55)	I help my co-workers who have been absent.	2	5	4.26	0.65

**Table 4.6** (Continued)

	<b>Organisational Citizenship Behavior</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
56)	I help my co-workers that have heavy workloads.	3	5	4.27	0.64
	<b>Conscientiousness</b>				
57)	I obey the rules and regulations of my hotel strictly.	2	5	4.29	0.63
58)	I do not take a long break.	2	5	4.30	0.70
59)	I am one of the most conscientious and loyal employees.	1	5	4.45	0.63
60)	I come to work on time.	2	5	4.42	0.65
	<b>Sportsmanship</b>				
61)	When I got blames from my job. I always consider and solve problem without complaining it.	2	5	4.22	0.67
62)	I have the intention to improve my performance rather than criticizing or complaining to my company.	2	5	4.23	0.67
63)	I attempt to perform well, even though there are problems that cause frustration.	2	5	4.26	0.67
	<b>Courtesy</b>				
64)	I consider the impact of my actions on my co-workers.	2	5	4.33	0.63
65)	I try to avoid creating problems for my co-workers.	2	5	4.40	0.64
66)	I respect and treat co-workers equally.	3	5	4.43	0.60
67)	I do not abuse the rights of co-workers.	2	5	4.50	0.56
68)	I always listens to any suggestions or opinions from co-workers in order to improve my performance	2	5	4.43	0.59

**Table 4.6** (Continued)

	<b>Organisational Citizenship Behavior</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D</b>
	<b>Civic Virtue</b>				
69)	I am willing to attend functions held by my hotel.	2	5	4.30	0.67
70)	I attend and always participate in hotel's meetings.	1	5	4.15	0.74
71)	I read and keep up with hotel announcement and memos.	2	5	4.26	0.64
72)	When problem arise in hotel, I am willing to offer ideas to solve them.	2	5	4.20	0.65

The three highest-ranking variables for OCB were “I do not abuse the rights of my co-workers,” “I am one of the most conscientious and loyal employees,” “I respect and treat my co-workers equally,” and “I always listen to any suggestions or opinions from my co-workers in order to improve my performance,” which obtained mean values of 4.50, 4.45 and 4.43, respectively. The three lowest-ranking variables for OCB were “I attend and always participate in the hotel's meetings,” “When problem arise in the hotel, I am willing to offer ideas to solve them,” and “When I got blamed from my job, I always consider and solve the problem without complaining it,” which obtained mean values of 4.15, 4.20 and 4.22, respectively.

## **4.2 Demographic and Descriptive Results**

The demographic characteristics are represented in table 4.7. The respondents' profiles in this study were measured by gender, marital status, age, education, annual income, work department, number of years working in the hotel industry, and number of years working in the current hotel.

The number of males and females in this study was as follows: 119 (36.62%) male employees and 206 (63.38%) female employees. Regarding the marital status of the respondents, more than half of them (57.23%) were single and 6.5% of these were

married or divorced group at 36.53%. In terms of age, 43.38% of the respondents were 31-40 years of age, followed by the 20-30 year group at 38.15%. The 41-50 age group constituted another 14.15%, 3.69% were in the 51-60 year group, and 0.62% were above 60 years of age.

In terms of education, two-thirds (62.65%) of the respondents were holding a bachelor degree, a further 31.38% held below a bachelor's degree, and 5.86% of the respondents held a master's degree, and only 1% were above the master degree level. In terms of annual household income, the majority of respondents, 44.31%, earned between 15,001-25,000 baht, followed by 18.15% of the respondents that earned 25,001-35,000 baht. The income below 15,000 baht and over 45,000 baht constituted 14.46%, and 8.62% earned between 35,001-45,000 baht.

In terms of departments, 13.58% were in the front office, followed by food and beverages (22.22%), human resources (14.20%), housekeeping (12.96%), marketing (9.57%), finance and accounting (6.48%), and engineering (8.95%).

Regarding work experience in the hotel industry, 40.62% of the respondents had been working between 1-5 years, 29.84% had been working between 6 -10 years, 16.92% had been working between 11-15 years, and 12.62% had been working more than 15 years. In terms of number of years working in the current hotel, 56.31% of the respondents had been working between 1-5 years, 28.92% had been working between 6-10 years, and 15.69% had been working less than 1 year, between 11-15 years and 8.62%, and 6.15% had been working 11-15 years and more than 15 years respectively.

**Table 4.7** Demographic Characteristics of the Respondents (N=325)

	Frequency	Percentage
<b>Gender</b>		
Male	119	36.62
Female	206	63.38
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Age</b>		
20 -30 years old	124	38.15

**Table 4.7** (Continued)

	<b>Frequency</b>	<b>Percentage</b>
31 - 40 years old	141	43.38
41 - 50 years old	46	14.15
51- 60 years old	12	3.69
Above 60 years old	2	0.62
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Marital Status</b>		
Single	186	57.23
Married	21	6.50
Divorced	118	36.53
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Education</b>		
Less than a Bachelor's degree	102	31.38
Bachelor's degree	203	62.65
Master's degree	19	5.86
Higher than a Master's degree	1	0.31
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Annual Income</b>		
Below 15,000 baht	47	14.46
15,001 – 25,000 baht	144	44.31
25,001 – 35,000 baht	59	18.15
35,001– 45,000 baht	28	8.62
More than 45,000 baht	47	14.46
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Departments</b>		
Front Office	44	13.58
Food and Beverages	72	22.22
Human Resources	46	14.20
Purchasing	10	3.09

**Table 4.7** (Continued)

	<b>Frequency</b>	<b>Percentage</b>
Sale & Marketing	31	9.57
Housekeeping	42	12.96
Accounting & Finance	21	6.48
Engineering	29	8.95
Other	30	9.23
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Number of years working in hotel industry</b>		
1-5 years	132	40.62
6-10 years	97	29.84
11-15 years	55	16.92
Over than 15 year	41	12.62
<b>Total</b>	<b>325</b>	<b>100.00</b>
<b>Number of years working in current hotel</b>		
1-5 years	183	56.31
6-10 years	94	28.92
11- 15 years	28	8.62
Over than 15 years	20	6.15
<b>Total</b>	<b>325</b>	<b>100.00</b>

### 4.3 Scale Reliability

Table 4.8 presents the scale reliability for the three constructs in this research. The reliability indicator is commonly reported with Cronbach's coefficient alpha, which determines the average correlation or internal consistency of the measurement items in reflecting the corresponding constructs that they measure (Field, 2005). The Cronbach's alpha value should be more than 0.7 to establish reliability (Hair et al., 2010). The reliability coefficient in the present study for the employees' perceptions

of HRM practices, employee engagement, and OCB were 0.9601, 0.9250, and 0.9419, respectively, all of which exceeded the minimum standard. Therefore, the measurement scales were highly consistent and could accurately reflect the three constructs (Kline, 2011).

**Table 4.8** Scale Reliability for the Three Constructs (N = 325)

Factors/Constructs	Cronbach's Alpha
<b>Employee Perceptions of HRM Practices</b>	<b>0.9601</b>
Recruitment & Selection	0.8041
Training Support	0.8675
Performance Appraisal	0.8730
Compensation & Benefits	0.8386
Career Development Opportunities	0.8594
Rewards & Recognition	0.8043
Empowerment	0.8591
Internal Communication	0.8287
<b>Employee Engagement</b>	<b>0.9250</b>
Vigor	0.8610
Dedication	0.8660
Absorption	0.7871
<b>Organisational Citizenship Behavior</b>	<b>0.9419</b>
Altruism	0.8676
Conscientiousness	0.8170
Sportsmanship	0.8135
Courtesy	0.8876
Civic Virtue	0.8298

According to Table 4.8, the scale reliability results indicate satisfactory internal consistency within the three constructs: HRM, ENG, and OCB, as these values were all over 0.70. Therefore, these measurement items were considered acceptable for further analysis.

#### **4.4 Hypothesis Testing**

This study aimed to develop and empirically test a theoretical model of the relationship of employee perceptions of HRM practices, employee engagement, and OCB, and the mediation of employee engagement between employee perceptions of HRM practices and OCB. The hypothesized model was tested using structural equation modeling with the two-step approach suggested by Anderson and Gerbing (1988). First, confirmatory factor analysis was employed to test construct validity and establish the acceptable model fit by using goodness-of-fit in measuring model validity. Second, structural equation modeling using AMOS version 22 was used to test the proposed model, followed by testing all of the hypotheses in this study.

H1: There is a positive relationship between employee perceptions of HRM practices and employee engagement.

H2: There is a positive relationship between employee perceptions of HRM practices and organizational citizenship behavior.

H3: There is a positive relationship between employee engagement and organizational citizenship behavior.

H4: Employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior.

##### **4.4.1 Assessing the Overall Measurement Model**

Confirmatory factor analysis was employed for the proposed theoretical model to assess the unidimensionality, validity, and reliability of the measurement model constructs, followed by using the different goodness-of-fit indices to assess the data fit in order to obtain the model's good fit. A total of sixteen observed variables were contained into four hypothetical constructs as follows: employee perceptions of HRM practices: HRM (37 items), employee engagement: ENG (14 items), and

organizational citizenship behavior: OCB (21 items). These three latent variables met the minimum requirements for specifying a measurement model (Hair et al., 2010). The correlations among the constructs are shown in Table 4.9

**Table 4.9** Correlations Among the Constructs

Variables	REC	TRA	PER	COM	CAR	REW	EMP	COMM	VIG	DED	ABS	ALT	CON	SPO	COU	CIV
<b>REC</b>	1.000															
<b>TRA</b>	0.618**	1.000														
<b>PER</b>	0.612**	0.686**	1.000													
<b>COM</b>	0.516**	0.592**	0.582**	1.000												
<b>CAR</b>	0.591**	0.698**	0.694**	0.614**	1.000											
<b>REW</b>	0.618**	0.548**	0.635**	0.521**	0.669**	1.000										
<b>EMP</b>	0.520**	0.451**	0.555**	0.477**	0.565**	0.679**	1.000									
<b>COMM</b>	0.583**	0.541**	0.638**	0.521**	0.637**	0.719**	0.728**	1.000								
<b>VIG</b>	0.388**	0.509**	0.488**	0.519**	0.571**	0.543**	0.536**	0.501**	1.000							
<b>DED</b>	0.448**	0.474**	0.453**	0.528**	0.496**	0.508**	0.460**	0.483**	0.749**	1.000						
<b>ABS</b>	0.368**	0.388**	0.404**	0.423**	0.448**	0.485**	0.474**	0.402**	0.670**	0.695**	1.000					
<b>ALT</b>	0.394**	0.373**	0.425**	0.419**	0.416**	0.475**	0.485**	0.487**	0.519**	0.576**	0.522**	1.000				
<b>CON</b>	0.415**	0.356**	0.380**	0.340**	0.399**	0.436**	0.409**	0.408**	0.477**	0.491**	0.498**	0.573**	1.000			
<b>SPO</b>	0.454**	0.482**	0.493**	0.447**	0.510**	0.513**	0.539**	0.549**	0.594**	0.543**	0.540**	0.625**	0.674**	1.000		
<b>COU</b>	0.457**	0.350**	0.372**	0.401**	0.352**	0.490**	0.463**	0.471**	0.455**	0.482**	0.451**	0.596**	0.661**	0.709**	1.000	
<b>CIV</b>	0.461**	0.481**	0.465**	0.446**	0.493**	0.517**	0.574**	0.554**	0.538**	0.534**	0.515**	0.551**	0.511**	0.641**	0.574**	1.000
<b>MEAN</b>	4.242	4.189	4.096	4.058	3.962	4.171	4.033	4.152	4.091	4.283	4.106	4.336	4.367	4.234	4.420	4.226
<b>S.D.</b>	0.536	0.596	0.629	0.620	0.625	0.522	0.616	0.595	0.582	0.546	0.617	0.486	0.526	0.573	0.503	0.552

**Barlet's Test of Sphericity Chi Square =3641.654, df = 120, p = 0.000, KMO = 0.945**

**Note:** All correlation coefficients were significant at the 0.01 level.

#### 4.4.2 Individual Measurement Model Test

First, the individual measurement model was tested with CFA and was shown to have adequate fit. Second, the overall measurement model as well as validity and reliability of each construct were tested by CFA. Finally, the SEM method using AMOS 22 was employed to specify the proposed structural model

The individual measurement model was tested with the relationship between the observed variables under three constructs, namely; HRM, ENG, and OCB. According to Hair et al. (2010) goodness-of-fit indices should be as follows:  $\chi^2/df$  between 2 and 5, RMSEA between 0.03 and 0.08, the TLI should be close to 1, and the GFI, CFI should be  $\geq 0.90$ . In this study, the results of the testing model for HRM, ENG, and OCB are showed in table 4.10

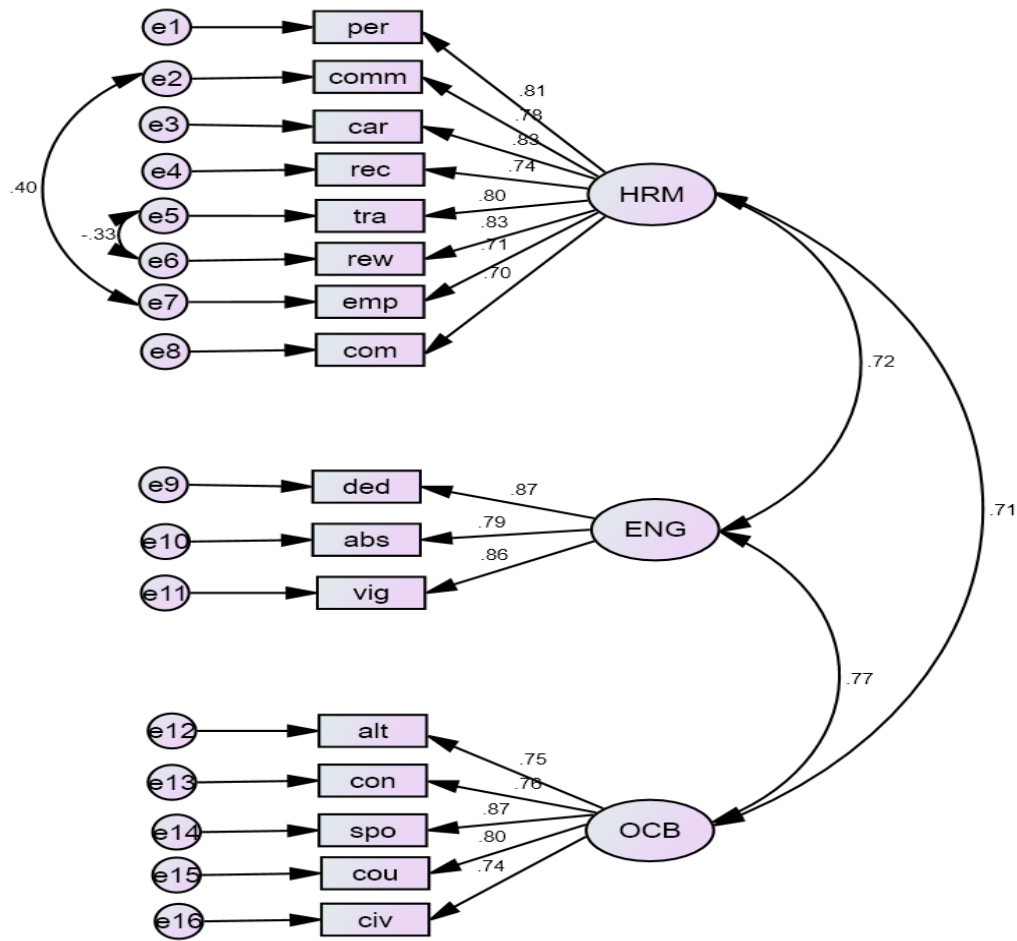
**Table 4.10** Confirmatory Factor Analysis for Three Constructs

Constructs	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	TLI	CFI
HRM	1204.001	599	2.010	0.056	0.834	0.905	0.915
ENG	212.699	71	2.996	0.078	0.911	0.932	0.947
OCB	364.822	178	2.050	0.057	0.906	0.943	0.952

Employee perceptions of HRM practices were measured with eight observed variables, ENG as measured with three observed variables, and OCB was measured with five observed variables respectively. Thus, confirmatory factor analysis was employed to investigate the covariance between the measurement items with the remaining of 325 respondents. The indices of the HRM, ENG, and OCB constructs indicated a good degree of statistical fit between the observed variables and the measurement model. Even though the value of GFI (0.834) in the HRM constructs missed the recommended thresholds by 0.066, the other values of the indices were either above their respective recommended cut-off points or within the suggested ranges. Thus the HRM construct indicated a great model fit between the sample numbers and the model (Hair et al., 2010). Hence, these individual measurement models were appropriate for analyzing the data (see Appendix IV, V, VI, VII, VIII).

#### 4.4.3 Overall Measurement Model Test

As stated early in the chapter, this study examines the relationship between HRM, ENG and OCB and also investigates the mediator role of ENG between HRM and OCB. The measurement scales comprised 16 observed variables; eight for HRM, five for OCB, and three for ENG. CFA was tested to assess the structural measurement model and the validity of the instrument for each construct. Given the satisfactory fit and construct validity of each individual measurement model (HRM, OCB, and ENG), the overall measurement model was accordingly examined with the entire sample (N=325) based on the CFA process. The model fit indices of the model were assessed using multiples fit indices. The results were  $\chi^2 = 253.640$ ,  $df = 99$ ,  $\chi^2 / df = 2.562$ ,  $P = 0.000$ ,  $GFI = 0.910$ ,  $CFI = 0.957$ ,  $TFI = 0.948$ , and  $RMSEA = 0.069$ . Based on the minimum standard, this model has a high degree of satisfactory model fit; the data fit well with the model. Figure 4.1 shows the results of the CFA for the overall measurement model.



**Figure 4.1** The Results of the CFA for the Overall Measurement Model

#### 4.4.4 Reliability and Validity of Construct

Construct validity was assessed to validate the measurement scales. Typically, convergent and discriminant validity are the measurement of construct validity. Convergent validity helps to assess the correlation among items which measure a construct. Two or more items of the same construct should covary highly if they are valid measurements of the construct. In addition, convergent validity is evaluated by measuring the factor loadings and their statistically-significant level. The standardized factor loading estimates should be 0.5 at the minimum and ideally 0.7 or higher (Hair et al., 2010) and the critical ratio (CR) was employed as the statistical test in this study. CR refers to the parameter estimation divided by its standard error. The values of CR should be higher than 1.96 (Byrne, 2010), and the AVE should be over 0.5.

The results of the CFA showed that the estimates of the standardized factor loadings among three constructs ranged from 0.70 to 0.87, as seen in Table 4.11. It determines the relative significance of the observed variables as indicators of the three constructs; HRM, ENG and OCB were greater than 0.70 and were statistically significant at the .01 level (Hair et al., 2010). The AVE values of these three constructs ranged from 0.60 to 0.71, which was above the 0.5 cutoff (Fornell & Larcker, 1981; Hair et al., 2010). Thus, the convergent validity was statistically significant and satisfactory for this measurement model.

**Table 4.11** The Results of the Measurement Model

<b>Constructs and Indicators</b>	<b>Standardized Factor Loading</b>	<b>AVE</b>	<b>Composite Reliability CR</b>
HRM		0.60	0.92
REC	0.74		
TRA	0.79**		
PER	0.81**		
COM	0.70**		
CAR	0.83**		
REW	0.83**		
EMP	0.71**		
COMM	0.78**		
ENG		0.71	0.88
VIG	0.86		
DED	0.87**		
ABS	0.79**		
OCB		0.62	0.88
ALT	0.74		
CON	0.76**		
SPO	0.87**		
COU	0.79**		
CIV	0.74**		

In order to test the discriminant validity, a comparison of the square correlation ( $R^2$ ) between two constructs against the average of AVEs for these same construct can yield a more strictly accurate result for discriminant validity. According to Hair, Black, Babin, Anderson, and Tatham (2010) and Fornell and Lacker (1981) a value of AVE higher than the squared correlations is good evidence of discriminant validity. Table 4.12 shows the results of testing the discriminant validity of the measurement model.

