GUIDELINES FOR PROMOTING HOTEL EMPLOYEE ENGAGEMENT BY USING COMPENSATION, BENEFIT AND REWARDS SYSTEM

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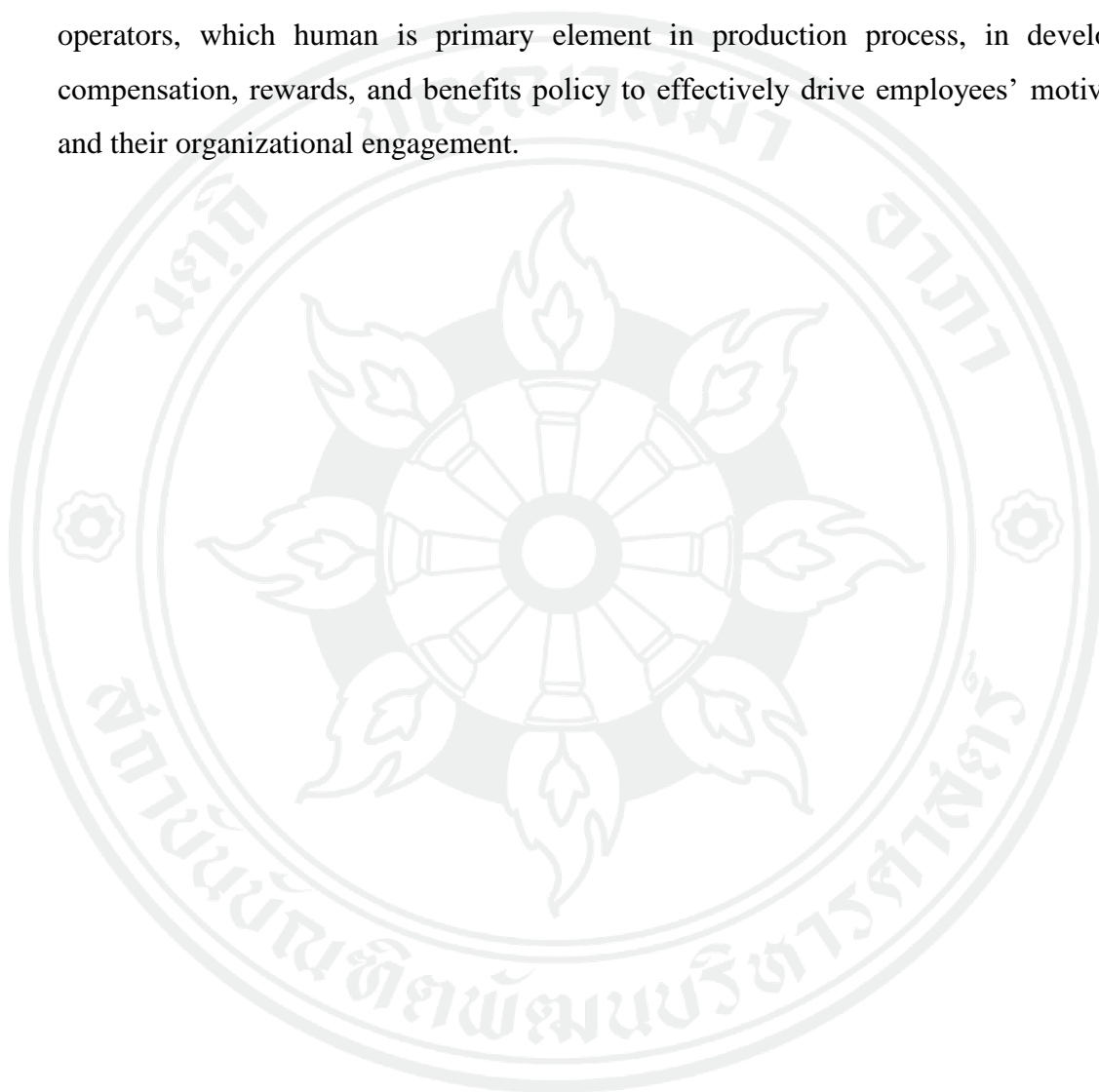_____/_____/_____

ABSTRACT

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Author	Yaowapha Neeyakorn
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The current research sought to identify the factors associated with hotel employees' motivation, specifically in relation to compensation, benefit and rewards system and to explain the ways their motivation affects their organizational engagement. It was anticipated that the findings can be used to develop guideline for promoting hotel employee engagement by using compensation, benefit and rewards system.

The research applied qualitative research method by using the semi structured in-depth interviews with a total of 20 hotel employees who were currently working in a four stars hotel located in Bangkok, Thailand. They represented hotel employees of three departments; front office, housekeeping and food and beverage. The qualitative data was analyzed by triangulation method which specifically to compare and cross-checking the data from the hotel employees from three different departments and from five different four stars hotels. The results were constructed and explained by following three major theories; Super (1957)'s career development theory, Generation theory and Herzberg (1959)'s two factors theory.

The research findings identified various factors affecting the hotel employees' work motivation including salary, service charge, working hours, useful feedback from supervisors or managers, good teamwork and colleagues. The research also stressed that these factors were perceived to be more or less important depending on the age and career development stages of the employees. In addition, the findings revealed that compensation, benefit and rewards system could have either positive or negative impacts on the employees which subsequently affected their work motivation and organizational engagement.

Thus, the research findings suggest that when hotel business develop compensation, benefit and rewards system in order to promote employee engagement, the hotel management should recognize the importance of employees' career development stages that influence their expectations about their jobs and organization. Nevertheless, the findings are applicable for hotel business management and other service business operators, which human is primary element in production process, in developing compensation, rewards, and benefits policy to effectively drive employees' motivation and their organizational engagement.

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Tourism is one of the most important industries for Thailand's economy. According to the World Tourism Organization (WTO) reported that a number of tourists will increase from 565 million in 1995 to 1,561 million in 2020 and 45% is made up by European tourists. For Thailand, it was reported that in 2010, there was about 15.93 million international tourists visited Thailand and increased by 12.63 % in the following year (Ministry of Tourism and Sports, 2011). These tourists have generated demand for goods and services and since tourism industry consists of different businesses including hotels, foodservice operators, souvenir shops, car rental services. These businesses provide great employment opportunity which subsequently it promotes economic growth at tourism destinations in different parts of Thailand. Specifically, hotel business plays important role in tourism industry as it is essential facility for tourists while they are away from home. Due to the increase of tourists internationally and nationally, hotel business operators have develop their businesses by offering different types of facilities ranging from budgeted hotel to luxurious one, in order to accommodate demands and expectations of a vast groups of tourists. However, hotel business in Thailand has been experiencing skilled employee shortage. This is due to high labor turnover which it could considerably affect long-term hotel business operation because these skilled employees can help the business generate revenue and profits. Thus, the higher labor turnover is meant the more negative impact on the hotel business operations (Chaoprasert, 2005).