**Table 4.12** Average Variance Extracted and Squared Correlation Matrix

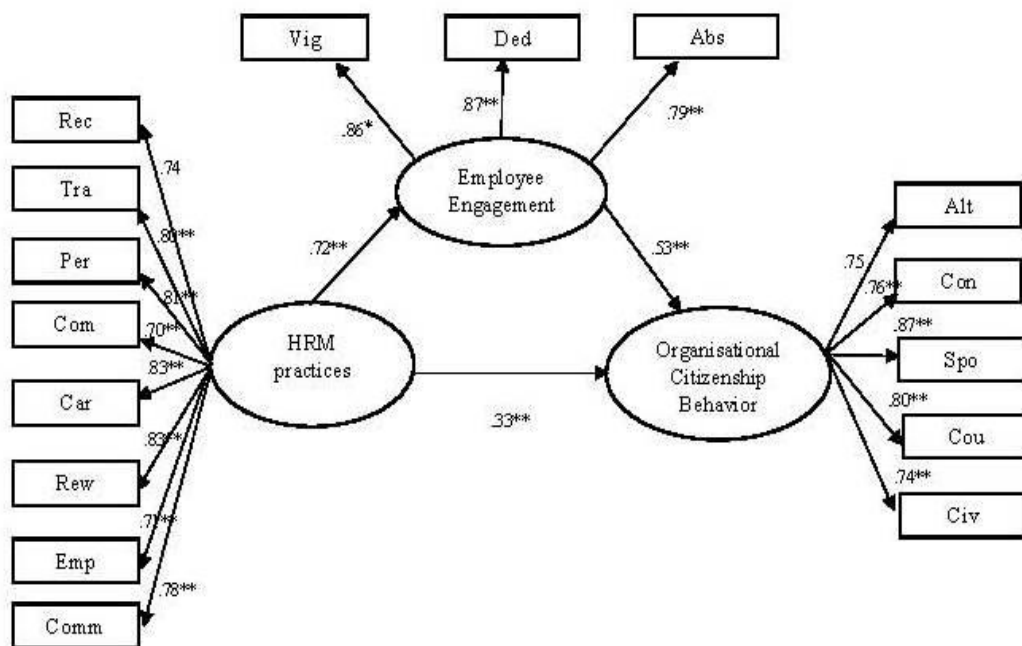
Constructs	AVE	Squared Correlation		
		1	2	3
1) Employee Perceptions of HRM Practices	0.60	1.00		
2) Employee Engagement	0.71	0.52	1.00	
3) Organisational Citizenship Behavior	0.62	0.50	0.59	1.00

In Tables 4.11 and 4.12, the results show that this model was reliable and valid. The results for the reliability and validity of each construct present a good fit between the observed variables and the measurement model. Thus, employees' perceptions of HRM practices, employee engagement, and OCB were appropriate for analyzing the data with structural equation modeling.

#### 4.4.5 Structural Equation Model Test

The structural model specification represents assigning relationship between the three constructs, HRM, ENG, and OCB, based on the theoretical model (Hair et al., 2010). The structural model was built to establish the relationships among the constructs for testing the hypotheses. Structural equation model was used to test all hypotheses. The model fit indices were as follows:  $\chi^2 = 253.640$ ,  $df = 99$ ,  $\chi^2 / df = 2.562$ ,  $P = 0.000$ ,  $GFI = 0.910$ ,  $CFI = 0.957$ ,  $TFI = 0.948$ , and  $RMSEA = 0.069$ . Based

on the minimum criteria of model fit indices, the structural model fit well with the sample data. The CFI, GFI, TLI, and RMSEA values indicated that the structural model fit well with the sample data. Hypothesis testing was conducted accordingly. The results of the structural path estimates are represented in Table 4.12. All structural path estimates were statistically significant and valid. Byrne (2010) suggested that the absolute value of the test static at a probability level of 0.01 ( $P < 0.01$ ) should be higher than 2.58 ( $C.R. > 2.58$ ), and the absolute value of the test static at probability level of 0.05 ( $P < 0.05$ ) should be higher than 1.96 ( $C.R. > 1.96$ ). Figure 4.2 shows the structural model associated with the standardized parameter estimate that was statistically significant with its CR.



**Figure 4.2** Structural Modeling with Standardized Estimated

**Note:** \*  $p < .05$  \*\*  $p < .01$

## **4.5 The Results of the Quantitative Research in Study 1**

### **4.5.1 Hypothesis 1: There is Positive Relationship between Employee Perceptions of HRM Practices and Employee Engagement**

Hypothesis 2 was tested by examining the path coefficient between the exogenous variable HRM and the endogenous variable ENG. The path coefficient between the two variables was 0.72 and the CR (t-value) was 12.375 ( $p < 0.001$ ,  $C.R. > 1.96$ ). The path coefficient value and significant level demonstrated that the relationship between HRM and ENG was positive and statistically significant. The analysis results showed that eight variables, including recruitment and selection, training support, career opportunities, compensation and benefits, performance appraisal, rewards and recognition, and empowerment and internal communication, were significantly and positively related to employee engagement.

### **4.5.2 Hypothesis 2: There is a Positive Relation between Employee Perceptions of HRM Practices and Organizational Citizenship Behavior.**

The SEM method was used to investigate the relationship between employee perceptions of HRM practices and OCB. Hypothesis 1 was tested by examining the path coefficient between the exogenous variable HRM practices and the endogenous variable OCB. The path coefficient from HRM to OCB was 0.33 and the CR (t-value) was 4.894 ( $p < 0.001$ ,  $C.R. > 1.96$ ). These results revealed that the employees' perceptions of HRM practices were positively related to OCB. The analysis results showed that eight factors of HRM practices—namely recruitment and selection, training support, career opportunities, compensation and benefits, performance appraisal, rewards and recognition, and empowerment and internal communication—were found to significantly impact organizational citizenship behavior.

### **4.5.3 Hypothesis 3: There is Positive Relationship between Employee Engagement and Organizational Citizenship Behavior.**

Hypothesis 3 was tested by examining the path coefficient between ENG and OCB. The path coefficient between ENG and OCB was 0.53 and the CR (t-value) was

7.250 ( $p < 0.01$ ,  $C.R. > 1.96$ ). The path coefficient value and significant level confirmed that there was a positive relationship between ENG and OCB. The analysis results showed that three variables, including vigor, dedication, and absorption, were significantly and positively related to OCB.

#### 4.5.4 Hypothesis 4: Employee Engagement Plays a Mediating Role in the Relationship between Employee Perceptions of HRM Practices and Organizational Citizenship Behavior

Employee engagement was hypothesized to mediate the role in the relationship between HRM and OCB. According to MacKinnon et al. (1995), the indirect effect is computed as indirect effect =  $a \times b$  ( $a$  is the path coefficient of the association between the exogenous variables and the mediator and  $b$  is the path coefficient of the association between the endogenous variables). The Sobel test (1982, as cited in MacKinnon et al., 1995) was used at the significant level to test the significance of the mediation effect. It was computed by the ratio of  $ab$  to its estimated standard error (SE). The result of the evaluation of the mediating effect of ENG between HRM and OCB, based on the indirect effect coefficient, was 0.38 and the CR (t-value) was 6.024 ( $p < 0.01$ ,  $C.R. > 1.96$ ). The path coefficient value and significant level both demonstrated that the relationship between HRM and OCB mediated by ENG was positive and statistically significant.

**Table 4.13** Path Results for the Structural Model (Hypothesis Testing) (N=325)

Hypotheses/Path	Std. Coefficient	(p-value)	Results
H1 HRM → ENG	0.72	12.375***	Supported
H2 HRM → OCB	0.33	4.894***	Supported
H3 ENG → OCB	0.53	7.250***	Supported

**Table 4.13** (Continued)

Hypotheses/Path	Std. Coefficient	(p-value)	Results
H4 Mediating effect of ENG between HRM and OCB	0.38	6.024***	Partially Supported

**Note:** \*\*\*Parameter estimates significant at  $p < 0.001$

In brief, the four hypothesized relationships among the constructs of HRM, ENG, and OCB were tested. The results for the models were as follows: first, hypotheses 1 to 3 were statistically validated and positive, and demonstrated a relationship between of HRM and OCB, a relationship between HRM and ENG, and also a relationship between ENG and OCB. Second, the ENG was also found as a mediating variable in the relationship between HRM and OCB. Based on the results of the research, the four hypotheses were supported.

#### 4.6 Chapter Summary

This chapter presented the quantitative research results. The findings showed that employee perceptions of HRM practices had a positive relationship with OCB. Next, employee perceptions of HRM practices significantly affected employee engagement. In addition, employee engagement significant affected OCB. The findings also showed that employee engagement plays a mediating effect in the relationship between employee perceptions of HRM practices and OCB. However, this research used mixed methods, which use the quantitative and qualitative methods to strengthen the research findings, as mentioned in Chapter 3. Both quantitative and qualitative approaches were conducted. Thus, it was necessary to further study whether the qualitative study yielded similar results or not. The next chapter presents the findings from the in-depth interviews (Study 2) in the qualitative analysis, assisted to provide a rich understanding of HRM practices for employee engagement to enhance OCB.

## **CHAPTER 5**

### **QUALITATIVE RESEARCH RESULTS**

In chapter 4, the researcher showed the results from the use of the quantitative method which answered the two research questions: 1) What are the relationships among employee perceptions of HRM practices, employee engagement, and OCB; and 2) Does employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and OCB. This section employs the qualitative method to explore the form of HRM practices for employee engagement to enhance OCB in five-star hotels by conducting semi-structured interviews. These interviews used open-ended questions to explore the interviewees' specific feelings and experience. This method assisted in allowing each interviewee to share his/her opinions with no bias from the researcher. The explanation of the interviewees' experiences at work was able to provide a rich form of data related to the research. The benefits of applying both qualitative and quantitative methods are that it allows for in-depth understanding and finding suggestions for effective HRM practices. In this study, the qualitative approach aimed to answer the last research question as follows:

Research Question 3: What are the forms of HRM Practices of employee engagement in term of enhancing organizational citizenship behavior in five-star hotels?

Qualitative research is embedded in the philosophies of phenomenology (Coffey & Atkinson, 1996). The concept of phenomenology emphasizes the way humans interpret and subjective understanding. The challenge of using a qualitative method is that the researcher must own the ability to withhold stereotypes about the phenomenon under study (Moustakas, 1994). Basically, individual experiences are not merely imprinted on persons but are formed through the way they live (Creswell, 2015). These participants developed their opinions and attitudes about the phenomenon under this study. The next section explains the development of the themes in this study, the instruments utilized, the procedures of collecting the data, the assessment of the validity and reliability of in-depth interview, followed by data analysis.

## 5.1 Development of the Themes in Qualitative Research

This section presents a discussion of the emergence of the themes. In this study, the themes and concepts are described based on the strength of the relationship between the attributes coded in each theme. There are three ways to evaluate the strength of a relationship: 1) the number of sources that HR managers mention about the concepts, which eventually form the themes; 2) how many times the attributes re stated by HR managers; and 3) the relationship of quality discussed concepts by participants. The number of discussions were weighted to answer the research questions as follows.

**Table 5.1** The Number of Sources Presents the Strength of a Relationship

Sources (HR Managers)	Strength
7-10	Strong
4-6	Moderate
1-3	Weak

### 5.1.1 Characteristics of Interview Respondent

This research conducted interviews during July-August 2017 using the purposive and snowballing sampling technique. Respondents were selected according to the following criteria: 1) all participants were from five-star hotels; 2) they worked in five-star hotels that were listed by the Thai Hotel Association (2016); and 3) they were HR managers that had knowledge in practicing employee engagement and OCB. Data triangulation was used by collecting a variety of data sources in order to enrich the validity of the qualitative method. The respondents were human resource managers that had deep knowledge and understanding of HRM practices for employee engagement to enhance OCB. Table 5.2 displays information on the respondents.

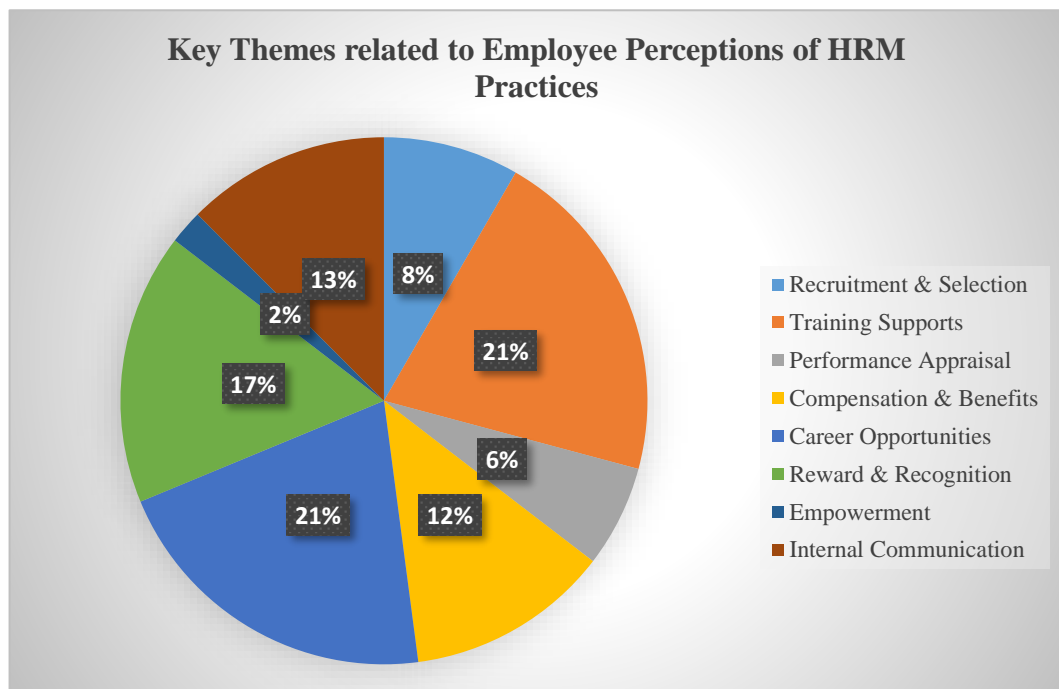
The researcher developed a semi-structured interview guideline to assure that relevant topics included in the conversation for qualitative method. Further the researcher provided information relevant to the study, such as the background of the

research, problem identification, and the research objectives in the semi-structured interviews. In the semi-structured interviews, the research used open-ended questions that were taped recorded and transcribed for analyzing the information later, and each interview lasted from half an hour to forty-five minutes.

**Table 5.2** Interview Respondents' Characteristics of HR Managers

<b>Interview</b>	<b>Gender</b>	<b>Age Range</b>	<b>Work Experience in Hotel Industry</b>	<b>Educational Background</b>	<b>Date of Interview</b>
A	Male	45	10-15	Bachelor Degree	July 20, 2017
B	Female	42	10-15	Master Degree	July 25, 2017
C	Female	55	15-20	Bachelor Degree	August 5, 2017
D	Male	37	15-20	Bachelor Degree	August 10, 2017
E	Female	46	10-15	Master Degree	August 15, 2017
F	Male	40	10-15	Bachelor Degree	August 23, 2017
G	Female	48	15-20	Bachelor Degree	August 25, 2017
H	Male	41	15-20	Bachelor Degree	August 25, 2017
I	Male	39	15-20	Bachelor Degree	August 28, 2017
J	Male	53	10-15	Bachelor Degree	August 29, 2017

This research recognized confirmation of the relative significance of the themes from the strongest theme to the weakest theme. Eight major themes were revealed concerning the employees' perceptions of HRM practices. The majority of coded references focused on the training support and career opportunities theme. This was followed by concepts related to rewards and recognition, compensation and benefits, internal communication, recruitment and selection, the performance appraisal process, and empowerment. It seems that training support and career opportunities and the greatest effect on employee engagement and OCB in five-star hotels as presented in Figure 5.1.



**Figure 5.1** The Percentage of Coded References from Key Themes

## 5.2 The Eight Key

### Themes in Study 2

The key themes were grouped in relation to the dimensions that may influence the level of employee engagement and OCB in hotels.

These concepts of each theme are explained and listed below for further discussion in the next sections.

Training Support-four concepts

Career Opportunities-three concepts

Rewards and recognition-four concepts

Compensation and benefits-three concepts

Internal communication-three concepts

Recruitment and selection-three concepts

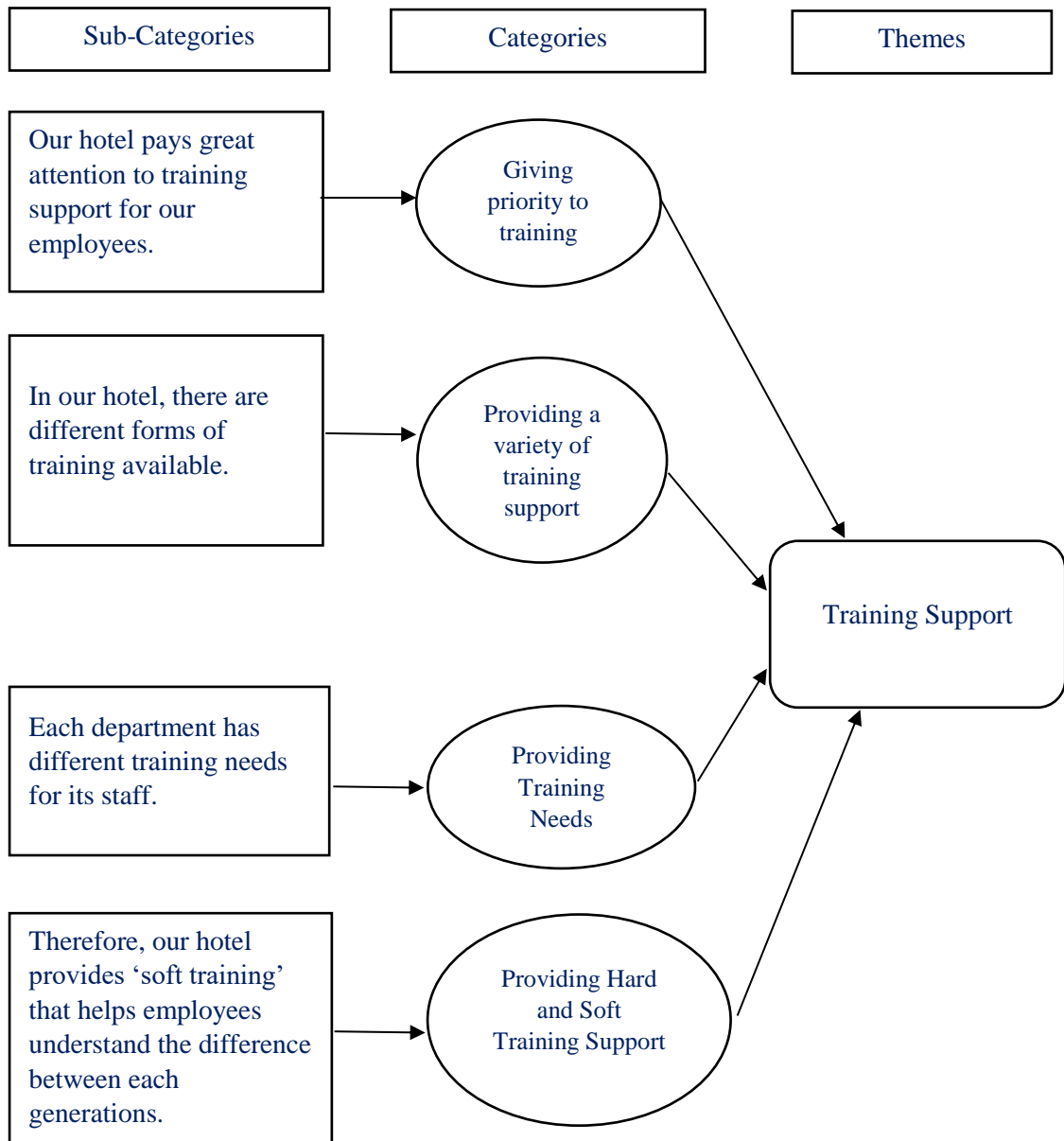
Performance appraisal-three concepts

Empowerment-two concepts

### **5.2.1 Training Support**

The concept of employee training is viewed as a powerful method to increase the level of employee engagement and OCB in hotels. There are four different sets of training concepts in the present study (Figure 5.2). These concepts reflected that appropriate training helps employees improve themselves by increasing their knowledge and skills in hotels. Many hotels focused on training support to improve the skills and knowledge of their employees. It seems that training support is promoted by the organization, which can increase employee engagement and enhance OCB. The following four concepts explain the importance of training support. The concepts that form part of these training support themes are:

- 1) Giving priority to training support
- 2) Providing a variety of training support
- 3) Providing training needs
- 4) Proving hard and soft training support



**Figure 5.2** Categorical Analysis of Training Support

### 1) Giving Priority to Training Support in Hotels

This concept was discussed by all of the respondents. In essence, organizations giving priority to training support reflects effective HRM practices where companies pay attention to their employees and provide training support, helping them improve what they do and meeting standard of job requirements. As five-star hotels, customers have very high expectations regarding their service standards, and therefore hotels design effective training programs for employees so that they can be confident

in delivering superior service to guests. Respondent B (personal communication, July 25, 2017)

Our hotels pay a great attention to provide training support to our employees. Normally, there are 3-4 training programs a year in our department. The training programs that we provide to hotel employees will assist them to perform their job more efficiently and faster. The training can be internally conducted by their department, or by external organization. Through the training, hotel helps new and current employees gain skills to perform their job well. Employees will feel more confident when they answer guest's inquiry and resolve their problems perfectly. Employees who consider that they have continued learning and self-development from their company tend to be engaged in the workplace. Moreover, a good training also helps employees to work faster, so they can have time to help out other colleagues when they have problems during work.

## 2) Providing a Variety of Training Support

In five-star hotels, there are many methods of training available. Training can be performed using a number of different techniques such as on-the-job training, classroom-type training, computer-based training (online training), and also training using external consultants such as financial managers, as respondent C (personal communication, August 5, 2017) discussed:

In our hotel, there are different forms of training available such as on the job training, classroom training and computer based training that related to their jobs. A good training can assist employees to grow in their career in the future. I have asked my employees why you want to work in our brands. Most of my employees answered because our hotel brand provides different forms of training that improve their knowledge and skills. These training will help them to grow up as talented managers or top management. A variety of training supports create engagement and enthusiasm among them.