High labor turnover among hotel employees has been discussed by several literatures. Churin (2009) investigated hotel labor shortage in Thailand context and suggested that high labor turnover is one of the major problems faced by hotel business operators since high labor turnover rate is found among both managerial and

operational employee levels. In addition, Hewitt Associates (Thailand) Co., Ltd., a global consulting firm of human resources reported that in 2012, the turnover rate of the hotel business in Thailand expects to be increased from15% to 21% which is 8% higher than other industries (Limyothin, 2012). Furthermore, Christophe Le Sean, the vice president of Human Resources of Accor Hotels' Southeast Asia and the North Eastern region suggested that by 2027, Accor Hotels in Thailand would need another 1,500 employee more but it is challenging for him to meet that target number since high skilled hotel employees in some work areas; for example, room attendants, chefs and hotel receptionists has still been under number for current labor market demand. Previous studies suggested several reasons for hotel business experiencing high labor turnover. These included hotel employees did not receive a good care from their organization (Hackman & Suttle, 1977), low quality of work life and unsatisfied with their working environment especially with work colleagues ((Layer, Karwowski, & Furr, 2009), (Koonmee, Singhapakdi, Virakul, & Lee, 2010). Specifically, Kandasamy and Ancheri (2009) pointed out that high labor turnover rate also affects operational cost associated with recruitment and training process. On the other words, the higher labor turnover, the higher operational cost is likely to be. Thus, in order to reduce the operational cost hotel organization should pay more attention on employees' quality of work life as the more they are satisfied with it, the more likely they will continue to work in organization. To reduce hotel labor turnover, despite previous studies investigated different reasons for hotel employees to leave their jobs; understanding of hotel employees' motivation can be meaningful approach to help organization develop a system which can increase their level of organization engagement and reduce hotel labor turnover rate. For hotel employees, compensation, rewards and benefits offered by the organization can play significant impact on hotel employees' working motivation and their engagement. Hotel business is labor intensive business because hotel services are largely performed by human and hotel employees are often required to work long hour and shiftwork. As a result, many hotel business operators consider their compensation, rewards and benefits policy to be flexible and adaptable to local business environment conditions and current employees (Simakru, 2010). Consequently, by implementing flexible compensation, rewards, and benefit system that recognize

employee needs can lead to positive impact on their working motivation and engagement (J. Greenberg, 1990).

1.2   Statement of research problem

As has mentioned that compensation, rewards and benefits system can have impact on employee motivation and engagement.   However, research investigating these issues within hotel business in Thailand has been limited. It is crucial to explore compensation, rewards, and benefits practices and investigate the impacts of such practices on employees' motivation and engagement. The findings will give better understanding of compensation, rewards and benefit practices and can be useful for a long-term human resource management of hotel business in Thailand.

1.3   Research question

The current research sought to gain understanding of compensation, rewards, and benefits practices and to develop guideline for promoting employees' engagement with one main research question that;

"How can compensation, benefits and rewards be used to promote employee engagement in hotel business?"

To answer the question, the researcher used qualitative approach to investigate the research question with employees from four star hotels located in Bangkok, since it was reported the tendency of employment flow in Bangkok are increasing every year (Limyothin, 2012).

1.4   Objectives

1) To identify factors influencing motivation of the hotel employees in different career stages.

2) To describe motivation of the hotel employees in different career stages.

3) To explore the roles of motivation, compensations, benefit and rewards affect the hotel employees' engagement.

4) To explain the influences of compensations, benefit and rewards system to promote employee engagement in the hotels business.

1.5   Contributions to Knowledge

Industry perspectives

The findings of the current research can provide better understanding of hotel employees' motivation that affect their work performance and organization engagement. Specifically, the hotel management will recognize the importance of the fact that employees have different expectations about their jobs at different career stage of their life. Thus, the findings can be applicable for hotel business management and other service business operators, which human is primary element in production process, in developing compensation, rewards, and benefits policy to effectively motivate their employees and subsequently help reduce high labor turnover in the business.

Academic perspectives

The research findings provide two major academic perspectives. First, the findings extend the theoretical knowledge of career development and motivation theories which are relevant to hotel employee context. This theoretical knowledge can be used by academic professionals for further research in career development and employee motivation in hotel and other service industries. Second, the research findings can be useful for educational professionals in designing and developing hotel management curriculum which recognize the importance of the hotel employees' motivation and how their motivation subsequently influence their level of organizational engagement. Particularly, the findings provide guideline to fulfill the employees' desire at their different career stages and subsequently results to their higher level of organizational engagement.

1.6   Scope of the Study

The development of Reward system for employee retention in hotel has 5 dimensions of limitation.

1. Text limitation: This dimension has 3 sub-dimensions.

   1.1 Current situation of hotel employee s' efficiency in 5 aging periods, problems in each period, policy and welfare

   1.2 Hotel employee's requirement data

   1.3 Data of hotel employee's payment system.

2. Population: The population of this research is hotel employee s' in Front office department Food and Beverage Department and Housekeeping Department.

3. Time: The research will be conducted from January 2015 to August 2017.

4. Location: Locations will be 4 stars' hotels in Bangkok.

1.7   Definitions

1. Employee engagement refers to level of recognition, (Cognitive) emotions, (Emotional) and behavior, (Behavior) and being member of organization are expressed by employee (Steers, 1977).

For this research, in this research, engagement means the employees' feeling of the bond between themselves and the hotels they are working for, fond of jobs, immersion to the organization, dedicate and devote themselves to their responsibilities and task, and no intention to leave organization.

2. Motivation refers to level of employee intention to stay working in organization and their motivation can be derived by provision of compensations, benefit and rewards system (Pasztor & Valent, 2016 p 127).

3. Compensations, benefit and rewards system defines as organization tools to promote employees' engagement (Vance, 2006).

4. Hotel employee refers operational employee level who play important roles in hotel business operation (Yang, 2010). In this current research will specifically focus on operational employee from Front Office Department (front office

receptionist), Food and beverage department (restaurant servers) and housekeeping department (room attendants) of four stars hotels located in Bangkok, Thailand.

1.8   Summary of Chapter One

This chapter provides an overview of the proposed research. It presents research problem relating compensation, rewards, and benefits practices and the impacts of such practices on employees' motivation and engagement. Then, research question and main objectives for conducting the current research are presented. It also underlines the contribution of the research to knowledge which the research findings will be applicable for both industry and academic perspectives. The chapter concludes with research limitations and definitions of the current research. In the next chapter, Chapter 2 will present the literature reviews on concepts and theories relating compensation, rewards and benefits contributed to organizational engagement in the hotel's business.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will present literature reviews relating the current research in developing guidelines for promoting hotel employee engagement by using compensation, benefit and rewards system. This chapter is presented in the following sections;

2.1 Introduction

2.2 An overview of a hotel employee in Thailand

2.3 Understanding employees' motivation

    2.3.1 Concepts of motivation

    2.3.2 Motivation theories

    2.3.3 Employees' motivation and organization

2.4 Understanding organizational engagement

    2.4.1 Definitions of organizational engagement

    2.4.2 Role and importance of organizational engagement

    2.4.3 Theoretical explanations for employee differences in organization

2.5. Compensation, benefit and rewards system and employee engagement

    2.5.1 Concepts and roles of CRB

    2.5.2 Types of CRB

    2.5.3 Compensation, benefit and rewards system practices in the organization

2.6 Proposed research framework

    2.6.1 Background and research problem statement

    2.6.2 Previous research on employee engagement

    2.6.3 The theoretical approaches of the current research

2.7 Summary of Chapter Two

2.2   An overview of hotel employees in Thailand

Hotel business plays important roles in driving tourism industry of Thailand. It was reported that in 2010, there were about 15.93 million international tourists visited Thailand and increased by 12.63 % in the following year (Ministry of Tourism and Sports, 2011). These tourists have generated demand for goods and services and since tourism industry consists of different businesses including hotels, foodservice operators, souvenir shops, car rental services. These businesses provide great employment opportunity which subsequently promotes economic growth at tourism destinations in different parts of Thailand. Specifically, hotel business plays an important role in the tourism industry as it is an essential facility for tourists while they are away from home. Due to the increase of tourists internationally and nationally, hotel business operators have developed their businesses by offering different types of facilities ranging from budgeted hotels to luxurious ones to accommodate demands and expectations of a vast group of tourists. However, the hotel business in Thailand has been experiencing a skilled employee shortage. Table 1 shows different types of hotel jobs and some employees for each type of job. According to Table 1, a total of 244,318 people working in hotels business across the country and more than half of employees are working at the operational level. Interestingly, the hotel employee turnover rate is ranged from 60% -300%.

Table 2.1 Hotel employee classified by types of employment (National Statistics

Office, Ministry of Digital Economy and Society, 2014)

Type of worker	No.	Percent
Total	244,318	100
Unpaid Worker	12,790	5.2
Employee	231,528	94.8
- Management	12,312	5.3
- Head of Division	20,694	7.2
- level technique	73,744	31.9
- Operation	128,778	55.6

Several reasons explain this high turnover rate in the hotel business. Firstly, hotel job characteristics that are shift work, unfixed working hour and day-off, which some employees may not be about to cope with (Gray & Liguori, 2003). Secondly, the hotel business is human labor-intensive business, and it requires a specific type of people to work. According to the Association of Thai Travel Agents (2014) suggests that people who work in the tourism industry should have five personal attributes.

1. A good relationship person refers to someone who easily gets along with other people and with all classes of people. They can make an impression with whomever they meet and can build relationships with others. They are optimistic and sincere. This kind of people must be a person with a positive attitude at all times and able to show sincerity through interactions between individuals surrounded them. They are also cheerful and friendly to other people in the society.

2. A good personality person refers to a person who can express good manners, gestures, and polite verbal expresses.

3. A good knowledgeable person refers to someone who pays attention to details and open-minded for learning new things.

4. A person who is initiating an effective way of communication to others which refers to the person who can use appropriate manner and convey the clear meaning.

5. A person who has a passion for the job means a person who is enthusiastic and strives to learn or work, which what they learn will help them progress in their job. Their competencies will be increased according to how much they learn. With more work experience they can be more pleasant to work.

Accordingly, employees in the tourism industry including hotel business should be a service-minded person with good at interpersonal skills. Thus, hotel employees who have other personal attributes may find it difficult to continue working in this business.

Finally, many hotel business operators rely their businesses on the tourism industry which some tourists are generally fluctuated by the seasonality of tourism destinations. Thus, hotel business operators have to adjust some employees by adding or reducing them in responding to high season or low season periods.

It is suggested that high labor turnover rate in hotel business has impacts on both organization and employee perspectives. For the organization, high labor turnover rate results in the high operational cost which involves employee replacement process. For the employee, it has psychological impacts on current employees due to lost work colleagues and takes more workload which organization is looking for a new employee. Subsequently, this can potentially affect the quality of existing employee work performances and service quality to the hotel's guests. Consequently, the hotel industry has paid attention to developing human resource management policy that can effectively motivate employees to continue working in an organization.

2.3 Understanding employees' motivation

This section presents different dimensions of motivation which help to understand what drive employee to continue working in the organization.

2.3.1 Concepts of motivation

Motivation has been described as a condition that drives individuals to behave or take action (Domjan, 1999) and they are likely to continue behaving in order to meet their desired goals. Motivation can be from various sources. It concludes (1) interest

which makes people pay attention to different things as they have different interest, (2) needs which make people do different things as well as the level of the desired achievement, (3) values which is something or can be the target that people value or consider as it is important to their lives and generate the power and give direction to do activities to achieve the objective as they believe, (4) attitude which drives people to believe or feel towards things around them, (5) desires or ambitions which is the determination or desire something such as success, money, and fame; for those who have strong ambition or desire, they will have a strong determination to achieve their goal, and (6) temptation which drives people to do to satisfy themselves. These sources of motivation also affect individuals' expectation. The expectation is defined as the evaluation of thought, favorite, conscious, and awareness (O'Grady, 1921). Individuals' expectation relates to the experience of the person. It was because of the feeling, preference, and the expectation of anything they want. This was used as the standard for measuring the expectations, needs, and preference of each person (De Cecco, 1967). Therefore, it can be seen that motivation is completed since these sources of motivation influence human behavior.

Understanding human motivation is important issue in organization management since human behavior tends to influence motivation. For example, the employees with high work achievement goal, they will express willingness to learn new tasks, and when they struggle with work, they tend to find ways to overcome and accomplish the (Burns & Domjan, 1996). On the other hand, the employee with rewards seeking, they tend to look for something in return for their actions, for example, praised by the employer and good incentives (Van Eerde, 1996). Therefore, by understanding the motivation of the employee will help management to identify what drives will affect their working behavior and predict their work performance.

2.3.2 Motivation theories

Psychologists divide motivation into two categories: intrinsic and extrinsic motives. Intrinsic motives refer to the motives that are driven by within the person. These include, for example, attitude, thought, interest, intention, life value, and satisfaction, etc. Extrinsic motives refer to the motives that are driven by the

environment surrounding the person. These include, for example, good incentives provided by the employer, social interactions and culture where that person lives.

There are many motivation theories to help understand human behavior. There are three theories will be presented since they have been commonly used in managing employees in the organization, which are Maslow's Hierarchy of Need, Clayton Alderfer's ERG Theory, and Herzberg's Two Factor Theory.

1. Maslow's Hierarchy of Needs (Maslow, 1954)

Maslow was psychologists of humanism. His hierarchy of needs theory proposes that human has a hierarchy of needs. At the earlier development of the theory, it proposed five stages of human needs. Then later it added another two stages of human needs. These stages are as follows:

Stage 1 Physical needs

Stage 2 Safety needs

Stage 3 Belongingness and Love Needs

Stage 4 Esteem Needs

Stage 5 Need to Know and Understand

Stage 6 Aesthetic Needs

Stage 7 Self-Actualization Needs

Maslow explained that in general human has different hierarchical stages of needs. However, individuals will normally progress from one to another stage by being satisfied with their stage 1 first, then proceed to the next stage consecutively.