### 3) Providing Training for Individuals' needs

In many of these hotels, training is always available but it is up to the employee's needs regarding the type of training he/she will receive or want. Different departments have a variety of training needs for their staff. Many hotels provide an opportunity to discuss "training needs" between managers and employees. For instance, Respondent J (personal communication, August 29, 2017) revealed the following in this regard:

Each department has different training needs for their staffs. For example, front office has to know how to check in, check out and billing processes. For food and beverage department, they have to know how to set up tables, how to serve a guests with proper manner and knowledge in beverage products. Therefore, each department will have their own training program to teach by their supervisors or managers. For my department, I always ask employees about additional training needs that they want to learn in order to perform their job smoothly. In addition, my staffs can feel free to come and discuss with me about their individual training needs that they want.

### 4) Proving Hard and Soft Training Support

The existing literature review on training support pointed out that training support is a factor influencing employee engagement (Ahmad, 2011; Kelly & Captan, 1993). Hotels should provide training that does not necessarily have to be technical in nature but could be related to "softer" skills training, such as cultural differences and communicating across generations, as respondent F (personal communication, August 23, 2017) expressed in the following:

Our hotels have many employees from around the world. Especially, executive team are from Western countries such as USA, France and Germany. Therefore, Thai employees do not understand their management style which can create conflict in workplace. In addition, now there are many different generations in the workplace. Each generation is diverse in a way of attitude, thinking and behavior. Today in organization, generational gaps are causes of conflict in

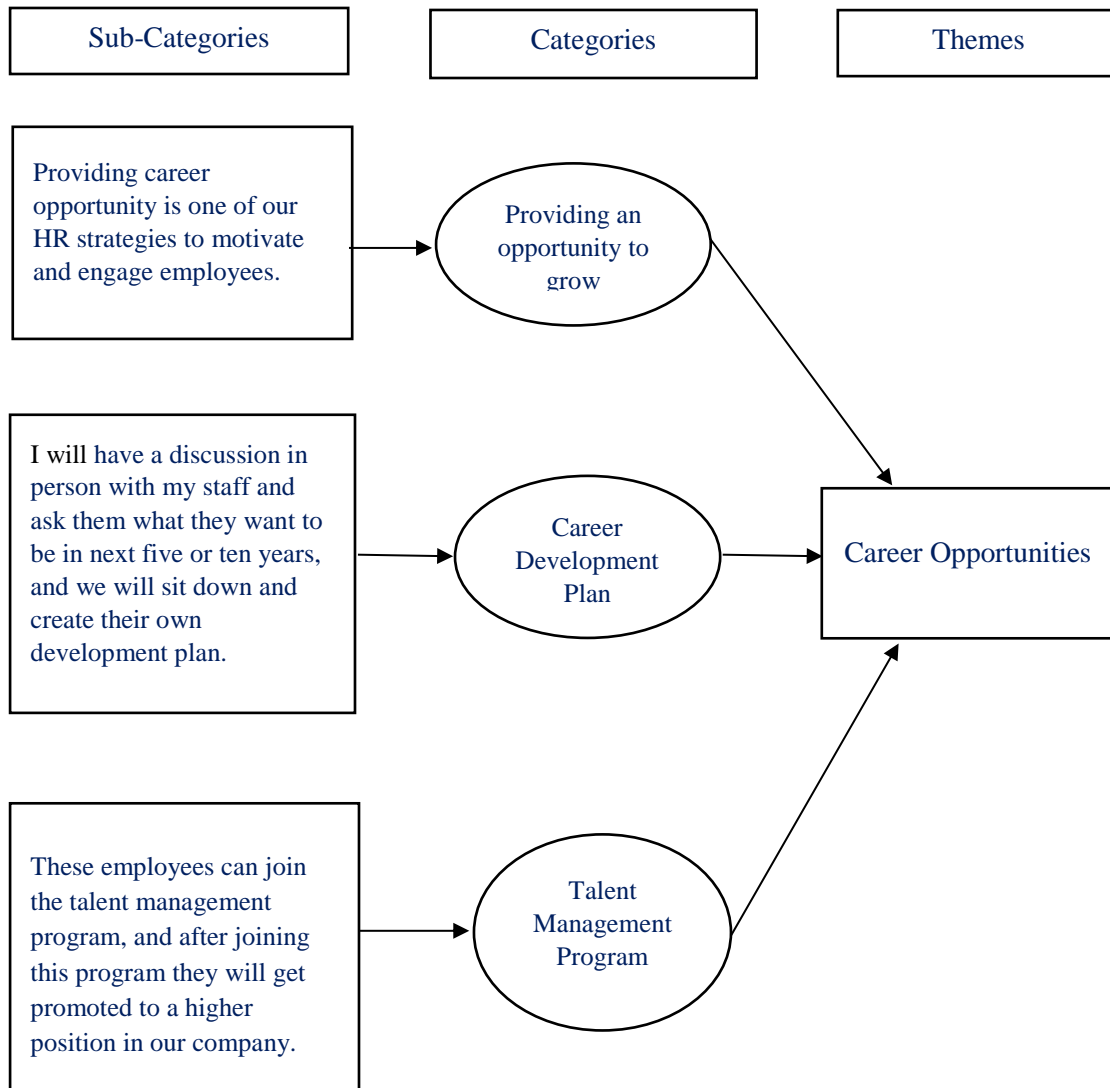
hotel industry. Therefore, our hotel provide 'soft training' that help employees to understand the different between each generation, so it creates good environment at work. The example of soft training provided in hotel is cultural differences and building bridges across the generation gap.

Ten respondents supported this training concept. The concept of training is seen as a long-term investment for successful hotels. Generally, five-star hotels invest a great deal in training support. According to the in-depth interviews, the employees seemed to prefer "soft training and on the job training." Surprisingly, hotel training was seen to be the most powerful element in engaging and OCB employees at work.

### **5.2.2 Career Opportunities**

This concept was discussed by all respondents. Career development opportunities are the employees' viewpoints on career potential regarding self-development, learning, career path, and personal accomplishments at work (Supaporn Prasongthan, 2014). From the interviews, it was found that career opportunities stimulate employee engagement and OCB. Employees will be highly engaged if they feel that career growth opportunities are supported by their organization. The three concepts that formed the career opportunities theme were:

- 1) Providing opportunity to grow in one's career
- 2) Career development plan
- 3) Talent management program



**Figure 5.3** Categorical Analysis of Career Opportunities

1) Providing Opportunity to Grow

An example of providing opportunity for employees to grow in their career came from respondent B (personal communication, July 25, 2017):

Providing career opportunity is one of our HR strategy to motivating and engaging employees. I have pay attention to recognize and return to the needs of individual employees in order to get the best out of them, for example, when our brands open new properties, we will promote and send our employees to work in the new hotel as opening team. Thus, this opportunity to grow will

increase level of employee engagement in our hotels, and they will contribute to team productivity by enhancing individual's performance.

## 2) Career Development Plan

Most of our respondents mentioned that hotels should provide employees with the opportunity to create their own development plan and their career goals. The respondent G (personal communication, August 25, 2017) revealed in the following interview excerpt:

I will have a discussion in person with my staffs and ask them what do you want to be in next five or ten years, and we will sit down and create their own development plan and career goals together. For me, I will tell them the short cut of how to improve or train themselves to get this career goals. Thus, when employees notice a prospects for their career opportunities and they know that our hotels can deliver what we promises to them, then they try to reciprocate organization by improving the quality of their work, showing appropriate behavior and performance.

## 3) Talent Management Program

The talent management program is another method that can improve employee engagement and OCB in hotels, as respondent H (personal communication, August 25, 2017) pointed out:

Every year, HR director and General Manager will sit down and talk about our potential employees who have a best performance among a team. Management team will discuss and make agreement what career development they will give to these employees. Moreover, these employees can join talent management program, after joining this program then they will get promote to higher position in our company.

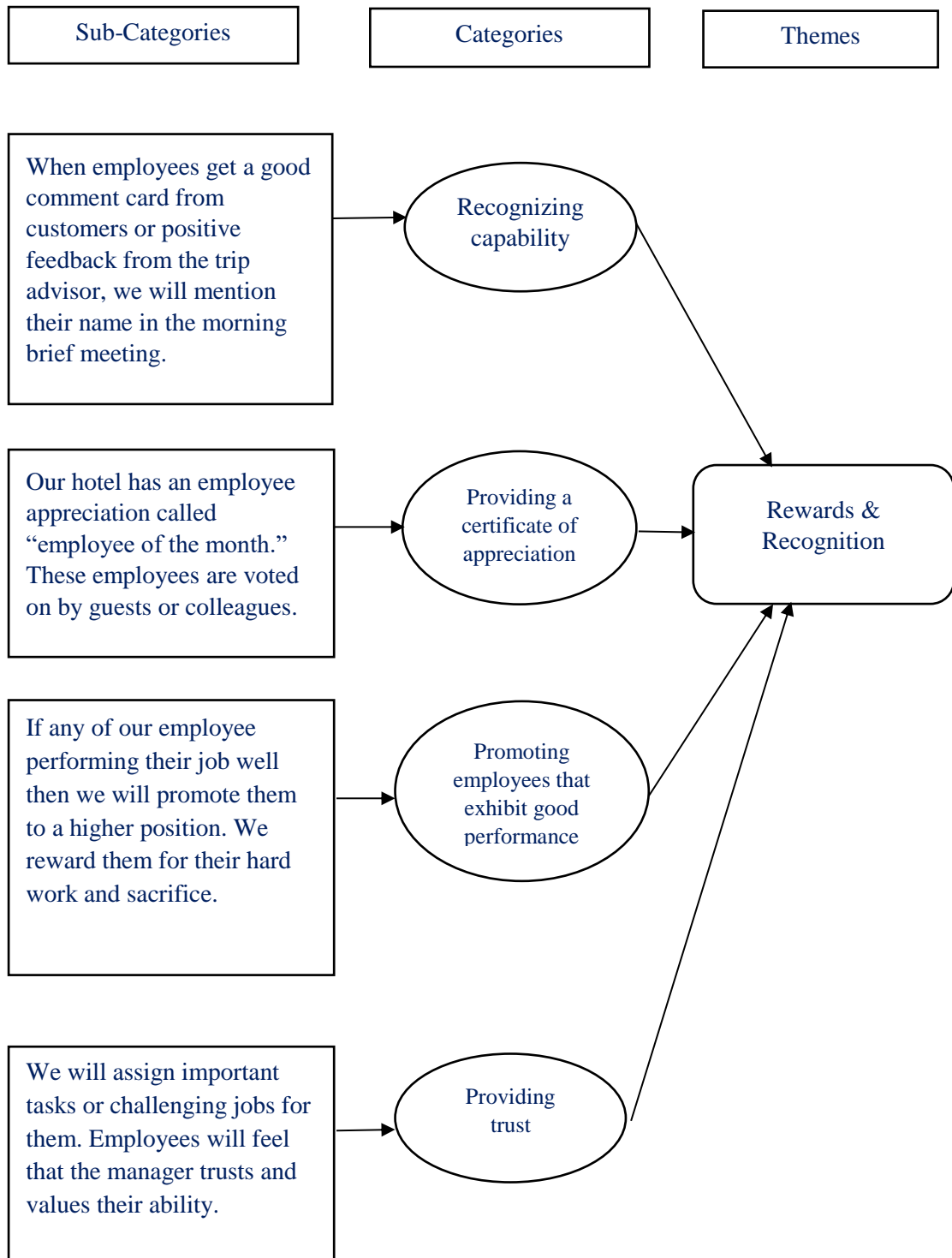
The majority of the respondents expressed the idea that hotels need to understand the effects of talent management activities and their impact on employee

behavior. From the above mentioned, it can be said that career opportunities are a key practice which influences OCB and engagement. However, if the organization cannot provide opportunities that promise or make a certain commitment to employees, then employees will neglect their work and only fulfill the duties that they are formally designated to perform.

### **5.2.3 Rewards and Recognition**

This concept was discussed by eight respondents. According to the social exchange theory, employees will feel obliged to exercise a fair exchange when they receive rewards and recognition from their organization by responding with higher levels of OCB. Several management theories have indicated that employees tend to exert more effort in their job when they receive rewards and recognition (Sundaray, 2011). The four concepts that form part of reward and recognition theme are:

- 1) Recognizing capability
- 2) Providing a certificate of appreciation
- 3) Offering promotions
- 4) Providing trust



**Figure 5.4** Categorical Analysis of Rewards and Recognition

### 1) Recognizing Capability

Recognition practices refer to the non-financial benefits with which leaders physically show their appreciation for excellent work. Employees will feel obliged to show greater intensity of loyalty when the organization recognizes them (Maslach et al., 2001), as respondent C (personal communication, August 5, 2017) claimed in the following:

When employees got a good comment card from customers or positive feedback from the trip advisor. We will mention their name in morning brief meeting. Moreover, our hotel also has a recognizing card that all staffs can write to their colleagues or their friends in department or other departments, it is called 'high note card'. Management team will mentioned their name in the meeting, For example, who get the card from whom, and what has be written on the card, and ask them to explain how to do it, so they will be proud of themselves.

### 2) Certificate of Appreciation

Another interview supported the importance of recognition. For example, employees feel the obligation to show greater intensity of loyalty with the organization when they receive recognition, as respondent I (personal communication, August 28, 2017) mentioned:

Our hotel has employee appreciation called 'employee of the month'. These employees were voted from guests or colleagues. The staff who get 'employee of the month' will receive certificate of appreciate, and also coupon to bring their friends or family to dinner in our property. Besides, our hotel frequently recognize employees by acknowledge them, for example, employee who receive good comments from guests. I frequently recognize them in front of people or in the department meeting.

### 3) Providing Promotion

In terms of rewards, this study focused only on intrinsic rewards. Intrinsic rewards refer to emotional rewards that individual employees receive from doing

meaningful work and performing their job well, as respondent D (personal communication, August 10, 2017) explained:

If any of our employee show performing their job well then we will promote them to higher position. We rewards for their hard work and sacrifice.

#### 4) Providing Trust

Respondent G (personal communication, August 25, 2017) also mentioned intrinsic rewards in the organization as follows:

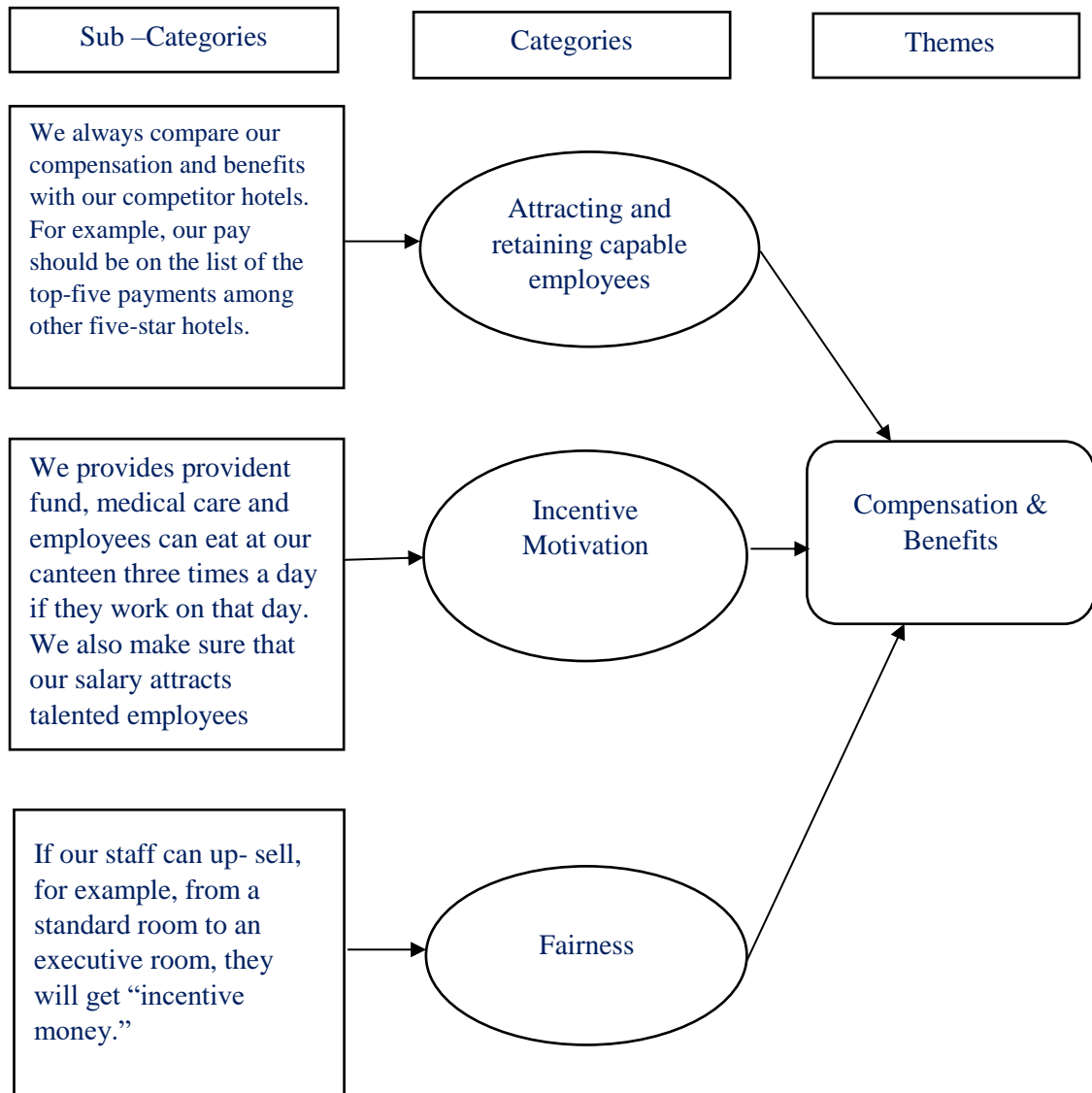
When employees show that they can deal with each situation with professional and guest also satisfied with their solution then we will assign important task or challenging job for them. Employee will feel that manager trust and valued in their ability.

Several management theories have indicated that support, trust, and respect from the manager to co-workers by providing challenging work assignments contribute to raising performance (Sundaray, 2011).

### **5.2.4 Compensation and Benefits**

This concept was discussed by six respondents. All participants agreed that when pay is fair compared to other's pay, then the employee is more probable to be engaged and pay back the company with extra-role behavior. The three concepts that formed part of the compensation and benefits theme were:

- 1) Fairness
- 2) The benefits attract to capable employees
- 3) Providing incentive motivation



**Figure 5.5** Categorical Analysis of Compensation and Benefits

#### 1) Attracting and Retaining Capable Employees

According to the interviews, most respondents acknowledged that compensation and benefits directly engaged employees to work and stay in the organization, as respondent A (personal communication, July 20, 2017) explained in the following:

We always compare our compensation and benefits with our competitor’s hotels. For example, our pay should be in the list of top five payment among other five-star hotels. We need to keep talent employees to stay with hotel.

In terms of benefits, there are many benefits that are offered in hotels such as paid leaves, healthcare, transportation, childcare, and provident funds. Employee benefits are an essential commitment by the employer to the welfare of his or her employees and for the engagement of qualified employees, as respondent F (personal communication, August 23, 2017) revealed:

We provide provident funds, medical care to employees. Our employees can eat at our canteen three times a day if they work on that day. We also make sure that our benefits attract talented employees.

## 2) Incentive Motivation

Three respondents (A, C, and J) mentioned “incentive money” in the hotels. They found that the incentive money can motivate employees to put extra energy into doing their job, leading towards OCB.

The ‘up-selling incentive’ is another benefits that we offer to them, for instance, if guests book standard room and front office staffs can upsell to executive room then they get our up-selling incentives. This is also applied to other departments such as food and beverages or spa, staffs who can encourage guests to buy additional services such as bottles of wine, champagne or spa package programs then they get this incentives too. Furthermore, we also provide bonus very year for our employees especially sale team who work very hard and bring many groups of business for meeting in our hotel.