The notions of Maslow' hierarchy of needs has been used in different areas including employee management. In a management context, Maslow' hierarchy of needs is relevant employees. For examples, when employees are given low wages (stage 1: wages to pay for physical needs), they are felt insecure about the job and may look for new one (stage 2: job security). Such a condition, the employees may perceive that the management does not concern about their welfare as a member of the organization (stage 3: a sense of organization belonging), then they are still working in an organization, but may be less concern about the organization (stage 4: low self-esteem as organization member). They may potentially later be less motivated to learn new knowledge and develop themselves (stage 5, 6 and 7: employees feel unsatisfied

with their work and organization and later may not produce good work performance). It can be seen that Maslow's hierarchy of needs provides a development guideline to understand various factors that can affect the level of employees' work satisfaction and consequently have an impact on organizational productivity.

2. Clayton Alderfer's Existence, Relatedness, and Growth (ERG THEORY)

Clayton Alderfer developed ERG by based on notions of Maslow's hierarchy of needs. While Maslow proposed that human needs can be classified into seven stages, Alderfer's ERG classified human needs into three basic needs. First, existence needs which refer to needs for living including needs for food, water, shelter, physical safety. Second, relatedness needs which refer to social and external esteem including social interaction with people, social acceptance, good relationship with work colleagues. Third, growth needs refers to individuals want to be a success in their life including being praised by others, life progress and career success.

3. Herzberg's Two Factor Theory. Herzberg (Herzberg & Mausner, 1959) is a psychologist, who committed to research in work motivation. His works were received attention from academic and industry practices especially in 1996 to 1968. He questioned how to motivate people to work well. He proposed that it is true that workers are not satisfied with low wages and thus, they are not prepared to work hard. However, he pointed out giving high wage does not always make employees work harder than they are currently doing. As a result, money does not seem to be the ultimate goals for every worker, but the level of individuals' satisfaction affects their motivation at work. Accordingly, Herzberg's theory proposed two factors influencing employees' satisfaction at work which are motivator factors, and hygiene factor.

1) Motivator factors refer to factors that cause employees to feel either satisfied or dissatisfied with their work. Motivator factors include giving employees with a sense of achievement in their work; providing an opportunity for employees to grow in their expertise; giving clear tasks and responsibilities and their work being recognized and appreciated by the organization.

2) Hygiene factors refer to factors that make employees to feel either satisfied or unsatisfied with their working environment and affecting their desire to stay or to leave the organization. Hygiene factors involve several issues in managing employees

in the organization that include (1) organization policy and administration which employees are given a well communication about policy and administration affecting them, (2) job orientation which employees are provided with enough training and given clear job responsibilities, (3) good relationship between line management staff and operational staff, (4) working condition that employees feel good about their work and working environment, (5) compensation that employees feel good about what they receive from the organization, (6) relationship with colleagues that organization creates positive working atmosphere among work colleagues, (7) personal life in which employees can balance between private time and working time, (8) relationship with subordinates which management staff treat staff under subordinates professionally, (9) status that employees feel being recognized by organization, and (10) stability in which employees feel a sense of job security in organization.

This section presented three motivation theories including Maslow's hierarchy of needs, Alderfer's ERG theory, and Herzberg's motivation theory. These theories provide factors that drive individuals to behave and act in order to achieve their goal. Specifically, these theories are applicable and useful for an organization to create a working environment that encourages employees to continue engaging in the organization.

2.3.3   Employee motivation and organization

As mentioned in the previous section, motivation can be a key to effective employee management. This is because motivation drives individuals to behave or not to behave and also drive them to achieve their goal. Source of employees' motivation is from (1) the individual demand, which may be physical or psychological needs, (2) the need causes action in order to meet the requirements, and (3) the ability to achieve the goal (Steers, 1977), (Rue & Byars, 1995) p. 102), (Dias, Robbins, & Roberts, 1996), p. 181). Thus, if the organization can better manage its employees' motivation, the better an organization's goal can be achieved.

Previous studies on employees' motivation indicate that employees in different types of business are motivated by different factors. Jurkiewicz, Massey Jr, and Brown (1998), pp. 65-80) investigated factors that drive working motivation of employees in

public and private sectors. The study found that the employees of public sectors were motivated by job stability and security as well as having the opportunity to develop their skills and expertise. Whereas, the employees of private sectors were motivated by high salary, having the opportunity to exercise leadership and making career progress. Also, motivation also affects employees' retention rate in the organization. Mak (2001) investigated the relationship between employees' motivation and their retention. The study found employees with highly positive motivated were likely to continue working in the organization.

Furthermore, some studies investigating employee motivation and employee retention suggested several factors affect employee motivation, and subsequently these factors cause employee turnover rate. Tianput (2000) pointed out that employees leave the organization may be due to the following factors: (1) a better job offer, (2) type of work, (3) more wages, (4) doing their own business, (5) further education, (6) no progress in the current job, (7) pressure in workplace, (8) working environment, (9) commuting, (10) lack of development and training, (11) supervisory, 12) work location, (13) family, and (14) health issues. Goh & Richards (1997) suggested five useful strategies to motivate employees working in the organization as follows:

1) Environment: to reserve good people who are skilled and increase working productivity, it should make every employee feel the value by improving the workplace atmosphere, which can be done by (1) defining a shared vision, (2) making everyone feel the value of the team, (3) teamwork, (4) creating the balance and stability, (5) no discrimination, (6) creating a friendly atmosphere, (7) creating the loyalty among employees, (8) focusing on customers, (9) making every employee enjoy the job, (10) finding the right person for the right job, (11) having career opportunities, (12) promotion policy, (13) clear policy, (14) providing sufficient information, (15) providing independence, (16) carefully recruiting people, (17) providing facilities, and (18) opening for complaints and finding the solutions.

2) Relationship: building relationship among workers is important to help to keep employees in the organization longer and produce good work for the company. It can be done by (1) understanding the values and ethics, (2) finding the settlement of the conflict, (3) expressing appreciation, (4) accepting ladies, (5) balancing compliments

and criticisms, (6) accessibly approaching people in high positions, (7) being a good example and (8) non-criticizing.

3) Operation: if workers feel positive about their jobs, they can feel comfortable working with employers. It can be done by (1) eliminating obstacles to success (2) adapting the job to fit the employees' ability (3) keeping promises, (4) setting the scopes of responsibilities, (5) the authority, (6) supervisions, (7) promoting creativity (8) paying attention to the employees who come for help, (10) appreciating subordinates, and (11) having fair benefits.

4) Compensation: people want something in return when they dedicate their time, thoughts, strength and mind. This can be done by (1) clarifying all the benefits the company gives, (2) giving special awards on occasions, (3) considering fair benefits, and (4) managing fair wages.

5) Job's promotion: giving the opportunity to the employees to progress in their career can be accomplished by (1) providing adequate equipment and tools to support learning, (2) delegating more complicated tasks, (3) assigning special projects, and (4) rewarding the job's progress.

A Beverly Kaye Company & The Jordan Evans Group (2004) have shown the first three factors constituted employee retention in the 2000's labor market: 1) exciting and challenging jobs, 2) career growth and learning and development, and 3) working with key and relevant people.

It can be concluded that employees' motivation is a complicated task for the organization because motivation is associated with many factors. However, by understanding employees' motivation will provide a long-term benefit for the organization since motivation will drive employees to work by organization goal and keep them positively engaged in their work and the organization activities.

2.4   Understanding Organizational engagement

The previous section provided an explanation of motivation, motivation theories, and motivation in the organization. It highlighted factors associated with motivation and the impacts of motivation on employees' work performance and organizational engagement.   This section will further explore organizational

engagement. It also presents theories underlining individual differences in organization.

2.4.1 Definition of organizational engagement

Engagement is a dimension of feeling that member has towards the organization such as willingness to devote time, energy and integrity to act with loyalty to the organization that he or she is a member (Kanter, 1972). Organizational engagement is defined by several organizational theorists and studies. Organizational engagement refers to the relationship between employees and organizations which exchange their interaction with each other. If the exchange interaction is positive, it will be good bonding between the organization and employee. Hence, the more they positively interact, the closer the employees get involved in the organization (Hrebiniak & Alutto, 1972) pp. 9-11, Mowday et al., 1982, p. 27). Engagement with the organization is the mental state of a person attached to the organization (Allen & Meyer, 1990), (Sheldon, 1971) defined organizational engagement refers to the attitude of the workers and their bond with work colleagues and organization. Sheldon also added that social involvement in the organization could create a significant organizational engagement.

In addition, Porter, Steers, Mowday, and Boulian (1974) defined the organizational engagement as the characteristic of the relationship between the members of the organization, indicating the forms include (1) the attitude of the members are consistent with the objectives and values of the organization (2) members are willing to work in the organization and (3) members have a desire to work in organizations. Marsh and Mannari (1977)) explained that organization engagement is bonded to the feeling of loyalty to the organization. Loyalty will result in the organization's engagement between the employee and the organizations. Steers (Steers, 1977) commented that the organizational engagement refers to the sense of being part of the organization, willingness to sacrifice personal gain for the organization, and the desire to be a member of the organizations. (Smith & Moss, 1983) suggested that organizational engagement can be beneficial to the organization which its members are dedicated to the organization even more. This behavior may be beyond the direct responsibilities (extra-role behavior), which they are willing to commit to the organization without any benefit in return. Shore and (Kewkawee, 2000)Martin (1989)

pointed out that employee engagement to the organization is closely associated with job satisfaction, but satisfaction is a measure of performance in the short term while the organizational engagement is a measurable and durable in the long term.

Furthermore, Kewkagee (2000) suggested that the organizational engagement refers to the relationship of the individual to the organization. This is expressed in the three respects: (1) a strong belief in the goals (2) a willingness to devote considerable effort to the organization, and (3) to maintain membership in their organizations and concluded that organizational engagement is a relationship that occurs between individual and organization. The employees feel that they are involved as a part of the organization as well as being loyal and need to maintain the membership of the organization. Wichen (2001) mentioned that organizational engagement represents a positive feeling of the employee to the organization including the adoption of organizational goals and values that align with their goals and values. The employee performs their work thoroughly, taking into account the interests of the organization is important. They are honesty and loyalty to the organization and feel proud to be a part of the organization and the desire to be a member of the organizations.

This section provided different definitions of organizational management. It can be summarized that organizational engagement is an outcome process of the interaction between employee and organization. For the employees who feel good about the interaction exchanged in working in the organization, they tend to expresses their positive attitude in the workplace and do not wish to leave the organization. This group of employees also expresses their willingness to work hard and have the desire to do anything that benefits the organization. Therefore, it is crucial for management to develop a system which can create a positive interaction between its employees and the organization. This will result to increase of organizational engagement which the employees will prepare to work for the benefits of their organization and continue to work in longer period. Consequently, the organization can maintain good employees and reduce costs associated with employee replacement because its employee turnover rate is minimal.

2.4.2 Roles and importance of organizational engagement

Organizational engagement plays an important role and is important function in organization management. As previously mentioned, organizational engagement is an outcome process of the interaction between employee and organization which can have impacts on employees positively or negatively. Subsequently, their feeling towards organization will affect an overall business performance of the organization. Sheldon (1971) elaborated that organizational engagement is the process that unites each employee together and forms a group cohesiveness. As a result, it creates a social control which is the willingness of employees to obey and comply with the organization policy or system as well as their group seriously. Porter et al. (1974) explained that organizational engagement is a strategic tool that can elevate organization success because employees tend to express their commitment and efforts to the goals of the organization. Mowday (1979) further added that the employees who feel positive about their interaction with the organization tend to continue their work. Conversely, the employees who feel negative about their interaction with the organization tend to express their low level of commitment to the organization's goal and may leave the organization. Allen and Meyer (1990) identified factors associated with employee engagement and the interrelationships among those factors on employee engagement. According to Picture 1, it demonstrates that there are six factors affecting employee engagement. Working condition and achieving expectation factors affect the employees' attitude about their organization, and benefits and vacancy position factors affect the employees' intention to work in the organization, whereas personal values and conscience factor affect a group behavior and social interaction of the employees.
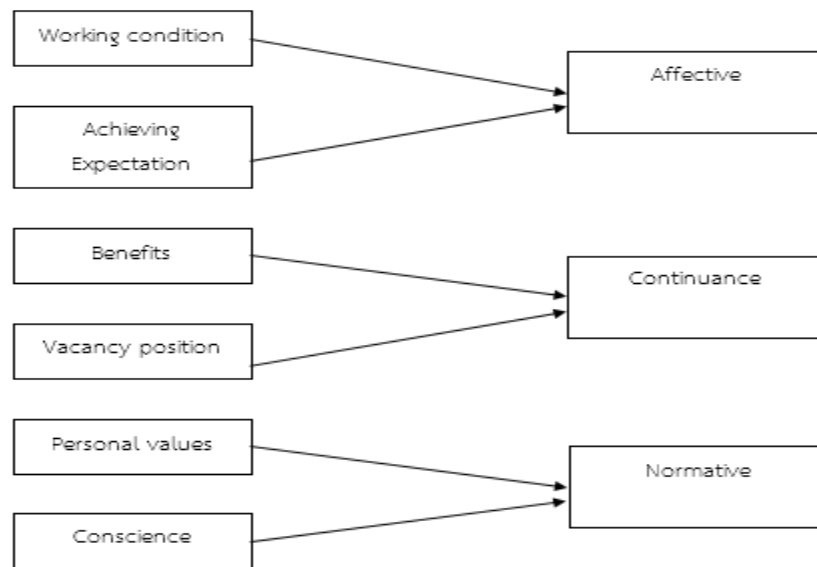
Picture 1 factors affected organizational engagement
From: Meyer et al., 1993, p.547

It can be seen that organizational engagement is important issue for managing employees in the organization and its business success.

2.4.3 Theoretical explanation for employee differences in organization

According to, Jurkiewicz et al. (1998) found in their study that employees from different types of organizations have a different motivation for working in their organization. This notion has underlined the relationship between individual differences and work motivation. Thus, this section will present two theories that are commonly used to explain individual differences in organization context and further the understanding of employee differences in their work motivation and expectations.

1. Generational theory

Generational theory is the study of the differences age group or generation and to gain the understanding of their differences regarding their experience, family background, and society that create a diversity of opinion and lifestyles in society (Hu, Herrick, & Hodgin, 2004). These background differences will affect individuals perception and their behavior in a certain period (Kunze, Boehm, & Bruch, 2011).