## 3) Fair Compensation and Benefits

From the interviews, it was also found that unfair compensation and benefits can decrease employee engagement, as respondent E (personal communication, August 15, 2017) mentioned:

I quit from previous job because I receive low service charge even though we have full booked many times per months in the hotel. Our team work very hard and work overtimes, comparing to other hotels they get better service charge

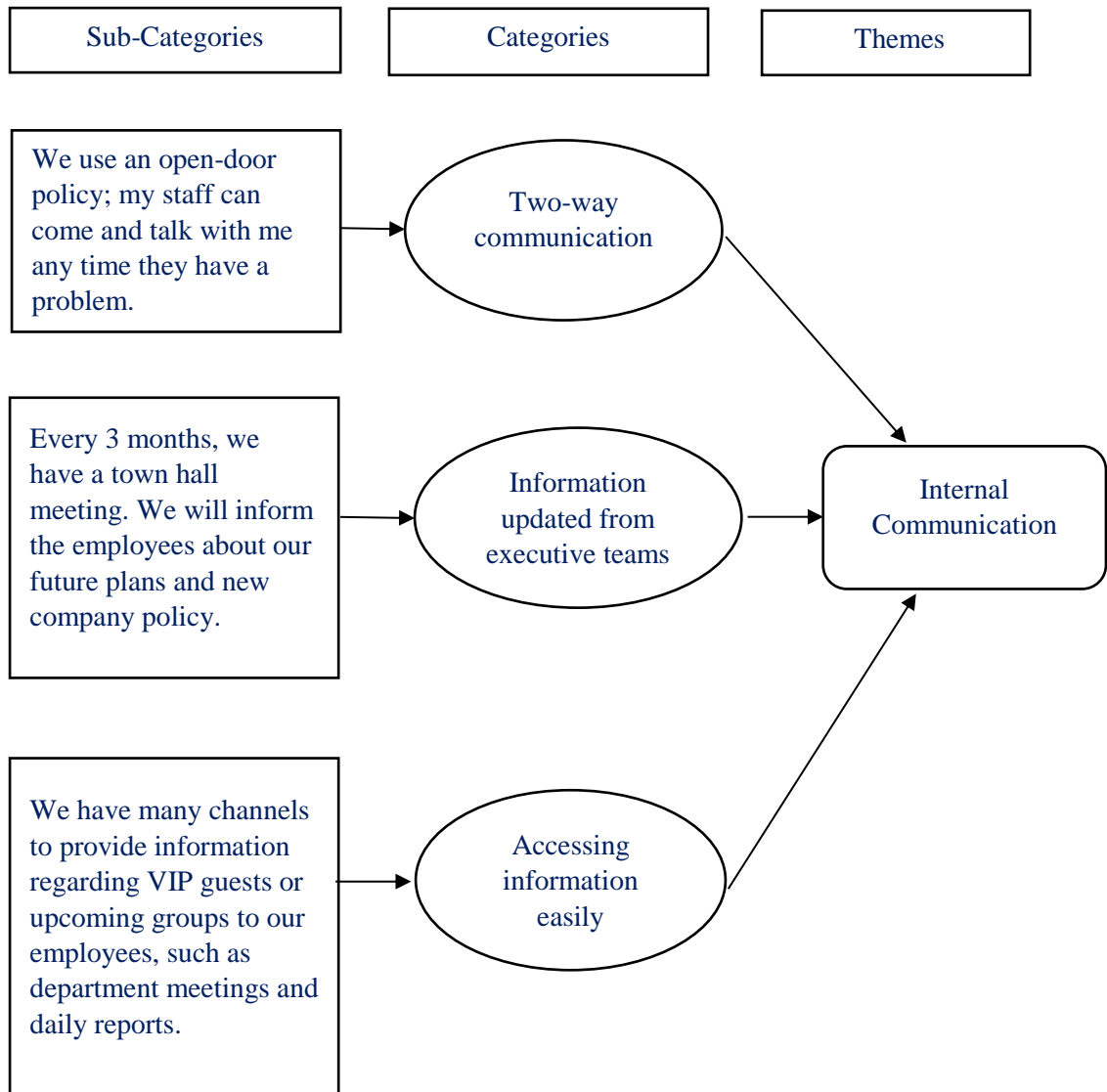
than us. Even though, they have low occupancy, so my team decided to leave a job and move to work with other hotels.

Employees will pay back their organization by engagement when they perceive fair compensation and benefits. This study is consistent with the social exchange theory. Thus, the organization should have compensation and benefit fairness, both regarding monetary and non-monetary elements, for engaged employees that actively assist their organization or coworkers.

### **5.2.5 Internal Communication**

This concept was discussed by six respondents. Internal communication is a tool that encourages a sense of belonging and contributes to employee engagement and OCB. Employees are able to provide their opinions and ideas “upwards,” and they are expected to hear what is happening within their organization, so they feel that they are valued, respected, and trusted by the organization. The three concepts that form part of the internal communication theme are:

- 1) Two-way communication
- 2) Updated information in the hotels from executive teams
- 3) Accessing information easily



**Figure 5.6** Categorical Analysis of Internal Communication

1) Two-way Communication

Respondent F (personal communication, August 23, 2017) stated the following:

My department uses open door policy, my staffs can come and talk with me every time they have problems. We also have program called ‘check in conversation’ that will encourage head of department and their staffs go to has tea and coffee together. During this time, managers will talk with their staffs

and ask are you ok? Do you need anything from me for doing your job smoothly?

### 2) Up-to-date Information in Hotels from Executive Teams

Effective internal communication is expected to increase employees' sense of belonging to the organization, which encourages employees to engage in OCB. The interviews revealed that employees want to know current information from executive teams regarding company policy and future plans (Johlke & Duhan, 2000), as respondent A (personal communication, July 20, 2017) mentioned:

Every three months, we have town hall meeting with general manager. He will inform about our future plans, new company policy to staffs. When executive team shares important information with employees, and they feel valued by the organization and it helps increase engagement and employee citizenship behavior.

### 3) Accessing Information Easily

According to Welch and Jackson (2007) the quality of communication refers to employees perceiving significant information on time. This information has to be accurate and adequate for accomplishing their tasks. It is very important that all information be easy to assess by employees, as respondents G (personal communication, August 25, 2017) stated in the following excerpt:

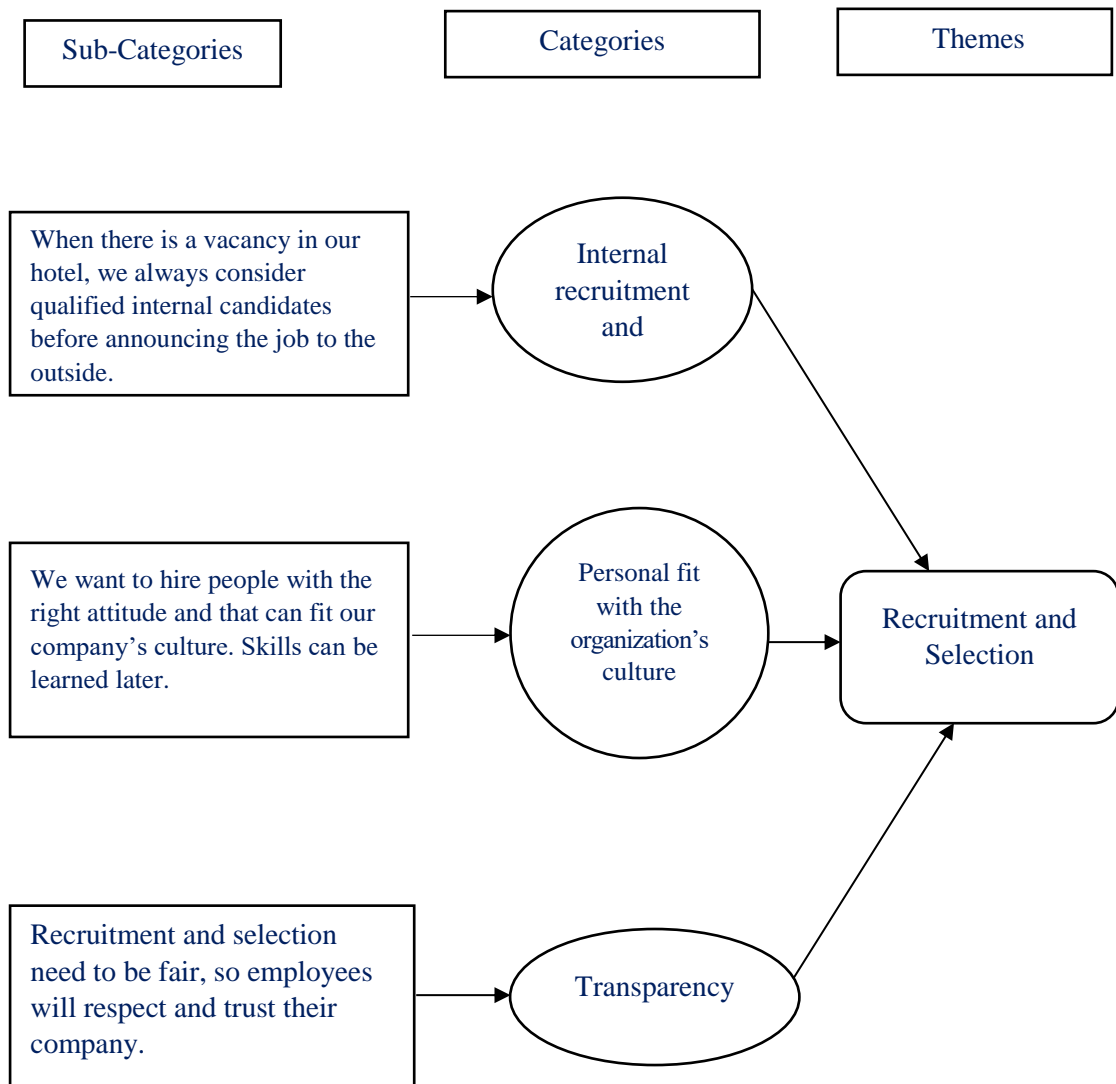
We have many channels to provide information regarding to VVIP guests or upcoming groups to our employees such as department meeting, daily reports. Meeting is very important. We have meeting two times a day for morning and afternoon shift. In the meeting, staffs will know what is going on in our hotel. Any big arrival groups or VVIP guests come to stay with us. We also have daily report that make by night shift, this report will add in drop box of our hotels, so every department can assess. The dairy report includes arrival reports, departure reports, occupancy, and so on. Therefore, our staffs are able to prepare and ready to serving guests.

Internal communication creates a sense of trust between employees and the organization. The interviewees suggested that the hotel should have different types of activities or tools to correspond with the company's goals and communicate with employees. When trust is created within the organization then there are engaged employees that will perform extra-role behavior to help the organization (Krell, 2006).

### **5.2.6 Recruitment and Selection**

This concept was discussed by four out of eight respondents. They mentioned that proper recruitment and selection practices positively affect employee engagement and influence organizational citizenship behavior. Hotels should select internal candidates when there is a vacant position in order to increase employee engagement in the company. The three concepts that formed part of the recruitment and selection theme were the following:

- 1) Internal recruitment and selection
- 2) Personal fit with the organization's culture
- 3) Transparency



**Figure 5.7** Categorical Analysis of Recruitment and Selection

#### 1) Internal Recruitment and Selection

Respondents B (personal communication, July 25, 2017) insisted that hotels should select the internal candidates for vacant position. Organizations' recruitment and selection procedures are a part of creating employee engagement.

When there is vacancy happened in our hotel. We always consider qualified internal candidates before announcing to outside, for example, we try to inform our internal staffs by posing vacant position in HR announcement board, so our

staffs can see and apply it if they interested in this position. After one month of announcement, if no one come to apply this position then hotel will announce to outside candidates through our hotel website or Facebook.

Once potential qualified candidates have been identified through the recruitment process, then the organization will select the most qualified candidates. Selective staffing affects the quality of employees, which in turn may influence engagement and the employee's citizenship behavior (Babaei et al., 2012). The selection processes includes structured interviews, attitude tests, and reference checks. As respondent I (personal communication, August 28, 2017) revealed that:

## 2) Personal fit with the Organization's Culture

Employees must pass the attitude test before being interview. We need employees come with 'can do attitude' in work. If you look at situations in a positive light, you can open yourself up to new opportunities and challenges. There are many challenges like guest complaining, and working over times in this hotel. In the interview, employees also need to show their passion and good attitude for doing a job. If they just say, I just want a job, you just give me anything, and I can do it. So we will reject them to work with us. We wants to hire people with right attitude and fit with our company's culture. Skills can be learned later.

Three respondents (F, G, and H) contributed to this concept. The selection process is significant because it ensures that there is a personal fit of the employee with the organization's culture and that the candidate will be actively engaged. If the organization's goals require employees that are enthusiastic and devoted, then HRM practices should be employ an evidence-based selection process to predict from potential applicants those that are most probable to be engaged and to elicit helping behavior, as one informant mentioned:

We need to recruit and select right people to fit with our hotel's culture. I believe that 'put the right man on the right job is very significant'. We want them to work with us for a long time. We do not want to recruit new staffs and waste our time to train them again.

### 3) Transparency

According to Turek and Wojtczuk-Turek (2015), when an employee is employed through a "fair" recruitment process, he or she is more likely to be responsible to the organization and to give trust and respect to it. Thus, the new employee has been voluntarily assisted by other colleagues, and then in the future he or she will most likely repay with the same behavior, as respondent C (personal communication, August 5, 2017) revealed:

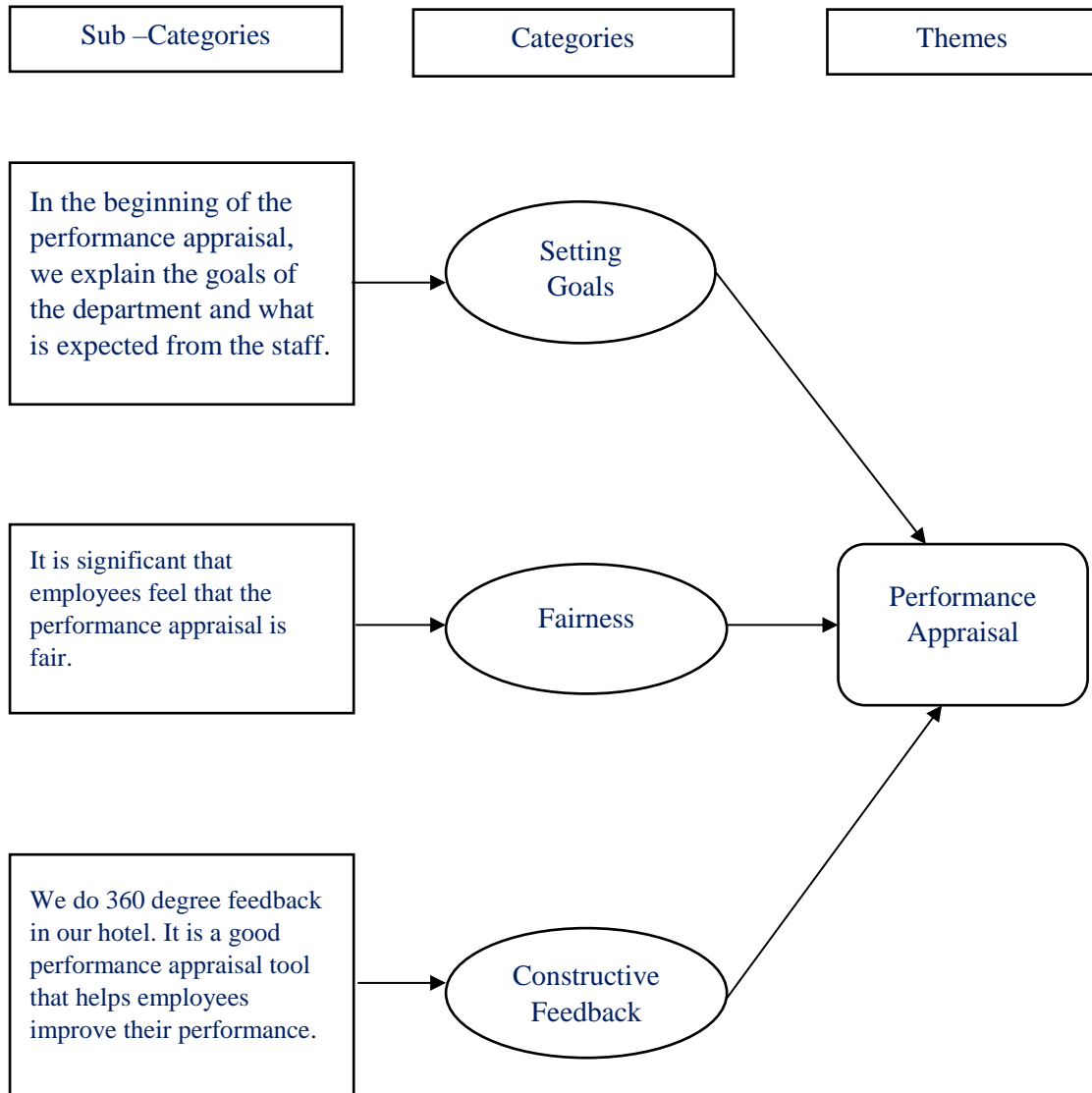
Recruitment and selection need to be fair, so employees will respect and trust their company. If this recruitment and selection process is unfair, employees will start having a question and leave the company.

According to the interviews, the organization should be aware of negative factors, for example, an unfair process of recruiting and selecting a new employee. If employees feel that the organization recruits incapable employees, then this will lead to disappointment among the employees and potentially discourage employees from being engaged in their work and exhibiting OCB.

### **5.2.7 Performance Appraisal**

This concept was discussed by three out of ten participants. Performance feedback is the development of the employee's performance to succeed with individual and organizational objectives (Dessler & Tan, 2006). The organization should ensure that their performance measures are aligned with the organization's goals (Levy & Williams, 2004; Boswell & Boudreau, 2000). According to the interviews, the supervisor and employees have to discuss and define the performance criteria. The three concepts that formed part of this performance appraisal were as follows:

- 1) Setting Goals
- 2) Fairness
- 3) Constructive Feedback



**Figure 5.8** Categorical Analysis of Performance Appraisal

- 1) Setting Goals

Respondent D claimed the managers should tell a goals of their department and how to evaluate employee’s performance clearly. Respondent D (personal communication, August 10, 2017) stated as follows:

In the beginning of performance appraisal, I explain the goals of department and what is expected from staffs and also provide the performance criteria, so employees will accept and understand how to perform their job accordingly.

## 2) Fairness

Importantly, the performance of the appraisal process should be transparent. During the performance appraisal, employees can have the opportunity to express their side of issues. Respondent H (personal communication, August 25, 2017) stated that employees' perception of appraisal fairness is very important.

During performance appraisal I always ask employees to express on their side what they want to improve and how we can help them. It is very significant that employees feel fairness when they have their performance appraisal. First, our hotel will give employee self-assessment and come to compare with the appraisal from their managers. When employee perceived positive performance appraisal, they will do extra-role behavior by helping their colleagues.

## 3) Constructive Feedback

From the interviews, constructive feedback from managers was seen to help employees improve their performance. It also increased employee engagement and OCB, as respondent I (personal communication, August 28, 2017) revealed in the following:

We do 360 degree feedback in our hotel. It is good performance appraisal tools that help employee to improve their performance. For our hotel, there are two times of performance appraisal of the year. During our performance appraisal, our managers in each departments will provide a feedback to their staffs, for example , which area that staffs are doing very well and which area that they need to be improved.

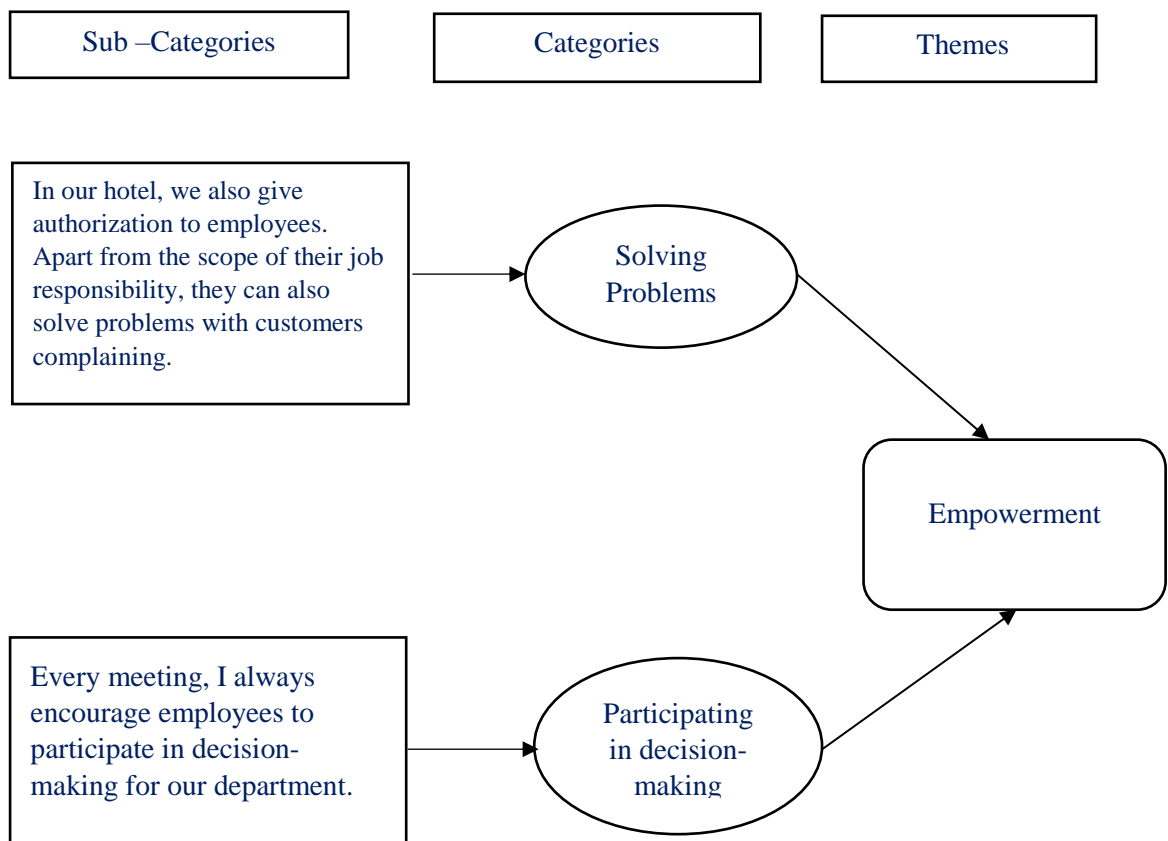
The core of this concept is that the organization provides good feedback to employees, so they will know which area they need to be improve in order to have

good performance. Good performance then will lead to employees performing their job effectively, and this will engage employees and elicit helping colleagues.