Recent literature associated with generation theory classified people in society into three main generations including Generation B, Generation X, and Generation Y.

1.1 Generation B

Generation B is a term referring to the people who were born after the end of World War II or between 1946 - 1964 (Chaichanawichit et al. 2009) explained the characteristics of Generation B that, it refers to the people with age between 45-63 years. Generation B people are a group of life experienced by people and have a high amount of money in their saving to spend. These people are now found in both government and private company and often as senior executive positions or managerial levels of the organization. In other words, they are the generation that plays essential roles in moving the organizations or societies.

The major characteristics of generation B are described as best, bright and basic. They are best in term of having a lifespan of 45-50 years; the way of life of this group is to have an interaction with people from the workplace or network. They usually take good care of both the inside and outside appearances. For example, they use a good quality product that complements the personality, and they spend more money on traveling nationally and internationally. They are bright in term of at their ages (49-57 years old), they have the prominent form and attitude to take care of themselves, both physically and mentally; for example, they practice meditation, eat organic food and do exercise to keep them healthy and happy. They are basic in term of at their ages (55-63 years old) are most retired from work. Thus, they enjoy simple activities such as watching TV, reading magazines, and using a simple and easy-to-use product.

In term of generation B at work, as generation B was born after the World War II which most life after the war was in hardship. People of generation B, thus, were grown up with the ideas of tolerance, respects for rules give priority to work. As a result, generation B are the employees who dedicate their work effort for organization achievement and rarely change jobs frequently since there is tremendous loyalty to the organization (Anuratpanit R, 2010). Although Generation B is considered as hard-working employees, they also consider the importance of family as well as society.

It can be seen that generation B people are the people who have great contribution to society. They are also hardworking and care for their organizational

success. Although they tend to stay at the same organization for a long time, their organization should consider providing a working condition that can fulfill their work achievement and family responsibility in order to retain them in the organization.

1.2 Generation X

Anuratpanit (2010) described generation X that it is a term referring to the people who were born between the year 1964 – 1980 or people of the age between 32 – 47 years old. People of generation X are open-minded, independent and willing to learn new things. There are several characteristics of generation X people (Mongkonsiri, 2005 cited in Sirisan, 2011: 8). These include (1) the pragmatic, (2) creative, (3) strongly independent, (4) self-reliant, (5) entrepreneur by nature and independent contractor rather than being an employee for life.

In term of generation X at work, the employees of generation X are good at learning new tasks, enthusiastic for improving their work performance and adaptability to changing work conditions. However, they work hard to make their career progress in the organization and pay less attention to seniority and loyalty issues in the organization. They also required a clear organizational communication as they expect to know what happens in the organization. It can be seen that generation X is different from generation B in term of career goal and organizational engagement. The employees of generation B do hard work for organization achievement and pay high loyalty to their organization, while the employees of generation X do hard work for making their career progress and the return of their hard work.

1.3 Generation Y

Generation Y is a term referring to the people who were born between the year 1981 – 2000 or people of the age between 12 – 31 years old (Oui-u-ma., 2005), pointed out some characteristics of generation Y people that this generation has grown up with computers and technology. Thus they are good at acquiring technological skills quickly as well as enjoy engaging in cyberspace. However, they often have a low tolerance and openly express their emotion and feeling.

In term of generation Y at work, the employees of generation Y are good at mastering technology, curious to know and learn new things around them. They expect

good work performance means a good salary in return, if not they tend to find a new job advancement elsewhere.

Accordingly, people of generation B, X and Y are the majority group in our society. Specifically, when it is placed in the workplace context, generation is an important issue that an organization should not be overlooked. Oui-u-ma. (2005) (2012) suggested that this is an era of diverse generations as some work stages have more than one certain generation and for sometimes employees of generation B, X and Y are required to work together. This generation issue can be complicated for human resource management because these generations are different in lifestyle and working attitudes. Subsequently, the organization has to find the systems which can motivate these generations to work effectively.

Oui-u-ma. (2005) explained the impact of employee generation on career advancement and expectation in an organization that employees of generation B and X are different. For example, generation X and generation Y are keen to have feedback on their work performance because it is considered as challenging for producing a better work performance. Hence, the higher work performance they get, and the more they expect a higher salary. Another issue is the working environment, it has been suggested that generation B employees are just happy enough to have a good physical working condition, but generation X and Y employees expect their organization to provide working space that is easy for them to move around while working and recreational areas such as a small coffee shop with internet service. Compensation is another need that all generation want the same. They want something in return in their work they have invested. Moreover, they need a fair salary as well. The fairness in the age of business administration today is the personal performance but what might be different is the compensation of each generation depending on their ages, family, and status. This is the cause that the company should design the system compensation and welfare management to be more flexible.

This section provided a better understanding of generation theory. It focused on three generations which are generation B, X, and Y. These three generations are considered to be relevant to current employees in the labor workforce (ages 20 to 65 years old). The notions of these generations provide a better understanding of employee

differences in the workplace which will be useful for the organization in managing its employees effectively.

2. Super's career development theory

Super's career development theory is also known as 'theory of vocational development'. Donald E. Super developed this career development theory in the 1950s. He proposed that career development is a process in which individuals will experience throughout different stages of their life. Super's career development theory explained that career development is a process and there are two factors involved in the process. These are individual factors and career stage factors.

2.1 Individual factors associated with career development

Super (1953) suggested that career development is an ongoing process in which some factors associated with individuals affecting their career development process. The individual factors include career interest, ability, skills, personality, attitude, family values, education, economic, social background, working experience, education, economic, social background, and labor market condition. These factors can have impacts on making career development of individuals and throughout their life. For example, the person with a university degree is likely to get a better-paid job than the person without the degree. Also, the person from a low-income family cannot afford to be unemployed for a long period, so they have to take any jobs rather than getting the desired one.

2.2 Career stage factors associated with career development

Super proposed that career is the way of life. He explained that the career development process is the interactions between individual factors and the environment. For example, a company may consider reducing the number of current operational employees to save cost during economic depression which means that some employees will be forced to leave the company. As a result, it affects these employees' career progress or growth. Also, throughout individuals' lifespan, the outcomes of the interaction between individual and environment will change at a different stage of their

life. Super's career development theory classifies career development into five career stages.

1. Growth stage (ages between 4 to 13 years old): it is the first life stage when children develop their capacities, attitudes, interests, socialize their needs, and form a general understanding of the world of work. This stage includes four major career developmental tasks: becoming concerned about the future, increasing personal control over one's own life, convincing oneself to achieve in school and at work, and acquiring competent work habits and attitudes.

2. Exploration stage (ages between 14-24 years old): it is the period when individuals attempt to understand themselves and find their place in the world of work through their classes, work experiences or hobbies, they try to identify their interests and capabilities and figure out how they fit with various jobs. Then they will make tentative career choices.