### 5.2.8 Empowerment

This concept was discussed by one respondent. From the interview, it was found that an employee of non-managerial status has the potential to learn, grow, and develop with the support of management and colleagues. The two concepts that formed part of the empowerment theme were:

- 1) Solving problems
- 2) Participating in decision making



**Figure 5.9** Categorical Analysis of Empowerment

### 1) Solving Problems

Respondent D (personal communication, August 10, 2017) explained the process of solving problems in five-star hotels.

Normally, the five-star hotels will have policy or procedure standard such as standard operation procedure (SOP) which employees have to follow for solving the problems for guests in their department. For example, if there is problem with the customers, how do we handle it? Employee needs to follow SOP, step by step about how to deal with guests' complain. In our hotel, we also give authorization to employees. Apart from their scope of their job responsibility, they can also solve problems with customer complaining. However, they need to be trained by their department before making any decisions.

### 2) Participating in Decision-Making

Empowering employees plays an important role in evolving a high level of trust among employees in management. Many organizations pay great attention to investing in employee empowerment. By using this technique, employees believe that the organization provides an opportunity for them to learn and own solve problems and then employees will exhibit responsibility toward the company (Bambale et al., 2011; Asghar et al., 2011), as respondent D (personal communication, August 10, 2017) stated that they always employees to share ideas during meeting.

Every meeting, I always encourage employees to participate in decision making for our department. For example, we will have full occupancy 100 percent next Monday. Three seminar groups will come and have breakfast at the same time. Our restaurant will be very busy and the seat will be not enough, so how they will manage with this problems.

The managers should create a sense of belonging in organization by empowering their employees. In addition, Gilbert, Laschinger, and Leiter (2010) mentioned that empowered employees may experience less burnout and they become engaging in their work and exhibit greater OCB.

### **5.3 The Results from the Qualitative Research in Study 2**

The results from in-depth interviews indicated that the employee perceptions of HRM practices affect employee attitudes and behavior in five-star hotels. The findings suggest that training support and career opportunities are highly recommended by HR managers in terms of increasing the level of engagement and the exhibition of organizational citizenship behavior in five-star hotels. Rewards and recognition, compensation and benefits, internal communication, recruitment and selection, and the appraisal process are also important. However, empowerment was mentioned by only one respondent. The reason is because guests have very high expectations regarding five-star hotels, so the hotels have to appoint duty managers or department heads to talk to the customer and solve problems directly. Non-managerial employees are only authorized to deal with small issues with customers. A discussion of the in-depth interviews is summarized and presented as follows.

#### **5.3.1 Training Support**

All of the respondents agreed that providing training support would maximize employee engagement and enhance OCB. Employee training concepts were seen to be connected to the level of employee engagement and OCB in hotels. Training support reflects effective HRM practices where companies pay attention to their employees and provide training support, helping employees to meet minimal standards of job requirements and improve their performance. Importantly, “soft training” is necessary in hotels, which helps to create a good environment in the hotel.

#### **5.3.2 Career Opportunities**

All of the respondents supported the idea that career opportunities would stimulate the employee engagement and OCB. Employees will be highly engaged if they feel that career growth opportunities are supported by their organization. Hotels should provide opportunity for their staff to grow and managers need to understand the effects of career development opportunities that impact employee behavior. According to the above, it can be said that career opportunities are a key practice which influences OCB and engagement.

### **5.3.3 Rewards and Recognition**

Eight of the respondents considered that recognition from the leader plays a great part in the level of engagement in the organization. Employees need to be recognized, and the leader has to show appreciation for employees' good performance and provide praise for them. However, if employees are rewarded based on team effort then there is a risk of sharing between employers and employees. The reason is because of an employee that does not contribute anything to his or her team, he/she should not be rewarded. In terms of intrinsic rewards, the support, trust, respect from the managers are needed for employees. Furthermore, intrinsic rewards emphasize self-management practices and stimulate employees to go beyond formal job requirements.

### **5.3.4 Compensation and Benefits**

Six participants agreed that when compensation and benefits are fair in comparison with other's pay, employees will be engaged and pay back the company with extra-role behavior. From the interviews, it was seen that most of the participants acknowledged that compensation and benefits directly engage employees to work and stay in the organization. Employee benefits are an essential commitment by the employer to the welfare of his/her employees and the engagement of qualified employees. Furthermore, the findings from interviews showed that incentive money can motivate employees to put extra effort into doing their job and improving OCB as well.

### **5.3.5 Internal Communication**

Six respondents discussed internal communication. The findings revealed that town hall meetings and department meetings that informed employees about the company's target, goals, and vision helped to increase employee engagement. Effective internal communication is expected to increase employees' sense of belonging to the organization, which supports employees' demonstration of OCB. Internal communication creates a sense of trust between employees and the organization. It is important that employees easily get information in their organization that will be useful for their jobs.

### **5.3.6 Recruitment and Selection**

Four respondents pointed out that recruitment and selection practices positively affected employee engagement and OCB. Hotels should select internal candidates when there is a vacant position available. Selective employees are a key to HRM practices where the right people are selected to fit the organization's culture. The proper selected candidate is a long-term investment in the organization, so employees will be motivated to reciprocate the organization with discretionary role behaviors and engagement. However, the results showed that the organization should be transparent and unbiased recruitment and selection are significant. An unfair process of selecting new employees will lead to disappointment among the employees and potentially discourage them from OCB and engagement in the organization.

### **5.3.7 Performance Appraisal**

This concept was discussed by three respondents. According to the interviews, managers and employees have to discuss and define performance criteria. The consultation on performance measurement criteria between managers and employees will increase employee engagement and OCB. During the performance appraisal, employees can have a right to express of their side of issues. The effective feedback from manager helps employees improve their performance. The core of this concept is that effective feedback contributes to increase productivity and retention in organization.

### **5.3.8 Empowerment**

This concept was discussed by only one participant. From the interviews, it was found that employees of non-managerial status have to follow SOP for solving the problems of guests in their department. However, duty manager will be a key person to deal with all complaints. The reasons because duty managers have been trained to deal with guest complaints and know how to make guest satisfied with all response by hotels. However, employees can share ideas and make any decision in their departments during meeting.

## **5.4 Chapter Summary**

This chapter presented the findings from the qualitative part of the present study, and provided some detailed insights into the eight HRM factors that were seen to impact employee engagement to enhancing OCB. The semi-structured interviews were used to obtain deep insight into how to manage HRM practices for individual employees to be engaged and to exert greater effort in the workplace. The in-depth interview analysis confirmed eight major resources that enhance employee engagement and OCB: training support, career opportunity, rewards and recognition, compensation and benefits, internal communication, recruitment and selection, the appraisal process, and empowerment. The results support the idea that eight HRM practices have a direct and positive effect on employee engagement and enhance OCB in the workplace. The next chapter compares the findings from both the quantitative and qualitative portions of the study, followed by a discussion of the contributions and implications of this study.

## **CHAPTER 6**

### **DISCUSSION AND RECOMMENDATIONS**

The aims of this study were to investigate the relationships among employee perceptions of HRM practices, employee engagement and OCB, and also to examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and OCB in five-star hotels in Thailand. The lack of research on improving employee attitudes and behavior in five-star hotels was the rationale for the research. Moreover, the research objective was to propose practical suggestions for HRM practices for employee engagement in order to enhance OCB. The study has answered the following three research questions:

1) What are the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels?

2) Does employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior in five-star hotels?

3) What are the forms of HRM practices of employee engagement in terms of enhancing organizational citizenship behavior in five-star hotels?

This chapter presents a discussion of and recommendations from the findings regarding the three research questions in this study. First, this chapter attempts to answer the three major research questions in Study 1 and Study 2. Secondly, a discussion of the theoretical and methodological contributions of the research, and the practical implications for HRM practices for employee engagement to enhance OCB, are addressed. Lastly, this chapter provides the limitations of the study and suggestions of important areas for future research.

## **6.1 Data Triangulation of Study 1 and Study 2**

As Creswell and Clark (2011) the mixed-method approach provides more comprehensive evidence for studying a research problem than either quantitative or qualitative method alone. Mixed methods allow the researcher to collect available data rather than being restricted to the types of data collection generally related to the quantitative or qualitative method. In this study, the integration of data from Study 1 and Study 2 is provided as a complete picture developed from both the quantitative and qualitative research. A discussion of Study 1 and Study 2 is presented in the next section.

## **6.2 Restatement of Research Questions and Objectives**

### **6.2.1 Study 1: Quantitative Method**

Research Question 1: What are the relationships among employee perceptions of HRM practices, employee engagement, and organizational citizenship behavior in five-star hotels?

The questionnaires were distributed to employees in five-star hotels in Thailand. These employees came from four main provinces in each region, which had the highest number of five-star hotels and employees: Bangkok (Central), Chiang Mai (Northern), Phuket (Southern), Khon Kaen (Northeastern) based on the list of the Thai Hotel Association (2016). According to Hair et al. (2010), a suitable sample size should be between 200 and 400 participants to conduct structural equation modeling. Thus, the number of participants ( $n = 325$ ) in this study was acceptable for the use of SEM analysis.

Hypothesis 1: There is positive relationship between employee perceptions of HRM practices and employee engagement.

Hypothesis 2 was tested by examining the path coefficient between the exogenous variable HRM and the endogenous variable employee engagement. The path coefficient between two variables was 0.72 and the CR (t-value) was 12.375 ( $p < 0.001$ ,  $C.R. > 1.96$ ). The path coefficient value and significant level illustrated that the relationship between HRM and ENG was positive and statistically significant. The

analysis results showed that eight variables, recruitment and selection, training support, career opportunities, compensation and benefits, performance appraisal, rewards and recognition, and empowerment and internal communication, were positively related to employee engagement. These results confirm the findings of previous studies (e.g. Rurkkhum & Bartlett, 2012; Shaw et al., 2009; Owor, 2015; Sattar et al., 2015). Employees receiving effective HRM practices are likely reciprocated by work engagement.

In terms of motivation theory, organizations are advised to motivate employees by creating good HRM practices that satisfy and meet the employees' needs. Many organizations have responded to the need for work motivation by offering employees targeted benefits, rewards for their performance, and providing training and career growth to them. Through these practices organizations can motivate their employees to remain with the organization and increase their level of engagement.

Hypothesis 2: There is positive relationship between employee perceptions of HRM practices and organizational citizenship behavior.

The SEM analysis was conducted to investigate the relationships between employee perceptions of HRM practices and OCB. Hypotheses 1 was tested by examining the path coefficient between the exogenous variable HRM practices and the endogenous variable OCB. The path coefficient from HRM to OCB was 0.33 and the CR (t-value) was 4.894 ( $p < 0.001$ ,  $C.R. > 1.96$ ). The path coefficient value and significant level both demonstrated that there was a positive relationship between HRM and OCB. The analysis results showed that eight factors of HRM practices—recruitment and selection, training support, career opportunities, compensation and benefits, performance appraisal, rewards and recognition, and empowerment and internal communication—were found to have a significant impact on organizational citizenship behavior.

According to the research findings from hypothesis 1, it was indicated that hotel employees considered these eight HRM practices as the drivers of OCB. An effective HRM practice contributes to the enhancement of self-confidence, commitment, and morale which in turn increases OCB (Appelbaum, 2013; Tamkin, 2004). These results of the research support the previous studies (e.g., Alfes et al., 2013; Suan & Mohd Nasursin, 2014; Shaw et al., 2009). It can be mentioned that good

HRM practices in organizations will help to increase the extra-role behavior of employees. These findings also supported the social exchange theory of Blau (1964) and Lambe et al. (2001). Good HRM practices manifest the social or economic exchange between employers and employees. Employees develop a strong relationship with their managers or colleagues if they feel respect and support by these people. They will feel obliged to perform supportively or be helpful in return. Similar to Western studies, the findings supported the idea that an organization's HRM practices are viewed as signaling commitment to the long-term investment in employees. In addition, employees will be motivated to increase their personal contribution and efforts by exhibiting extra-role behaviors based on norms of exchange (Tsui et al., 1997).

Hypothesis 3: There is positive relationship between employee engagement and organizational citizenship behavior.

Hypothesis 3 was tested by examining the path coefficient between ENG and OCB, which was 0.53, and the CR (t-value) was 7.250 ( $p < 0.01$ , C.R.  $> 1.96$ ). The path coefficient value and significant level confirmed that the relationship between ENG on OCB was positive and statistically significant. The analysis results demonstrate that employee engagement is positively and significantly related to OCB. A highly-engaged employee is likely to work beyond his/her roles because he/she is able to complete goals and to perform tasks professionally. Such employees are able to do activities that are not part of their job requirements. In addition, engaged employees are more passionate and committed to the organization. This finding accords with the view of Den Hartog and Belschak (2012) that engaged employees are likely to show positive attitudes and perform behavior appropriately. In addition, engaged employees bring high levels of vigor and resilience to everything they do. They also have robust involvement in work and enthusiasm, so they feel time passing quickly when they work. This finding supports the concept of employee engagement of Schaufeli and Bakker (2004); Schaufeli et al., (2002) and Schaufeli & Bakker, (2003). An actively-engaged employee cannot detach him/herself from the job. These employees are motivated by the work itself and tend to work harder than others. As a result, they perform their job with great products that their organizations want. Moreover, the support and these benefits from the organization may develop the employee's sense of

responsibility, which in turn will lead to their reciprocation of favorable extra-role behaviors.

Research Question 2: Does employee engagement play a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior in five-star hotels?

Hypothesis 4: Employee engagement plays a mediating role in the relationship between employee perceptions of HRM practices and organizational citizenship behavior.

Employee engagement was found to mediate the relationship between employee perceptions of HRM practices and organizational citizenship behavior at standardized coefficient estimates of 0.41. The results of this study provided the first step in the empirical research for this topic and provided evidence of the mediating effects of employee engagement. This study highlighted the significance of employee engagement of Thai hotel employees and its contribution to organizational citizenship behavior. Hotel managers and HR managers should support hotel employees to enhance their engagement by adopting effective HR strategies and activities prepared through the development process of HR practices (Schaufeli & Bakker, 2004). Employee engagement is becoming more imperative in international HRM practice because through these capabilities, individuals could improve their performance (Yeh, 2013). Creating employee engagement is suggested as a strategy that could enhance the ability of individuals to handle and manage in hotel industry, and to retain capable employees in the five- star hotels (Husin et al., 2012).

### **6.2.2 Study 2: Qualitative Method**

Research Question 3: What are the forms of HRM practices of employee engagement in terms of enhancing organizational citizenship behavior in five-star hotels?

The explanatory sequential mixed-method design that was applied in this study started with a quantitative research design and then the qualitative research method was employed. Study 1's purpose was to find the relationships among employee perceptions of HRM practices, employee engagement, OCB, and the mediating role of employee engagement between employee perceptions of HRM

practices and OCB. Study 1 developed four hypotheses to test the relationship among the constructs by using SEM analysis, and the results of the 4 hypotheses were significantly supported. Study 2 involved the interviews of ten managers for practical suggestions regarding HRM practices for employee engagement to enhance OCB in five-star hotels. The use of content analysis was analyzed for the qualitative methods.

All ten participants confirmed that eight HRM practices (recruitment and selection, training support, career opportunities, compensation and benefits, performance appraisal, rewards and recognition, and empowerment and internal communication) play a key role in employee engagement and OCB in hotel industry.

High performance HRM practices has significant role for developing employee engagement and in turn OCB. This finding was consistent with the Social Exchange Theory by Blau (1964). Whenever employees feel that their goodwill and valued are matched with an organization, they would behave and respond positively to their organization. Moreover, the studies by Saks (2006) pointed out that employees who perceive higher organizational support will in turn reciprocate with extra role behavior within the work context.

Recruitment and selection was commented on as an approach to increasing employee engagement and OCB. A fair recruitment and selection process is very important for engaging and eliciting OCB among employees. This finding agrees with a study of Turek and Wojtczuk-Turek (2015), where it was seen that the recruitment and selective process is significant for the organization. Selecting the right candidates during recruitment process is one of the vital HRM practices in the organization. They are building a team that will work together well on assignment. Engagement will automatically increase when employees are connected with their teammates. In addition, the hotels should consider using personality and attitudes tests in the recruitment process. This finding also concurs with those of Babaei et al. (2012) and Nasurdin et al. (2008) that a workers' personal fit has been shown to be related to engagement and extra-role behavior. The organization needs to hire the best suited candidates for the particular position in the organization.

Training support was recommended as a practice to enhance employee engagement and OCB. Training is viewed as a powerful method promoting employee engagement and motivating behavioral categories of organizational citizenship

behavior. Training support helps employees work faster, so they will have time to help out their colleagues. The present study concurs with Ahmad (2011), who revealed that training support can motivate employees to bring about more citizenship behavior. Offering good training support is among the best ways to ensure employee's productivities, loyalty and dedication that would likely to engage employees fully in their work. These findings are consistent with studies of Husin et al. (2012), who claimed that employees will have a sense of commitment to the organizations when they feel that a training program is available at all times.

Performance appraisal is also vital for promoting a sense of engagement and OCB. From the interviews it was found that productive conversations during the performance appraisal between managers and employees helps stimulate engagement and employee citizenship behavior. Goals and key objectives should be clear, specific and help employees prioritize their work. Employees needs to know what is expected of them at work. In addition, treating employees fairly in the workplace is necessary for the organization. According to Folger et al. (1992), performance appraisal is built on fairness and respectful treatment between managers and subordinates. Constructive feedback helps to improve employee performance in order to bring about employee engagement in the future. This result accords with the view of Smither et al. (2005), and London and Smither (2002), who pointed out that managers have to be aware while providing constructive feedback with employees.

Compensation and benefits can powerfully influence employee engagement and help them to exhibit discretionary behaviors. Employees are more likely to be engaged and to help colleagues if they receive fair compensation. This finding supports previous research (e.g. Milkovich & Newman, 2005; Owor, 2015; Bambale et al. ,2011; Vandenberghe & Tremblay, 2008). All of the participants agreed that when pay is fair in comparison with other five-star hotels, the employee is more likely to be engaged in his or her work. According to the interviews in particular, perceived fairness will encourage employees to pay back their organization by performing beyond their roles. This study is consistent with the study of Cropanzano and Mitchell (2005). They recommended that employees feel obliged to respond in kind and pay back the organization when they receive financial and socioemotional exchange resources. Thus, the organisation should have compensation and benefits fairness

regarding both financial and non-financial elements for engaged employees that can assist the organization and coworkers.

Career opportunities are a significant factor for developing employee engagement. The finding supports the view of Albrecht (2012), career development was positively associated with engagement and indirectly affected performance behavior. The finding are also in accordance with motivational theory. Employees become engaged when they find motivation in their work. This finding supports the view of Turek and Wojtczuk-Turek (2015), that the support from the organization is important for career opportunity not only for individuals but also for whole organization that employs them. Organizations should pay attention to recognizing and responding to employees' needs in order to get the best out of them.

In terms of rewards and recognition, many organizations set up rewards and recognition programs to encourage employees in terms of individual and group performance. Employees are likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. The finding supports the study of Maslach et al. (2001) that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. The finding also was consistent with Social Exchange Theory by Blau (1964), when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

Empowering employees explained that employers can get the best out of employees with respect to their experiences and competency by giving them authority and power. From the interviews, it was found that employees can participate in any decision-making in their departments. By using empowering methods, employees can become involved in decision-making at work, so they feel that the organization gives value on them. Employees will show responsibility towards company. This finding concurs with Sundaray (2011), who viewed that employees want to have an opportunity to make decisions that affect their work. It can be found that an organization that is a high-engagement workplace creates a trustful and challenging environment, in which employees are encouraged to input their ideas to move the organization forward. Furthermore, employees should be encouraged to participate in decision-making by their leaders. The leaders can pay close consideration to

employees' development by coaching them. Thus, empowered employees may experience less burnout and become engaged and exhibit OCB (Gilbert, Laschinger, & Leiter 2010).

Having effective internal communication affects good interpersonal relationship that benefit both the individual and the organization. The interview revealed that employees want to know up-to-date information from executive teams regarding the hotel's strategies and goals. There are several kinds of internal communication activities were applied such as meeting, morning briefings, and departmental meeting. These results confirm the finding of Daniels et al. (1997), where it was indicated that employees feel trusted by the organization when an organization makes an attempt to provide sufficient information to them regarding the organization's objectives and goals. Moreover, internal communication should be two-way communication between leaders and subordinators. The findings of this study are consistent with those of Kompas and Sridevi (2010), who suggested that managers should promote two-way communication. If the employee has the "right talk" with his or her manager, then the level of engagement and OCB is likely to increase.

The results of this study show that social exchange theory and motivation theory can explain the conceptual dimension of employee engagement for enhancing OCB. Norms of exchange can occur in relationships where both parties anticipate a long-term relationship. In order increase employee engagement, organizations have to show that they are treated fairly and that the relationship is not limited to monetary exchange but includes truthful support of them. As a result, employees will likely intend to maintain their employment and choose to be highly engaged (Gebauer et al., 2008; Saks, 2006; Cropanzano & Mitchell, 2005).