3. Establishment stage (ages between 25-44 years old): It is the period when the individuals have selected the job or career that fit their goal. This stage individuals seek to make career progress in the organization. This stage involves several tasks. The first task is stabilizing or securing one place in the organization by adapting to the organization's requirements and performing job duties satisfactorily. The next task is the consolidation of one's position by manifesting positive work attitudes and productive habits along with building favorable coworker relations. The third task is to obtain advancement to new levels of responsibility.

4. Maintenance stage (ages between 45-65 years old): it is the period of continual adjustment, which includes the career development tasks of holding on, keeping up, and innovating. The individuals strive to maintain what they have achieved, and for this reason, they update their competencies and find innovative ways of performing their job routines. They also try to find new challenges, but usually little new ground is broken in this period.

5. Disengagement stage (ages over 65 years old): it is the final stage, the period of retirement from the workforce. In this stage, individuals encounter the developmental tasks of deceleration, retirement planning, and retirement living with a declined energy and less interest in the job, employees gradually disengage from their job activities and concentrate on retirement planning.

Table 2.2 An overview of Super's Career Development Theory summarizes
individuals' career stages and career tasks.

Super's Career Development Theory		
Stages	Ages	Career Development Tasks
Growth Stage	Newborn-14 years old	
Phase 1	0-3 years old	do not care about a career
Phase 2	4-10 years old	Fantasize
Phase 3	12-12 years old	Consider career based interests
Phase 4	13-14 years old	Consider a career as a self-interest. Want to try
Exploration Stage	15-24 years old	
Phase 1	15-17 years old	Considering a career as a talent, a job, but not yet decided
Phase 2	18-21 years old	Consider a career as a reality.
Phase 3	22-24 years old	It is a term that people decide to choose a career
Establishment Stage		
Phase 1	25-30 years old	Have a career
Phase 2	31-44 years old	Create a stable job
Maintenance		
Phase 1	45-64 years old	Have a stable career
Decline Stage	65 years old	
Phase 1	65-70 years old	Reduction work
Phase 2	71 years old onwards	Termination of occupation It is a relaxing period

Super, D. E. 1953

Table2. An Overview of Super's Career Development Theory

In conclusion, Super's career development theory provides a guideline for understanding how different stage of an individuals life. The theory highlights the interactions between individuals and the environment which can affect their career development. It also reflects individuals' needs and expectation in their career which can influence working motivation in the organization.

2.5 Compensation, benefit and rewards system, and employee engagement

Section 2.2 and 2.3 presented theories associated with employees' motivation and expectation on their career development in organizations. These theories have underlined the influence of employees' motivation on work performance, and hence employees' motivation is two ways of interactions between the employees and their organization. This section is going to present different perspectives of compensation, benefit, and rewards system in order to promote employee engagement in the organization.

2.5.1 Importance of compensation, benefit and rewards system

According to Eisenberger, Huntington, Hutchison, and Sowa (1986), they suggested that organizational engagement is a form of social exchange in a workplace context. The relationship exchanged happen in each other to exchange something and get something valuable from each other (Mowday et al., 1982). Relatively, employees often set their expectations of what the organization should give them in exchange for their work efforts. Likewise, the organization will provide something in exchange for the employees who have high work performance in order to retain them.

Compensation, benefit and rewards system is commonly used to reward employees. It is the system to reward monetary and non-monetary to employees in order to attract, motivate and retain them (Lim, Mathis, & Jackson, 2010). ((Koch & Steers, 1978) suggested that compensation, benefit, and rewards system given to employees can have impacts on their satisfaction in the workplace; for example, some

employees who feel negative about their wages or salary are likely to feel unsatisfied with their job and may consider finding a new job. Therefore, it is essential for an organization to pay attention to its compensation, benefit, and rewards system in order to maintain employees' satisfaction and retain high work performance employees.

2.5.2   Types of compensation, benefit, and rewards

In general, compensation, benefit, and rewards or are also commonly known as employee compensations. It refers to monetary and non-monetary rewards for employees. Employee compensation can be classified into three types, which are direct, indirect, and non-financial compensations (Snell & Bohlander, 2010). Direct compensation is forms of financial rewards including salaries, wages, incentives, commission, and bonuses. Indirect compensation is forms of benefits given to employees including health insurance, paid time off, work life-support and education assistance. Non-financial compensation is forms of work performance rewards including recognition program, training, and development program, work environment, organization support and flexible working hours to accommodate employees' personal and family life. In practices, an organization can use different types of compensation to balance the interests and costs of employers with the needs and expectations of employees (Lim et al., 2010). Thus, it is crucial for an organization to select different types of compensation which can motivate and improve employees' work performance at cost-effective and meeting the organization's business goals.

In designing compensation, benefit and rewards system, several keys to developing a reward program are as follows:

- Identification of company or group goals that the reward program will support
- Identification of the desired employee performance or behaviors that will reinforce the company's goals
- Determination of key measurements of the performance or behavior, based on the individual or group's previous achievements
- Determination of appropriate rewards
- Communication of program to employees

The key designing compensation, benefits and rewards system above, one may play important than others. It depends on what the organization seeks to achieve. For example, designing employee compensation for an increase in productivity, the entrepreneur designing a reward program must identify the company or group goals to be reached and the behaviors or performance that will contribute to this. While this may seem obvious, companies frequently make the mistake of rewarding behaviors or achievements that either fail to further business goals or sabotage them. If teamwork is a business goal, a bonus system rewarding individuals who improve their productivity by themselves or at the expense of another does not make sense. Likewise, if the quality is an important issue for the organization, the designed employee compensation should not be focused on rewarding the quantity of work accomplished by a business unit.

Several common compensations, benefit, and rewards are practiced by the organization.

1.) Variable pay or pay-for-performance is a compensation program in which a portion of a person's pay is considered "at risk." Variable pay can be tied to the performance of the company, the results of a business unit, an individual's accomplishments, or any combination of these. It can take many forms, including bonus programs, stock options, and one-time awards for significant accomplishments. Some companies choose to pay their employees less than competitors but attempt to motivate and reward employees using a variable pay program instead. Good incentive pay packages provide an optimal challenge, one that stretches employees but remains within reach. If too much is required to reach the goal, the program will be ignored.

2.) Bonuses which reward individual accomplishment and are frequently used in sales organizations to encourage salespersons to generate additional business or higher profits. They can also be used, however, to recognize group accomplishments. Indeed, increasing numbers of businesses have switched from individual bonus programs to one which rewards contributions to corporate performance at the group, departmental, or company-wide levels. Bonuses need to be carefully structured to ensure they are rewarding beyond an individual or group' basic functions. Otherwise, they run the risk of being perceived as entitlements or regular merit pay, rather than a reward for outstanding work. Proponents, however, contend that bonuses are a

legitimate means of rewarding outstanding performance, and they argue that such compensation can be a powerful tool to encourage future top-level efforts.

3.) Profit Sharing refers to the strategy of creating a pool of monies to be disbursed to employees by taking a stated percentage of a company's profits. The amount given to an employee is usually equal to a percentage of the employee's salary and is disbursed after a business closes its books for the year. Profit sharing is to reward employees for their contributions to a company's achieved profit goal. It encourages employees to stay put because it is usually structured to reward employees who stay with the company; most profit sharing programs require an employee to be vested in the program over some years before receiving any money.