### **6.3 Chapter Summary**

After investigating the relationship between employee perceptions of HRM practices and OCB, and examining the mediating role of employee engagement between employee perceptions of HRM practices and OCB in five-star hotels, Thailand, the conclusion is that there is a need for implementing effective HRM

practices especially in five-star hotels. The study discovered eight HRM practices that play a key part in developing employee engagement and OCB at work. Particularly, the results from Study 1 and Study 2 showed that career opportunities and rewards and recognition have an influence on the level of engagement and an effect on OCB. This finding also illuminates employee engagement as a mechanism between employee perceptions of HRM practices and OCB. The indirect effect linking employee perceptions of HRM practices to OCB demonstrated that employee engagement can lead to extra-role behaviors for responding to their organization which supports them in HR management (Ariani, 2013; Karatepe, 2013). This finding showed that employees' perceptions of HRM practices alone are not enough to explain the occurrence of OCB. A high degree of engagement tends to create a higher degree of OCB (Ahmad, 2015; Ram & Prabhakar, 2011).

## **6.4 Contributions of the Study**

The following sections describe the theoretical and methodological contributions, and the implications, of this research.

### **6.4.1 Theoretical Contributions**

The literature review on employee engagement revealed that the relationships between employee engagement and other factors have been investigated in various academic disciplines in a disjointed manner. Therefore, this study focuses on employee engagement topic in Thai hotel industry. The Thai hotel employee-specific framework in the present study integrated HRM, ENG, and OCB. Based on an intensive literature review, a single theoretical framework has yet to incorporate these latent variables in five-star hotels in Thailand. The conceptual model investigated the structural paths between the three latent constructs and their determinants. The results support the statistical relationships among the variables, as well as confirmed the applicability of employee engagement in hotels. This finding addresses the research gaps and establishes the foundation for future research related to employee engagement.

### **6.4.2 Methodological Contributions**

This study employed a mixed-method approach by using both quantitative and qualitative approaches to provide a broader view and understanding of the complexity of employee perceptions of HRM practices to promote employee engagement and organisational citizenship behavior in the hotel sector.

Suddaby (2006) argued that we need to move away slightly from strictly positivist studies by combining interpretivist methods that involve the individual experience of organizations if we are to take seriously the aspects of organizations. As yet, most employee engagement research has been conducted using a positivist approach (e.g. Rurkkhum & Bartlett, 2012; Sonnentag 2003; May et al., 2004). This study decided to apply the qualitative viewpoints for understanding the phenomenon of research. The explanations from employees have provided a key data that are relevant to HRM practices for employee engagement research. By using in-depth interviews, the researcher received remarkable patterns of similarities and differences among the interviewees' viewpoints. This information provided rich data that permitted an explanation of the results of finding.

### **6.4.3 Practical and Managerial Contributions**

This study has empirically explored the factors that support employee citizenship behavior in Thailand through HRM practices and employee engagement. The results of this research have essential implications for hotel practitioners and hospitality academics. The practical model of HRM practices from this study can help five-star hotels understand why employees are engaged at work and why they engage in OCB. Organizations need to provide appropriate HRM to boost employee performance. The practical contributions derive from the research findings for the hotel organizations, academic scholars, government agencies, and related industry, as seen in table 6.1.

**Table 6.1** The Practical Contributions Derived from the Research Findings for the Hotel Organizations, Academic Scholars, Government Agencies and Related Industry

<b>Stakeholders</b>	<b>What needs to be done?</b>
<b>Hotel Organizations</b>	<p style="text-align: center;"><b>Recruitment and selection</b></p> <ol style="list-style-type: none"> <li>1) Fair recruitment and selection process</li> <li>2) Hotels should recruit internal qualified candidates before hiring an external staff.</li> <li>3) Finding the ‘personal fit’ with position and organization’s culture</li> <li>4) Selection process includes personality and attitude tests in order to attract conscientious and optimistic employees to work in hotels</li> </ol> <p style="text-align: center;"><b>Training Support</b></p> <ol style="list-style-type: none"> <li>1) Training an employee to do a job well is a priority at the hotel.</li> <li>2) The hotels provides training programs related to the employee’s job.</li> <li>3) Training support should include ‘hard skills’ and ‘soft skills.’</li> <li>4) Employees can have an opportunity to discuss their training needs with hotels.</li> <li>5) Providing a variety of training for employees</li> </ol> <p style="text-align: center;"><b>Performance Appraisal</b></p> <ol style="list-style-type: none"> <li>1) Performance appraisal should be fair for employees.</li> <li>2) During the performance appraisal, managers should explain the goals of the company and what is expected of employees clearly.</li> </ol>

**Table 6.1** (Continued)

<b>Stakeholders</b>	<b>What needs to be done?</b>
	<ol style="list-style-type: none"> <li>3) Performance appraisal should include two-way conversations and agreements between employees and managers.</li> <li>4) During the performance appraisal, employees have the opportunity to express their opinion.</li> <li>5) Manager should provide constructive feedback in order to help improve employee performance.</li> </ol>
	<p><b>Compensation and Benefits</b></p>
	<ol style="list-style-type: none"> <li>1) Compensation and benefits should be fair both regarding financial and non-financial elements.</li> <li>2) Providing ‘incentive money’</li> <li>3) A compensation and benefits package can attract and retain talented employees.</li> </ol>
	<p><b>Career Opportunities</b></p>
	<ol style="list-style-type: none"> <li>1) Employees have the opportunity to create their own development plan.</li> <li>2) Organizations should pay attention to recognizing and responding to the needs of individual employees so that they will get the best out of them.</li> <li>3) The company provides an opportunity for its employees to grow.</li> </ol>
	<p><b>Rewards and Recognition</b></p>
	<ol style="list-style-type: none"> <li>1) Providing a recognition program such as ‘employee of the month’</li> </ol>

**Table 6.1** (Continued)

<b>Stakeholders</b>	<b>What needs to be done?</b>
	2) Promoting an employee that demonstrates good performance 3) Providing trust and challenging work assignments
	<b>Empowerment</b>
	1) Employees have the opportunity to solve problem by themselves. 2) Employees can participate in the decision-making of the department. 3) Employees have autonomy in deciding how to do their jobs.
	<b>Internal Communication</b>
	1) Two-ways communication between employers and employees is important to organization trust 2) “Open door Policy,” Employees can convey their opinions and problems about job to their managers freely and easily 3) “Information free Flow”— employees can easily reach information necessary for their job such as e-mails and newsletters
<b>Researchers and Scholars</b>	<p>The qualitative results showed that training support and career development were major practices that were seen to enhance engagement and OCB.</p> <p>Academic scholars should deeply scrutinize the role and process for training support and career development. Moreover, talent</p>

**Table 6.1** (Continued)

<b>Stakeholders</b>	<b>What needs to be done?</b>
<p data-bbox="272 786 703 987"><b>The government agencies, Thailand Hotel Association and Tourism Authority of Thailand</b></p>	<p data-bbox="703 450 1375 763">management was also found to be relevant to employee engagement and OCB. However, few research articles have focused on the linkage of these constructs. Thus, the research on talent management and engaged employee could be a motivating scheme for academic scholars.</p> <p data-bbox="703 786 1375 1099">Government agencies should pay attention to the importance of employee engagement and OCB. Therefore, the HRM practices framework for employee engagement and OCB should be exploited as an industry indication for developing hotel industry performance.</p> <p data-bbox="703 1122 1375 1384">Government agencies, the Thailand Hotel Association, and the Tourism Authority of Thailand could allocate the research findings of this research to conduct similar research studies in other tourism-based businesses.</p>

## 6.5 Limitations of the Research

The first limitation of the study is the usage of the research results. This study focused on researching in five-star hotels in Thailand, which has a different system related to organizational culture, management style, socio-culture, and economy from other countries. As a result, the HRM practices discussed would be acceptable only in Thailand. Second, the researcher needed to collect information from a larger sample, which would help provide better results. However, this was impossible because of the limited budget and time available for this study. The third limitation is the population of this study. In this study, the researcher used the report of five-star hotels of 2016 by the Thai Hotel Association. However, the name list of five-star hotels is only

comprised of those registered with the Thai Hotel Association. Lastly, the cluster sampling technique was used to collect the data in four provinces. These samples were selected based on the participants; readiness, availability, and convenience.

## **6.6 Directions for Future Research**

Firstly, the research published on HRM is still lacking in developing countries. Since this study found that effective HRM practices drive employee engagement and OCB, future research should focus on Asian HRM. For example, training support and career opportunities have a powerful impact on employees' attitudes and behavior. Thus, further research should explore other factors of training and career development that significantly affect employee engagement in the Thai hotel context. Second, future studies may involve samples of higher diversity (e.g., employees from different nations). A comprehensive sample may generate outcomes with higher generalizability and applicability to internal HRM in the organization. Lastly, this study has brought about knowledge and understanding of the employee engagement in Thai Hotel industry and it can be applied to other business such as airlines and food and beverage service.

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## **APPENDICES**

## **APPENDIX A**

### **MAIN SURVEY QUESTIONNAIRE**

#### **“The Human Resource Management Practices for Employee Engagement to Enhance Organizational Citizenship Behavior in Five-Star Hotels in Thailand”**

This questionnaire is part of a dissertation for a Doctoral Degree in Integrated Tourism Management, The Graduate School of Tourism Management, National Institute of Development Administration (NIDA). The objectives of the study is; 1) To investigate the relationship among employee perceptions of HRM practice, employee engagement, and organizational citizenship behavior in Five-Star Hotels; 2) To examine the mediating role of employee engagement in the relationship between employee perceptions of HRM practices and organizational citizenship behavior in Five Star Hotels in Thailand; and 3) To present the form of HRM practices of employee engagement to enhance organizational citizenship behavior in five-star hotels in Thailand ?

In this study, **Employee Engagement** refers to a positive, fulfilling work-related state of mind characterized by feelings of vigor, dedication, and absorption. Employee engagement is derived from a positive psychological state leading to positive employee behavior or performance which benefits organization.

**Organisational Citizenship Behavior** refers to the characteristics of voluntary or discretionary performance related behavior shown by employees in an effort to improve organizational outcomes. These behaviors are also described as extra role efforts that go beyond the scope of job requirements.

Response to this questionnaire, researcher will keep your information confidential. Please do not attach your name to the questionnaire. The researcher ensures that there will be no effect to any kind from participating in this questionnaire. Thank you for your cooperation if you have any questions please contact e-mail: kik\_chaisanit@hotmail.com

Yours sincerely  
Pornpimol Chaisanit

**Part 1:** The following questions ask about yourself and organization, please tick × in

the correct box.

Personal demographic information

1) What is your gender?

Male

Female

2) What is your marital status

Single

Married

Divorce

3) How old are you?

Younger than 20

40-49 years old

20-29 years old

50-59 years old

30-39 years old

60 years old or older

4) What is your highest educational level completed?

Below than Bachelor's degree

Master's Degree

Bachelor's Degree or equivalent

Higher than Master's Degree

5) How long have you been employed in the hotel industry?

1-5 years

11-15 years

6-10 years

More than 15 years

6) How long have you been working in your current organization?

1-5 years

11-15 years

6-10 years

More than 15 years

7) Monthly income

Below than 15,000 baht

35,001-45,000 baht

15,000-25,000 baht

More than 45,000 baht

25,001-35,000 baht

8) What department are you working in?

Front office

Sales & Marketing

Food and Beverage

Housekeeping

Human Resource

Accounting

Purchasing

Engineering

Other (please specify) \_\_\_\_\_

**Part 2: Human Resource Management (HRM) Practices**

Please consider the following statements and put X in an appropriate descriptive word that corresponds to your opinion about your perception of HRM practices in organization.

<b>Human Resource Management Practices</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
<b>Recruitment &amp; Selection</b>					
1. My hotel places great importance on recruiting and selecting the right person for the job.	5	4	3	2	1
2. My hotel conducts structured interview or tests to select right candidates to fit with team and organization's culture.	5	4	3	2	1
3 .At my hotel, recruitment and selection process is fairness.	5	4	3	2	1
4. I have formal interview and attitude test before being employed	5	4	3	2	1
5. My hotel considers qualified internal candidates when vacant position is available prior to external candidates.	5	4	3	2	1
<b>Training Support</b>					
6. Training an employee to do his or her job well is a priority at my hotel.	5	4	3	2	1
7. I receive training to enhance my knowledge and skills continuously.	5	4	3	2	1
8. I have an opportunity to discuss my training needs.	5	4	3	2	1

<b>Human Resource Management Practices</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
9. The training activities, I have received at my hotel have enabled me to perform my job more effectively.	5	4	3	2	1
10. I receives training programs related to my individual jobs.	5	4	3	2	1
<b>Performance Appraisal</b>					
11. During the performance appraisal, my manager explains the goals of hotel and what is expected of me clearly.	5	4	3	2	1
12. During performance appraisal, I can become involved in setting goals and plans of my department.	5	4	3	2	1
13. The performance appraisal and feedback from my manager help me to improve my performance.	5	4	3	2	1
14. During performance appraisal, my manager provides me with an opportunity to express my side of the performance issues.	5	4	3	2	1
15. The performance appraisal process is fair for me.	5	4	3	2	1
<b>Compensation &amp; Benefits</b>					
16. I receive fair pay from my hotel.	5	4	3	2	1
17. The compensation and benefits package motivates me to perform better	5	4	3	2	1
18. At my hotel, the compensation and benefits package is capable of attracting and retaining competent/talented employees.	5	4	3	2	1

<b>Human Resource Management Practices</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
19. My hotel provides appropriate compensation and benefits for my experience and qualifications.	5	4	3	2	1
20. I am satisfied with my welfare and benefits such as provident funds and healthcare.	5	4	3	2	1
<b>Career Opportunities</b>					
21. My hotel is supportive of my career development.	5	4	3	2	1
22. My hotel has a clear plan for my career path.	5	4	3	2	1
23. At my hotel, I have the opportunity to plan my individual development plan.	5	4	3	2	1
24. A career development opportunity plan is fair at my hotel.	5	4	3	2	1
<b>Reward and Recognition</b>					
25. At my hotel, my manager and colleagues recognize my knowledge and capability.	5	4	3	2	1
26. My manager trusts and assigns important tasks to me.	5	4	3	2	1
27. At my hotel, I will get promote for my good performance.	5	4	3	2	1
28. At my hotel, my manager gives me praise and recognition when I perform well.	5	4	3	2	1
29. My hotel awards certificate of appreciation and recognition to efficient employees (i.e employee of the month)	5	4	3	2	1

<b>Human Resource Management Practices</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
<b>Empowerment</b>					
30. At my hotel, I have an opportunity to resolve problems by myself when they occur in my department.	5	4	3	2	1
31. My hotel allow me to participate in the decision-making in my department.	5	4	3	2	1
32. I have autonomy in deciding how to accomplish my job.	5	4	3	2	1
33. I have significant independence and freedom in doing my job.	5	4	3	2	1
<b>Internal Communication</b>					
34. I can easily reach information necessary for my job (meetings, e-mails and newsletters).	5	4	3	2	1
35. I can convey my opinions and problems about the job to my managers freely and easily.	5	4	3	2	1
36. My managers encourages me to let her/him know when things go wrong on the job.	5	4	3	2	1
37. I am satisfied with the executive team, which keeps employees up-to-date on information related to organization such as company policy.	5	4	3	2	1

**Part 3: Employee Engagement**

Please consider the following statements and put X in an appropriate descriptive word that corresponds to your opinion about your engagement at work.

<b>Employee Engagement</b>					
<b>Statements</b>	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Neutral</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>
	5	4	3	2	1
<b>Vigor</b>					
38. When I get up in the morning, I want to go to work.	5	4	3	2	1
39. At my work, I feel bursting with energy.	5	4	3	2	1
40. At my job, I feel robust and vigorous.	5	4	3	2	1
41. At my job, I always persevere, even when something goes wrong.	5	4	3	2	1
42. I can continue working for long periods of time.	5	4	3	2	1
<b>Dedication</b>					
43. My job inspires me.	5	4	3	2	1
44. I am enthusiastic about my job.	5	4	3	2	1
45. I am proud of my job.	5	4	3	2	1
46. My job is challenging for me.	5	4	3	2	1
47. I feel the work that I do full of meaning and purpose.	5	4	3	2	1
<b>Absorption</b>					
48. Time Flies when I am doing my job.	5	4	3	2	1

<b>Employee Engagement</b>					
<b>Statements</b>	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Neutral</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>
	5	4	3	2	1
49. I am immersed in my job.	5	4	3	2	1
50. I forgot everything else around me when I am working.	5	4	3	2	1
51. I get carried away when I am working.	5	4	3	2	1

#### **Part 4: Organisational Citizenship Behavior**

Please consider the following statements and put in X an appropriate descriptive word that corresponds to your opinion about your organizational citizenship behavior in organization

<b>Organisational Citizenship Behavior</b>					
<b>Statements</b>	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Neutral</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>
	5	4	3	2	1
<b>Altruism</b>					
52. I am willing to help co-workers to resolve their problems.	5	4	3	2	1
53 .I help out my co-workers even though it is not my duty.	5	4	3	2	1

<b>Organisational Citizenship Behavior</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
54 .I help out new co-workers even though it is not required.	5	4	3	2	1
55. I help my co-workers who have been absent.	5	4	3	2	1
56 .I help my co-workers who have heavy workloads.	5	4	3	2	1
<b>Conscientiousness</b>					
57. I obey hotel rules and regulations of my hotel strictly.	5	4	3	2	1
58. I do not take a long break.	5	4	3	2	1
59. I am one of most conscientious and loyal employees.	5	4	3	2	1
60. I come to work on time.	5	4	3	2	1
<b>Sportsmanship</b>					
61. When I got blames from my job. I always consider and solve problem without complaining it.	5	4	3	2	1
62. I have the intention to improve my performance rather than criticizing or complaining to my hotel.	5	4	3	2	1
63. I attempt to well perform. Even though there are problems that caused frustration.	5	4	3	2	1
<b>Courtesy</b>					
64. I consider the impact of my actions on my co-workers.	5	4	3	2	1
65. I try to avoid creating problems for my co-workers.	5	4	3	2	1

<b>Organisational Citizenship Behavior</b>					
Statements	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
	5	4	3	2	1
66. I respect and treat co-workers equally.	5	4	3	2	1
67. I do not abuse the rights of co-workers.	5	4	3	2	1
68. I always listens to any suggestions or opinions from co-workers in order to improve my performance.	5	4	3	2	1
<b>Civic Virture</b>					
69. I am willing to attend functions held by my hotel.	5	4	3	2	1
70. I attend and always participate in hotel’s meetings.	5	4	3	2	1
71. I read and keep up with hotel announcement and memos.	5	4	3	2	1
72. When problem arise in hotel, I am willing to offer idea to solve problems.	5	4	3	2	1

**Other suggestions and comments (please specify)**

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Thank you for completing this questionnaire.

## APPENDIX B

### การจัดการทรัพยากรมนุษย์เพื่อให้พนักงานมีความทุ่มเทมีใจเพื่อส่งเสริมพฤติกรรม การเป็นสมาชิกที่ดีต่อองค์กรในโรงแรมห้าดาวประเทศไทย

แบบสอบถามนี้เป็นส่วนหนึ่งของการทำวิทยานิพนธ์ของนักศึกษาปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาการจัดการการท่องเที่ยวแบบบูรณาการ สถาบันบัณฑิตพัฒนบริหารศาสตร์ โดยมีวัตถุประสงค์ คือ 1) เพื่อศึกษาความสัมพันธ์ระหว่างการจัดการทรัพยากรมนุษย์ พนักงานที่มีความทุ่มเทมีใจต่อองค์กร และพฤติกรรมการเป็นสมาชิกที่ดีในโรงแรมห้าดาวประเทศไทย 2) เพื่อศึกษาบทบาทของความทุ่มเทมีใจของพนักงานต่อองค์กรในการส่งอิทธิพลผ่านความสัมพันธ์ระหว่างการจัดการทรัพยากรมนุษย์กับพฤติกรรมการเป็นสมาชิกที่ดีในโรงแรมระดับห้าดาวในประเทศไทย และ 3) เพื่อหาข้อเสนอแนะในทางปฏิบัติสำหรับผู้บริหารของโรงแรมในการจัดการทรัพยากรมนุษย์เพื่อให้พนักงานเกิดความทุ่มเทมีใจต่อองค์กรและส่งเสริมพฤติกรรมการเป็นสมาชิกที่ดีในโรงแรมห้าดาวประเทศไทย

ในงานวิจัยนี้ ความทุ่มเทมีใจต่อองค์กร (Employee Engagement) หมายถึง สภาพจิตใจของพนักงานรู้สึกเชิงบวกต่องานและองค์กร โดยพนักงานจะมีความกระตือรือร้น ความเต็มใจอุทิศตนและรู้สึกว่าเป็นส่วนหนึ่งของชีวิต โดยพนักงานที่มีความทุ่มเทต่อองค์กรจะมีสภาพจิตใจเชิงบวกซึ่งนำไปสู่พฤติกรรมสร้างผลงานที่ดีซึ่งเป็นประโยชน์ต่อองค์กร

พฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กร (Organisational Citizenship Behavior) ในงานวิจัยนี้หมายถึง พฤติกรรมของพนักงานที่สมัครใจหรือเต็มใจที่จะปฏิบัติงานซึ่งนอกเหนือจากที่องค์กรได้กำหนดไว้ โดยพนักงานมีความพยายามที่จะปรับปรุงผลการดำเนินงานขององค์กร พฤติกรรมเหล่านี้ยังถูกอธิบายว่าเป็นพฤติกรรมที่พยายามทำงานเกินขอบเขตของงานที่ถูกกำหนดไว้

ในการตอบแบบสอบถามฉบับนี้ ผู้วิจัยจะเก็บรักษาข้อมูลของท่านเป็นความลับ กรุณาอย่าเขียนชื่อของท่านในแบบสอบถาม ข้อมูลในแบบสอบถามจะไม่ส่งผลกระทบต่อการทำงานของท่านและขอขอบคุณทุกท่านที่ให้ความร่วมมือมา ณ ที่นี้ ถ้าท่านมีข้อสงสัยเกี่ยวกับการตอบแบบสอบถามนี้ กรุณาติดต่อ คุณพรพิมล ไชยสนธิ อีเมลล์ kik\_chaisanit@hotmail.com

ผู้วิจัย

นางสาว พรพิมล ไชยสนธิ

**ตอนที่ 1 :** ข้อมูลเกี่ยวกับลักษณะบุคคลของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย x ลงใน  ให้ตรงกับความเป็นจริงที่เกี่ยวกับตัวท่านมากที่สุด

**ข้อมูลส่วนบุคคล**

1. เพศ

ชาย

หญิง

2. สถานภาพสมรส

โสด

สมรส

หย่าร้าง

3. อายุ

น้อยกว่า 20 ปี

40-49 ปี

20- 29 ปี

50-59 ปี

30- 39 ปี

60 ปี หรือ มากกว่า

4. ระดับการศึกษา

ต่ำกว่าปริญญาตรี

ปริญญาโท

ปริญญาตรีหรือเทียบเท่า

สูงกว่าปริญญาโท

5. ระยะเวลารวมในการทำงานธุรกิจโรงแรม

1-5 ปี

11- 15 ปี

6-10 ปี

มากกว่า 15 ปี

6. ระยะเวลาในการทำงานโรงแรมปัจจุบัน

1-5 ปี

11- 15 ปี

6-10 ปี

มากกว่า 15 ปี

7. รายได้ต่อเดือน ( เงินเดือน + รายได้อื่นๆ )

น้อยกว่า 15,000 บาท

35,001– 45,000 บาท

15,000 – 25,000 บาท

มากกว่า 45,000 บาทขึ้นไป

25,001 – 35,000 บาท

8. ท่านทำงานแผนกใด

แผนกต้อนรับส่วนหน้า

แผนกการตลาดและขาย

แผนกอาหารและเครื่องดื่ม

แผนกแม่บ้าน

แผนกทรัพยากรบุคคล

แผนกบัญชี

แผนกจัดซื้อ

แผนกช่าง

อื่นๆ (กรุณาระบุ) \_\_\_\_\_

**ตอนที่ 2:** แบบสอบถามเกี่ยวกับการจัดการทรัพยากรมนุษย์ในองค์กร

**คำชี้แจง** โปรดทำเครื่องหมาย X ลงในคำตอบที่แสดงระดับความคิดเห็นที่ตรงความเห็นของท่านมากที่สุด

การจัดการทรัพยากรมนุษย์					
ข้อความ	ไม่เห็นด้วยอย่าง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
<b>การสรรหาและการคัดเลือก</b>					
1. โรงแรมของท่านให้ความสำคัญกับการสรรหาและคัดเลือกพนักงานให้เหมาะสมกับตำแหน่ง	1	2	3	4	5
2. โรงแรมของท่านมีการสัมภาษณ์หรือแบบทดสอบในการคัดเลือกผู้สมัครที่เหมาะสมกับทีมและวัฒนธรรมองค์กร	1	2	3	4	5
3. โรงแรมของท่านมีกระบวนการสรรหาและการคัดเลือกพนักงานที่ยุติธรรม	1	2	3	4	5
4. ท่านได้มีการสัมภาษณ์อย่างเป็นทางการหรือทดสอบทักษะก่อนที่จะถูกจ้างงาน	1	2	3	4	5
5. โรงแรมของท่านพิจารณาผู้สมัครภายในที่มีคุณสมบัติเหมาะสมก่อนที่จะพิจารณาจากผู้สมัครภายนอก	1	2	3	4	5
<b>การสนับสนุนการฝึกอบรม</b>					
6. การฝึกอบรมเพื่อให้พนักงานทำงานได้ดีมีความสำคัญในโรงแรมท่าน	1	2	3	4	5
7. ท่านได้รับการฝึกอบรม เพื่อเพิ่มพูนความรู้และทักษะอย่างต่อเนื่อง	1	2	3	4	5
8. ท่านมีโอกาสที่ปรึกษาเกี่ยวกับการฝึกอบรมที่ตนเองต้องการ	1	2	3	4	5
9. การฝึกอบรมที่ท่านได้รับจากโรงแรมทำให้ท่านทำงานมีประสิทธิภาพมากขึ้น	1	2	3	4	5

การจัดการทรัพยากรมนุษย์					
ข้อความ	ไม่เห็นด้วยอย่าง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
10. ท่านได้รับการฝึกอบรมที่เกี่ยวข้องกับงานที่ตนเองปฏิบัติ	1	2	3	4	5
<b>การประเมินผลปฏิบัติการ</b>					
11. ระหว่างประเมินผลปฏิบัติงาน ผู้บังคับบัญชาของท่านได้อธิบายเป้าหมายของโรงแรมและสิ่งที่คาดหวังจากท่านอย่างชัดเจน	1	2	3	4	5
12. ระหว่างประเมินผลปฏิบัติงาน ท่านสามารถมีส่วนร่วมในการกำหนดเป้าหมายและแผนงานในแผนกของท่าน	1	2	3	4	5
13. ระหว่างประเมินผลการทำงาน ผู้บังคับบัญชาท่านให้ข้อเสนอแนะที่ช่วยให้ท่านปรับปรุงการทำงานให้ดีขึ้น	1	2	3	4	5
14. ระหว่างประเมินผลการทำงาน ผู้บังคับบัญชาให้โอกาสท่าน (ผู้ถูกประเมิน) ได้แสดงความคิดเห็นต่อผลการประเมินที่ได้รับ	1	2	3	4	5
15. กระบวนการประเมินผลการทำงานในโรงแรม มีความยุติธรรมสำหรับท่าน	1	2	3	4	5
<b>การให้คำตอบแทนและสิทธิประโยชน์</b>					
16. ท่านได้รับคำตอบแทนที่ยุติธรรมจากโรงแรม	1	2	3	4	5
17. คำตอบแทนและสิทธิประโยชน์ในโรงแรมท่านสามารถสร้างแรงจูงใจในการทำงานให้ดีขึ้น	1	2	3	4	5
18. คำตอบแทนและสิทธิประโยชน์สามารถดึงดูดและรักษาพนักงานที่มีความรู้ความสามารถให้อยู่กับโรงแรม	1	2	3	4	5
19. คำตอบแทนและสิทธิประโยชน์ที่ได้รับในโรงแรมเหมาะสมกับประสบการณ์และคุณสมบัติของท่าน	1	2	3	4	5

การจัดการทรัพยากรมนุษย์					
ข้อความ	ไม่เห็นด้วยอย่าง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
20. ท่านรู้สึกพอใจกับสวัสดิการและสิทธิประโยชน์จากองค์กร เช่น กองทุนสำรองเลี้ยงชีพ ค่ารักษาพยาบาล	1	2	3	4	5
<b>การให้โอกาสในการเจริญเติบโตของพนักงาน</b>					
21. ท่านได้รับการสนับสนุนให้มีความก้าวหน้าในหน้าที่การงาน	1	2	3	4	5
22. โรงแรมท่านมีการวางแผนความก้าวหน้าทางสายอาชีพ (Career path) อย่างชัดเจน	1	2	3	4	5
23. ท่านได้รับโอกาสในการวางแผนพัฒนาตนเองในโรงแรม (Individual Development Plan)	1	2	3	4	5
24. การส่งเสริมความก้าวหน้าในการปฏิบัติงานในโรงแรมมีความยุติธรรมสำหรับท่าน	1	2	3	4	5
<b>การให้รางวัลตอบแทนและการยอมรับนับถือ</b>					
25. ผู้บังคับบัญชาและเพื่อนร่วมงานยอมรับในความรู้ความสามารถของท่าน	1	2	3	4	5
26. ผู้บังคับบัญชาให้ความไว้วางใจและมอบหมายงานสำคัญของโรงแรมให้ท่านปฏิบัติ	1	2	3	4	5
27. ท่านได้รับการเลื่อนตำแหน่งถ้ามีผลปฏิบัติงานที่ดี	1	2	3	4	5
28. ท่านได้รับคำชมหรือการยกย่องเมื่อท่านมีการปฏิบัติงานที่ดี	1	2	3	4	5
29. โรงแรมท่านมีนโยบายสนับสนุนพนักงานที่ปฏิบัติงานดีเด่นโดยมอบเกียรติบัตร หรือการให้รางวัล (employee of the month)	1	2	3	4	5
<b>การมอบอำนาจแก่พนักงาน</b>					
30. เมื่อเกิดปัญหาในการทำงาน ท่านจะได้รับโอกาสในการแก้ไขปัญหาด้วยตัวเอง	1	2	3	4	5

การจัดการทรัพยากรมนุษย์					
ข้อความ	ไม่เห็นด้วยอย่าง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
31. ท่านได้รับโอกาสให้มีส่วนร่วมในกระบวนการตัดสินใจในแผนก	1	2	3	4	5
32. ท่านมีอิสระในการตัดสินใจเลือกวิธีทำงานด้วยตัวเอง	1	2	3	4	5
33. ท่านคิดว่าท่านมีอิสระและสามารถทำงานได้โดยเสรี	1	2	3	4	5
<b>การสื่อสารภายในองค์กร</b>					
34. ท่านสามารถเข้าถึงข้อมูลต่าง ๆ ของโรงแรมที่จำเป็นสำหรับการทำงานท่านได้อย่างง่ายดาย เช่น การประชุม, อีเมล, จดหมายข่าว	1	2	3	4	5
35. ท่านสามารถแสดงความคิดเห็นและปัญหาที่เกี่ยวข้องกับการทำงานแก่ผู้บังคับบัญชาได้อย่างอิสระและง่ายดาย	1	2	3	4	5
36. ผู้บังคับบัญชาของท่านสนับสนุนให้ท่านแจ้งให้คำทราบเมื่อมีสิ่งผิดพลาดในการทำงาน	1	2	3	4	5
37. ท่านรู้สึกพึงพอใจกับฝ่ายบริหารที่ให้ข้อมูลอัปเดตต่าง ๆ ที่เกี่ยวข้องกับโรงแรมแก่พนักงาน เช่น นโยบายของบริษัท	1	2	3	4	5

**ตอนที่ 3 :** แบบสอบถามเกี่ยวกับความทุ่มเทใจต่อองค์กร

**คำชี้แจง** โปรดทำเครื่องหมาย X ลงในคำตอบที่แสดงระดับความคิดเห็นที่ตรงความเห็นของท่านมากที่สุด

ความทุ่มเทใจต่อองค์กร	ไม่เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5
<b>มีความกระตือรือร้น</b>					
38. เมื่อตื่นมาในตอนเช้า ท่านรู้สึกอยากไปทำงาน	1	2	3	4	5
39. ขณะทำงาน ท่านรู้สึกมีพลังกำลังและกระฉับกระเฉง	1	2	3	4	5
40. ขณะทำงาน ท่านรู้สึกมีพลังในการทำงานอย่างเต็มที่	1	2	3	4	5
41. ในขณะที่ทำงาน ท่านเป็นคนที่มีความมุ่งมั่น แม้ว่างานที่ทำมีบางอย่างไม่ราบรื่น	1	2	3	4	5
42. ท่านสามารถทำงานต่อเนื่องเป็นระยะเวลายาวนาน	1	2	3	4	5
<b>เต็มใจอุทิศตนให้กับงาน</b>					
43. งานเป็นแรงบันดาลใจสำหรับท่าน	1	2	3	4	5
44. ท่านรู้สึกกระตือรือร้นที่จะปฏิบัติงานที่ได้รับมอบหมาย	1	2	3	4	5
45. ท่านรู้สึกภูมิใจกับงานที่ทำ	1	2	3	4	5
46. สำหรับท่านแล้ว งานเป็นสิ่งที่ท้าทาย	1	2	3	4	5
47. ท่านรู้สึกว่างานที่ท่านทำเป็นงานที่มีคุณค่าและสำคัญ	1	2	3	4	5
<b>รู้สึกว่างานเป็นส่วนหนึ่งของชีวิต</b>					
48. ขณะทำงาน ท่านมักรู้สึกว่าเวลาผ่านไปอย่างรวดเร็ว	1	2	3	4	5
49. ท่านมักจะใจจดใจจ่ออยู่กับงานที่ท่านทำ	1	2	3	4	5
50. ขณะทำงานแล้วท่านลืมทุกสิ่งทุกอย่างรอบตัว	1	2	3	4	5
51. ท่านรู้สึกเพลิดเพลินไปกับการทำงาน	1	2	3	4	5

**ตอนที่ 4 :** แบบสอบถามเกี่ยวกับพฤติกรรมที่เป็นสมาชิกที่ดีต่อองค์กร

**คำชี้แจง** โปรดทำเครื่องหมาย X ลงในคำตอบที่แสดงระดับความคิดเห็นที่ตรงความเห็นของท่านมากที่สุด

พฤติกรรมที่เป็นสมาชิกที่ดีต่อองค์กร	ไม่เห็นด้วยอย่างยิ่ง				
	ไม่เห็นด้วย	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
<b>พฤติกรรมทำให้ความช่วยเหลือผู้อื่น</b>					
52. ท่านเต็มใจให้ความช่วยเหลือเพื่อนร่วมงาน ที่มีปัญหาเกี่ยวกับงานที่ทำ	1	2	3	4	5
53. ท่านเต็มใจช่วยเหลือเพื่อนร่วมงาน แม้จะไม่ใช่นหน้าที่ของตนเอง	1	2	3	4	5
54. ท่านให้ความช่วยเหลือแก่เพื่อนร่วมงานใหม่ แม้ว่าเขาจะไม่ได้ขอร้อง	1	2	3	4	5
55. ท่านปฏิบัติงานแทนเพื่อนร่วมงานที่ขาดงานโดยไม่ต้องร้องขอ	1	2	3	4	5
56. ท่านช่วยเหลือเพื่อนร่วมงานที่มีงานล้นมือ	1	2	3	4	5
<b>พฤติกรรมสำนึกในหน้าที่</b>					
57. ท่านปฏิบัติตามกฎระเบียบและข้อบังคับของโรงแรมอย่างเคร่งครัด	1	2	3	4	5
58. ท่านไม่พักเบรคนานเกินไป	1	2	3	4	5
59. ท่านเป็นหนึ่งในพนักงานที่มีจิตสำนึกและซื่อสัตย์ต่อโรงแรม	1	2	3	4	5
60. ท่านมาทำงานตรงตามเวลา	1	2	3	4	5
<b>พฤติกรรมความอดทนอดกลั้น</b>					
61. เมื่อถูกตำหนิจากการปฏิบัติงานแล้ว ท่านมักจะนำมาพิจารณาและแก้ไขโดยไม่บ่น	1	2	3	4	5

พฤติกรรมที่เป็นสมาชิกที่ดีต่อองค์กร	ไม่เห็นด้วยอย่างยิ่ง				
	ไม่เห็นด้วย	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
62. ท่านมีความตั้งใจที่จะปรับปรุงการทำงาน มากกว่าที่จะวิจารณ์หรือบ่นเกี่ยวกับโรงแรม	1	2	3	4	5
63. ท่านพยายามปฏิบัติหน้าที่อย่างดีที่สุด แม้ว่าจะมีปัญหาอุปสรรคก็ไม่เกิดความท้อแท้	1	2	3	4	5
<b>พฤติกรรมคำนึงถึงผู้อื่น</b>					
64. ท่านคำนึงถึงการกระทำของตนเองที่อาจเกิดผลกระทบต่อเพื่อนร่วมงาน	1	2	3	4	5
65. ท่านพยายามหลีกเลี่ยงไม่สร้างปัญหาให้กับเพื่อนร่วมงาน	1	2	3	4	5
66. ท่านให้เกียรติและปฏิบัติต่อเพื่อนร่วมงานเท่าเทียมกัน	1	2	3	4	5
67. ท่านไม่ละเมิดสิทธิของเพื่อนร่วมงาน	1	2	3	4	5
68. ท่านยอมรับฟังความคิดเห็นของเพื่อนร่วมงานเพื่อนำมาปรับปรุงการงานให้ดีขึ้น	1	2	3	4	5
<b>พฤติกรรมทำให้ความร่วมมือ</b>					
69. ท่านเต็มใจเข้าร่วมกิจกรรมต่างๆที่โรงแรมจัดขึ้น	1	2	3	4	5
70. ท่านเข้าร่วมประชุมและมีส่วนร่วมแสดงความคิดเห็นในที่ประชุม	1	2	3	4	5
71. ท่านติดตามข่าวสารความเคลื่อนไหวของโรงแรม เช่น กระดานข่าวสาร หรือ ประกาศต่างๆจากโรงแรม	1	2	3	4	5
72. เมื่อเกิดปัญหาในโรงแรม ท่านมักจะแสดงความคิดเห็นเพื่อแก้ไขด้วยความเต็มใจ	1	2	3	4	5

ข้อเสนอแนะที่เป็นประโยชน์ต่อการจัดการทรัพยากรมนุษย์เพื่อให้พนักงานมีความทุ่มเทมีใจ  
และพฤติกรรมความเป็นสมาชิกที่ดีต่อองค์กรในอุตสาหกรรมโรงแรมไทย

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ขอขอบพระคุณเป็นอย่างสูงในความกรุณาของท่านในการตอบแบบสอบถามในครั้งนี้ 😊

## **APPENDIX C**

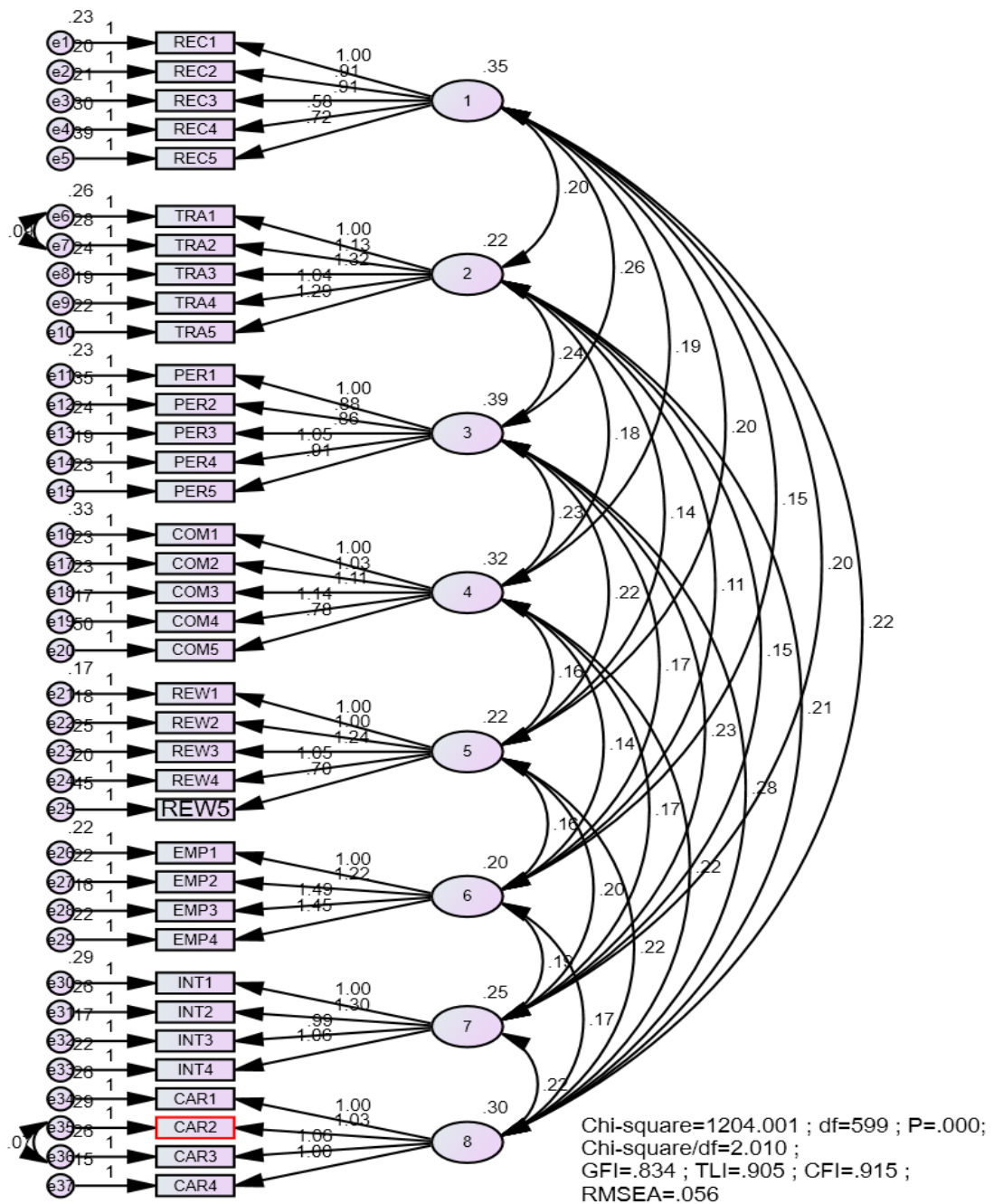
### **INTERVIEW**

<b>Demographic and Work Experience</b>
Please indicate your job position, your tenure with this hotel, educational background, and age. Can you briefly describe what you do at work?
<b>The practical suggestions for hotel practitioners to improve the HRM practices for employee.</b>
Which HRM practices would be used for employee engagement to enhancing organizational citizenship behavior in your organization regarding to 8 factors, and please explains; <ul style="list-style-type: none"><li>- Recruitment and Selection</li><li>- Training Support</li><li>- Performance Appraisal</li><li>- Compensation and Benefit</li><li>- Career Opportunities</li><li>- Reward and recognition</li><li>- Empowerment</li><li>- Internal Communication</li></ul>

## APPENDIX D

### INDIVIDUAL MEASUREMENT MODEL TEST

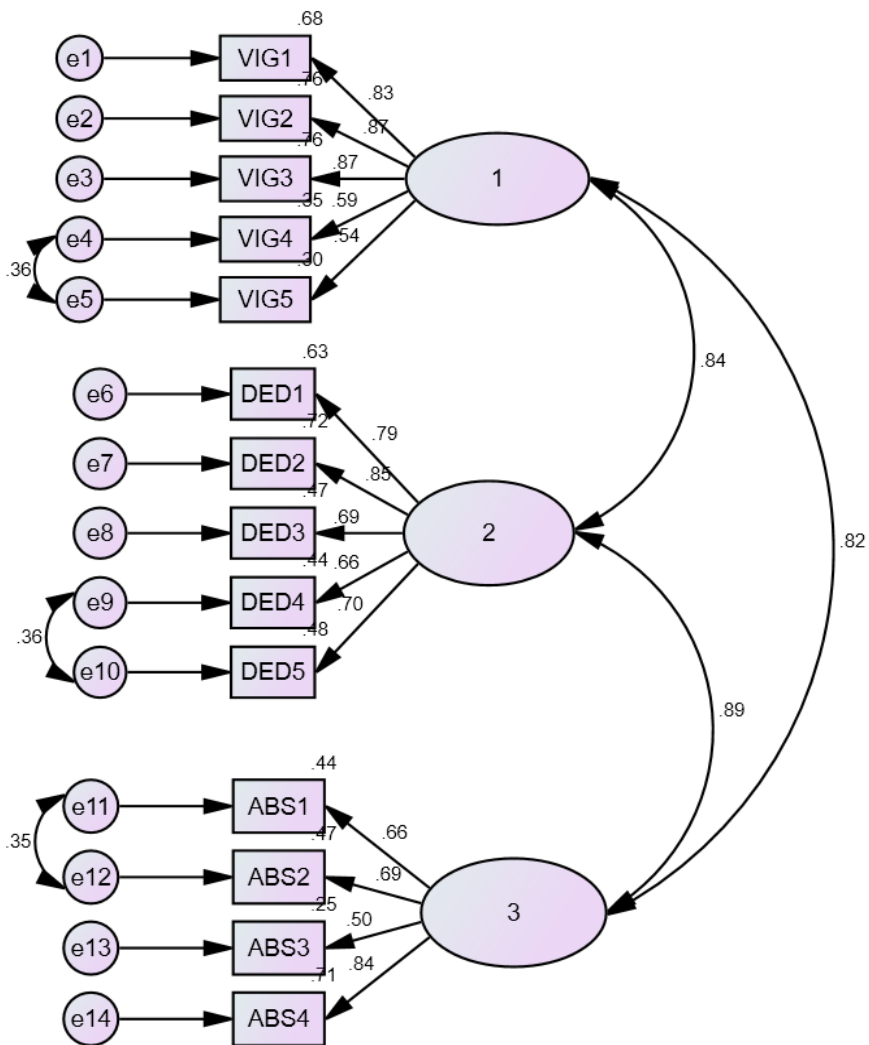
Employee Perceptions of HRM practices



## APPENDIX E

### INDIVIDUAL MEASUREMENT MODEL TEST

Employee Engagement

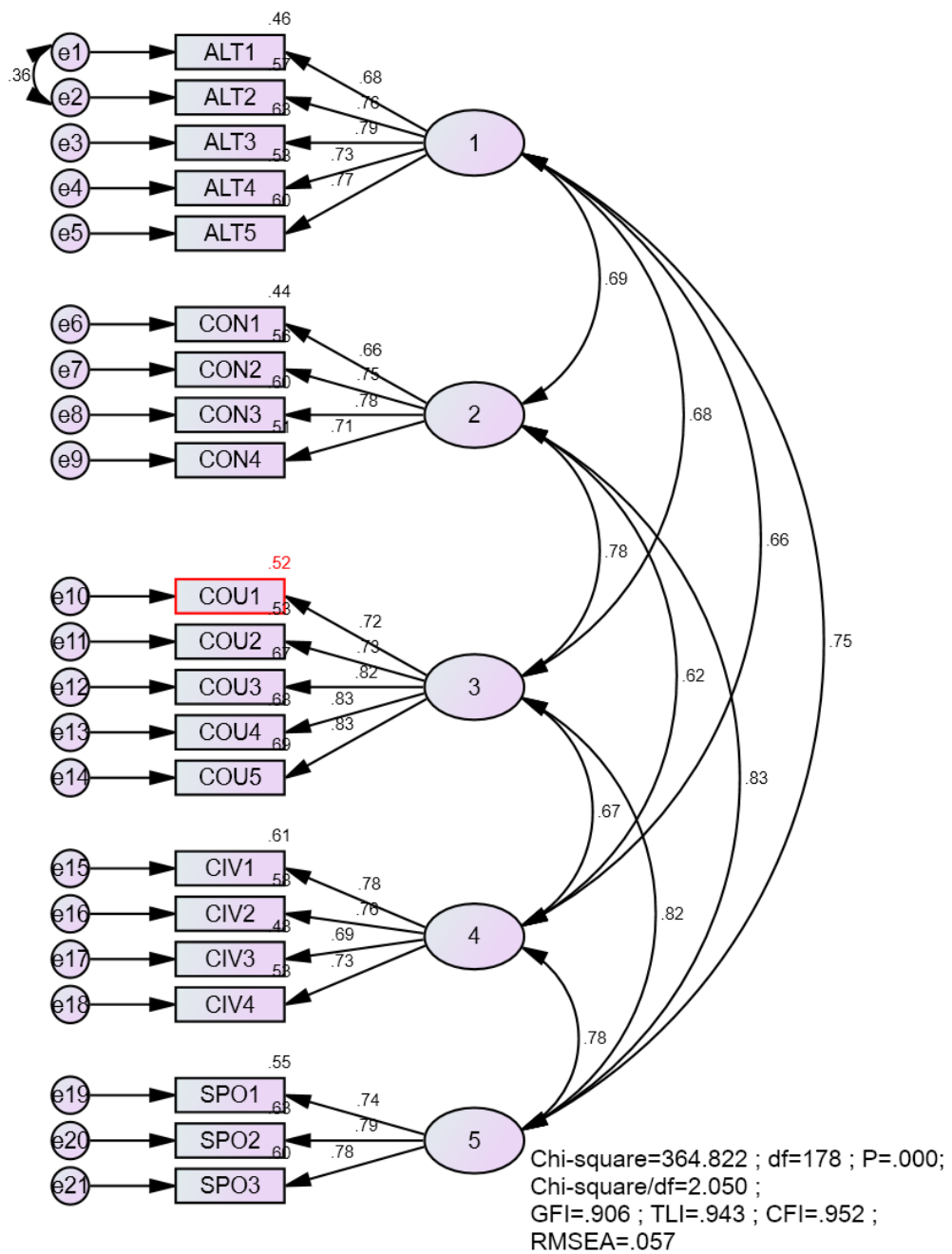


Chi-square=212.699 ; df=71 ; P=.000;  
 Chi-square/df=2.996 ;  
 GFI=.911 ; TLI=.932 ; CFI=.947 ;  
 RMSEA=.078

## APPENDIX F

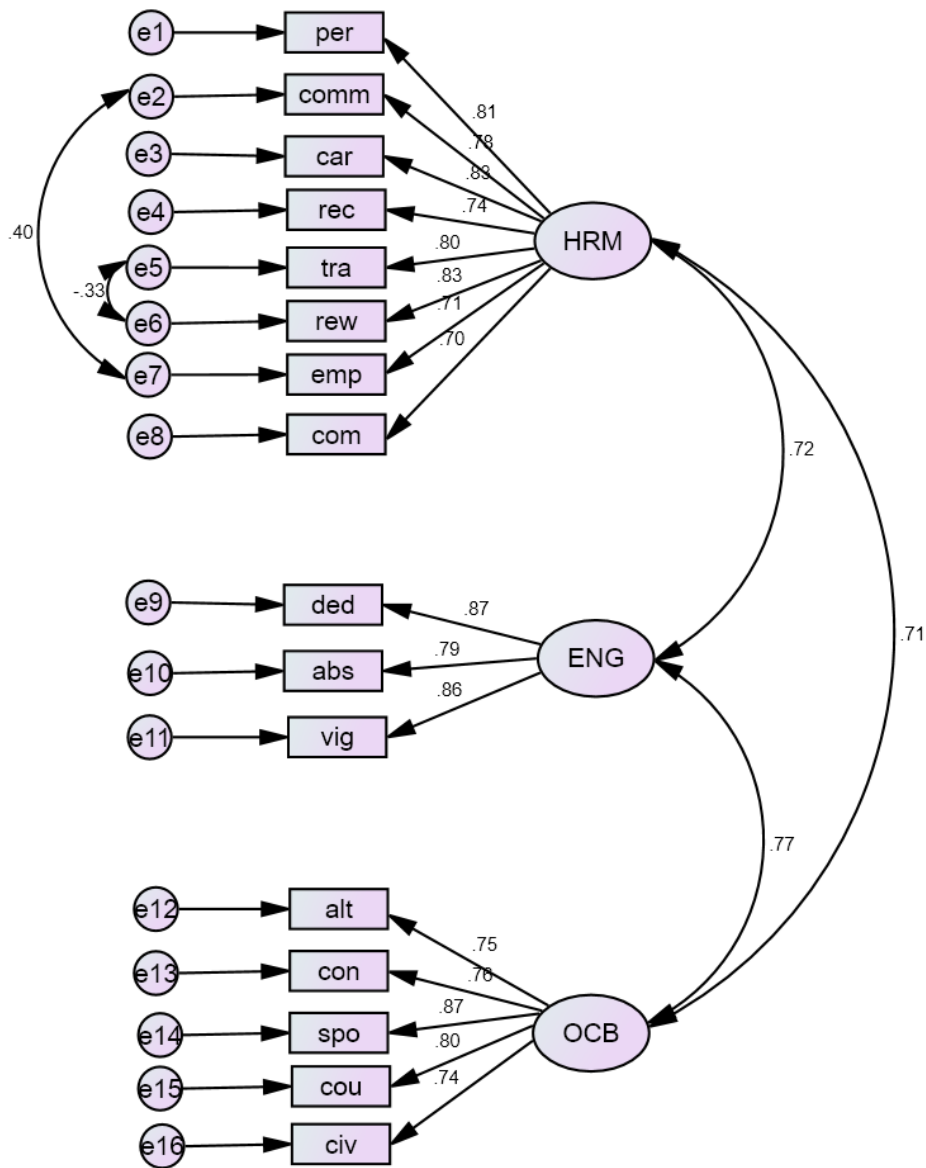
### INDIVIDUAL MEASUREMENT MODEL TEST

Organisational Citizenship Behavior



## APPENDIX G

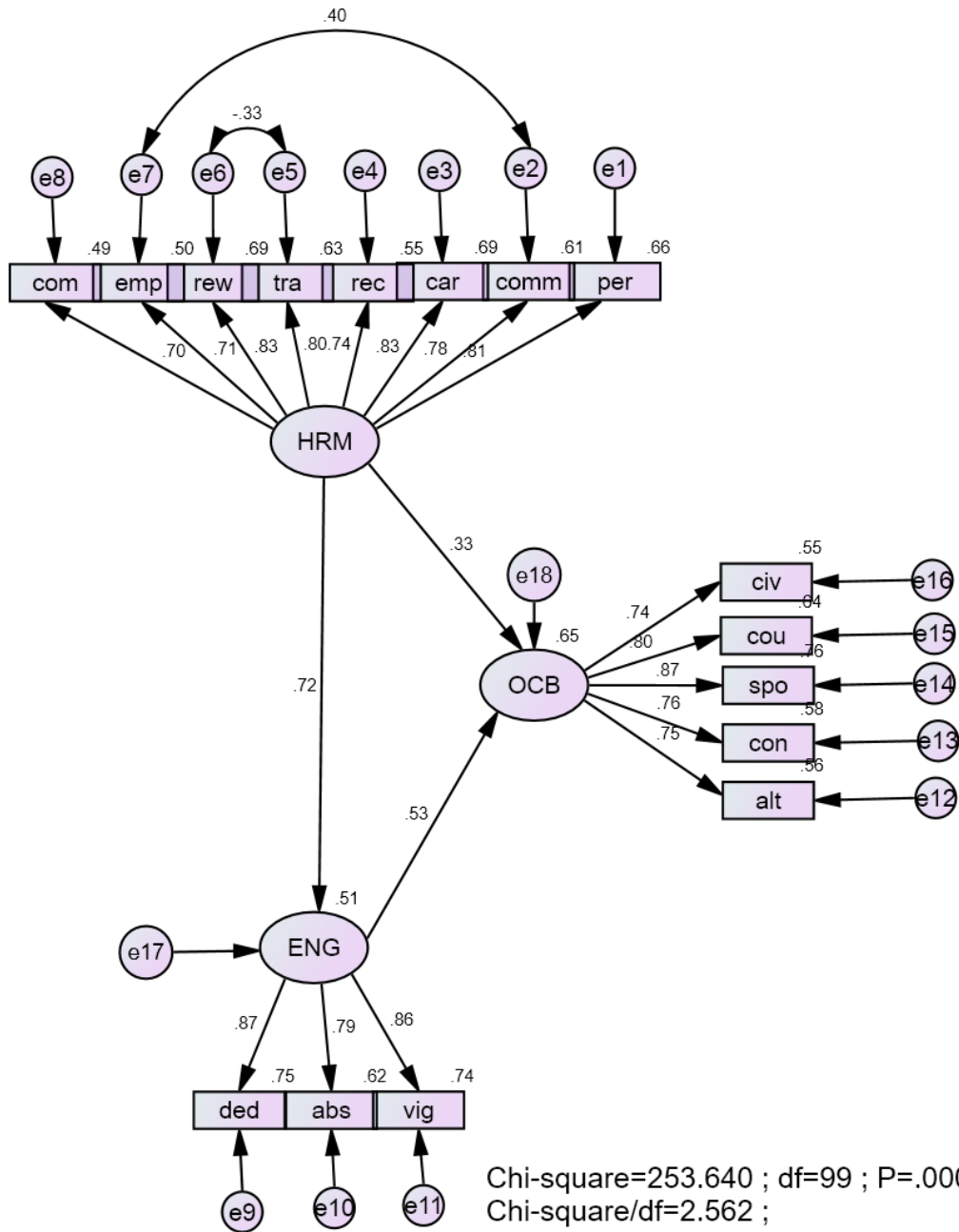
### OVERALL MEASUREMENT MODEL TEST



Chi-square=253.640 ; df=99 ; P=.000;  
 Chi-square/df=2.562 ;  
 GFI=.910 ; TLI=.948 ; CFI=.957 ;  
 RMSEA=.069

## APPENDIX H

### STRUCTURAL EQUATION MODELING TEST



Chi-square=253.640 ; df=99 ; P=.000;  
 Chi-square/df=2.562 ;  
 GFI=.910 ; TLI=.948 ; CFI=.957 ;  
 RMSEA=.069

**APPENDIX I**  
**LISTED OF FIVE STAR HOTELS**

<b>No.</b>	<b>Hotel</b>	<b>City</b>
1	AETUS LUMPINI	BANGKOK
2	AMARI ORCHID PATTAYA (OCEAN TOWER)	CHONBURI
3	AMARI WATERGATE BANGKOK	BANGKOK
4	ANANTARA BANGKOK RIVERSIDE RESORT & SPA	BANGKOK
5	ANANTARA BOPHUT RESORT & SPA	SURATTHANI
6	ANANTARA CHAINGMAI RESORT & SPA	CHIANG MAI
7	ANANTARA LAWANA RESORT & SPA	SURATTHANI
8	ANANTARA RESORT & SPA GOLDEN TRIANGLE	CHIANGRAI
9	ANANTARA SI KAO RESORT	TRANG
10	BANYAN TREE BANGKOK	BANGKOK
11	BHUNDHARI SPA RESORT & VILLAS SAMUI	SURAT THANI
12	CENTARA GRAND AT CENTRAL PLAZA LADPRAO	BANGKOK
13	CENTARA GRAND AT CENTRAL WORLD	BANGKOK
14	CENTARA GRAND BEACH RESORT & VILLAS HUA HIN	PRACHUAP KHIRI KHAN
15	CENTARA GRAND BEACH RESORT & VILLAS KRABI	KRABI

No.	Hotel	City
16	CENTARA GRAND BEACH RESORT PHUKET	PHUKET
17	CENTARA GRAND BEACH RESORT SAMUI	SURAT THANI
18	CONRAD BANGKOK HOTEL	BANGKOK
19	DHEVAN DARA BEACH VILLA KUIBURI	PRACHUABKHIRIKHAN
20	DHEVAN DARA RESORT & SPA HUAHIN	PRACHUAP KHIRI KHAN
21	DUSIT D2 CHIANG MAI	CHIANGMAI
22	DUSIT ISLAND RESORT	CHIANG RAI
23	DUSIT THANI BANGKOK	BANGKOK
24	DUSIT THANI HUA HIN	PETCHBURI
25	DUSIT THANI LAGUNA PHUKET	PHUKET
26	DUSIT THANI PATTAYA	CHON BURI
27	GARDEN CLIFF RESORT	CHONBURI
28	INTERCONTINENTAL BANGKOK	BANGKOK
29	INTERCONTINENTAL HUA HIN RESORT	PRACHUAPKHIRIKHAN
30	JW MARRIOTT PHUKET RESORT & SPA	PHUKET
31	MAI SAMUI BEACH RESORT & SAMUI	SURATTHANI
32	MAIKHAO DREAM RESORT & SPA, NATAI PHANG NGA	PHANG NGA
33	MAIKHAO DREAM VILLA RESORT & SPA MAIKHAO BEACH	PHUKET
34	MELATI BEACH RESORT AND SPA	SURATTHANI
35	METROPOLITAN BANGKOK HOTEL	BANGKOK
36	PARADEE RESORT	RAYONG
37	PATHUMWAN PRINCESS HOTEL	BANGKOK

No.	Hotel	City
38	PATTAYA MARRIOT RESORT & SPA	CHONBURI
39	PHUKETGRACE LAND RESORT & SPA	PHUKET
40	PIMALAI RESORT & SPA	KRABI
41	PULLMAN BANGKOK KING POWER	BANGKOK
42	PULLMAN KHON KAEN RAJA ORCHID	KHONKAEN
43	RAMADA PLAZA BANGKOK MENAM RIVERSIDE	BANGKOK
44	RATILANNA RIVERSIDE SPA RESORT	CHIANGMAI
45	RAVINDRA BEACH RESORT & SPA	CHON BURI
46	RAYAVADEE	KRABI
47	ROYAL CLIFF BEACH RESORT	CHONBURI
48	ROYAL MUANG SAMUI VILLAS	SURATTHANI
49	ROYAL ORCHID SHERATON HOTEL & TOWERS	BANGKOK
50	SEA PEAR VILLAS PHUKET	PHUKET
51	SHANGRI - LA HOTEL BANGKOK	BANGKOK
52	SHANGRI-LA HOTEL CHIANGMAI	CHIANGMAI
53	SHERATON GRANDE SUKHUMVIT	BANGKOK
54	SHERATON HUA HIN RESORT & SPA	PHETCHABURI
55	SHERATON KRABI BEACH RESORT	KRABI
56	SOFITEL SO BANGKOK	BANGKOK
57	SRI PANWA PHUKET	PHUKET
58	SWISSOTEL LE CONCORDE BANGKOK	BANGKOK
59	THE GRAND FOUR WING CONVENTION HOTEL	BANGKOK
60	THE SUKHOTHAI BANGKOK	BANGKOK
62	THE SUKOSOL	BANGKOK
63	THE SURIN PHUKET HOTEL	PHUKET
64	THE ZIGN HOTEL	CHON BURI

<b>No.</b>	<b>Hotel</b>	<b>City</b>
65	V VILLAS HUA HIN	PRACHUAP KHIRI KHAN
66	VIE HOTEL BANGKOK	BANGKOK

**Source: Thai Hotel Association and Department of Tourism (2016)**

## **BIOGRAPHY**

### **NAME**

Miss Pornpimol Chaisanit

### **ACADEMIC BACKGROUND**

Bachelor Degree in Business Administration  
From Khon Kean University in 2001

Master Degree in International Management  
From Exeter University in U.K in 2003

Master Degree in International Hospitality and  
Tourism Management from Oxford  
Brookes University in U.K in 2005

### **PRESENT POSITION**

Lecturer at School of Management  
Mae Fah Luang University, Chiang Rai  
Thailand

Experiences Cluster Revenue Manager at  
Marriott, Thailand in 2007