4.) Stock Options which have become an increasingly popular method in recent years of rewarding middle management and other employees in both mature companies and start-ups. Employee stock-option programs give employees the right to buy a specified number of a company's shares at a fixed price for a specified period (usually around ten years). A company's board of directors generally authorizes them and approved by its shareholders. The number of options a company can award to employees is usually equal to a certain percentage of the company's shares outstanding. Similar to profit sharing plans, stock options usually reward employees for sticking around, serving as a long-term motivator. Once an employee has been with a company for a certain period (usually around four years), he or she is fully vested in the program. If the employee leaves the company before being fully vested, those options are canceled. One benefit to offering stock options is a company's ability to take a tax deduction for compensation expense when it issues shares to employees who are exercising their options. Another benefit to offering options is that while they could be considered a portion of compensation, current accounting methods do not require businesses to show options as an expense on their books. This tends to inflate the value of a company. Companies should think carefully about this as a benefit, however. If accounting rules were to become more conservative, corporate earnings could be impacted as a result.

As has been mentioned, thus designing successful employee compensation, benefit and rewards system, the specifics need to be spelled out for every employee. Motivation depends on the individual's ability to understand what is being asked of her.

Once this has been done, reinforce the original communication with regular meetings or memos promoting the program. Keep the organizational communications simple but is more frequent to ensure employees are kept informed and understand the system clearly.

2.5.3   Compensation, benefit and rewards system practices in the organization

Heron and Van Noord (2004) defined compensation, benefit and rewards system as the structure associated with the form of salaries, wages, and other benefits that the organization provides to its employees for their work effort.   It also includes the form of private wages and the type of age of employees employed classified by different regions or even in the country. Even within the business itself, the structures are also the difference between occupation and employee's characteristics such as age, gender, and level of skill, education including job description, environment, and responsibility. It should be considered the form of payment which is essential and compare wage rates in different sectors of the country according to the type of industry and the nature of the profession and the workgroup, the qualifications of the workers, especially qualification, sex, and experiences.

The system which is the employee can learn how much they should receive. So they can compare to others. The people will know whether it is fair or not by comparing what they will receive from the job and what other people get by doing the same thing. When people realize that they receive lower or higher than other people, there are some people feel guilty when they learn that they get more than other people, while there are some people are satisfied when they learn that they are paid equally. It can be classified into two categories: Payload (Workload)(S. Greenberg, 1991); (Bakhshi, Kumar, & Rani, 2009) the recognition and comparison between oneself and others is the person will know that how much they are paid is fair or not by comparing what he has received from other people in the same job, so they will know how it is fair or unfair.

Artz (2008) and Donohue and Heywood (2004) found that bonus in fringe benefits do not significantly impact job satisfaction in cross-section estimates. In contrast, Bender (2005), Heywood and Wei (2006) and Bender and Heywood (2006) found that fringe benefits positively impact job satisfaction in cross-section estimates.

Heywood (2002) has found that pensions negatively impact employees' job satisfaction while Luchak and Gellatly (2002) in a particular study found that the impact of fringe benefits accrual on employees' job satisfaction.

Marchetti (1997) indicated that salespeople, despite their market specialization, want money or cash as an incentive and acquire satisfaction. In another research, Marchetti (1997) further pointed out that the commission encourages salespeople to pursue new business aggressively. By giving compensation based on customer satisfaction, it shows encouragement of the salespeople to treat the customer right and encourage them to say with the dealers (Joetan & Kleiner, 2004). Most empirical studies examined the relationships between an employee's self-reported satisfaction with pay and promotion and voluntary turnover (Aquino, Griffeth, Allen, & Hom, 1997) and evidence on these linkages are not always conclusive Mobley (1979).

Additionally, Evans (1998) found that factors such as low salaries and low status, growing class sizes and changes in the education system have all contributed as causes of what has been interpreted as endemic of dissatisfaction within the profession. Bender and Heywood (2006) have said that level of pay had little relation to either job or pay satisfaction. Employees switched many jobs because of better prospects, higher salary, and compensation (Kamal & Hanif, 2009).

Opkarajo (2002) found that factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to employees' job satisfaction. Employees' satisfaction involved several different spheres such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance or challenge of the job (Nguyen, Taylor, & Bradley, 2003). Thus, different people respond to different incentives depending upon the salience of individual needs to being satisfied with their job lies in attractive remuneration (Chiang & Birtch, 2005).

Adams (1963) suggested that pay is an important element of compensation, benefit and rewards system. The employee should be paid fairly and can be recognized because they will compare the ratio between the inputs and the results compared with oneself and others. It comes from the inner process of the person. When persons realize that they have achieved from what they do, it is the result of the same person doing the same thing. They will know that they are getting justice, but whenever he or she realizes

that the result he or she has got is lower or more than the result of another person doing the same thing. They will recognize the injustice. The most important results that employees receive and compare are wages, which is consistent with (Usmani & Jamal, 2013) that the organization pays or allocates wages appropriately to the employee's ability. This will encourage organizational engagement. In line with what Lefebvre (Boudon & Lefebvre, 1972) stated that the performance turns out well or not depending on how much the pay reasonable is. Also, according to (Skarlicki & Rupp, 2010), it concluded that to study the efficiency of the work, compensation or wages factors are the influence factors since the employees are given the fair pay and wages. Besides, employees' motivation for work is better. (Topa, Moriano, & Morales, 2013) concluded that if employees have a positive attitude or motivation, it will lead to the development of skills, knowledge, abilities, and potential for better work. In other words, the fair wage of the employee is what makes the perception of justice. This is because the person compares the ratio between the inputs and the results compared with oneself and others. It comes from the internal perception process of a person when he or she perceives that one's self is doing the same thing as the result of another person doing the same thing.

Heron and Van Noord (2004) also discussed the components of the reward and benefits system that the wage is the remuneration paid by the employer to the employee but for reward and benefits were the difference in meaning and components than money. In general, wages mean compensation includes wage, which the compensation is paid to the employees related to the assigned duties. Other benefits (e.g., fringe benefits) will be paid separately. The wage paid by the employee as a member of the organization in order to enhance the well-being. For example, food, living expenses, provident funds, and so forth are also included in the life of the organization. It consists of two parts which are (1) direct wage payment (money or other compensation paid to employees by the employer), such as basic salary, extra remuneration based on the work, qualification or experience, overtime wage or shift allowance, and transportation allowance, and (2) the indirect benefits (the benefits that an employee will receive in addition to their compensation for work), such as social welfare, subsidy, pension. So, as the information mention above, the compensation for work includes basic wages,

bonuses, base salary, position allowance, cost of living, food, transportation, profit sharing, provident fund, and others received from work.

Choi and Dickson (2009) investigated the impacts of a training program in hotel employee satisfaction and turnover rate. Data from a 2-year period (during and after the intervention) were analyzed based on employee-related factors, primarily turnover and employee satisfaction as measured by exit surveys. The results suggest that management training programs lead to greater employee satisfaction and a reduction in employee turnover that offsets the cost of the training.

Yuri (2014) examined the effect of gender and compensation on the hotel employee turnover rate in China. The study was based on the observation that employee turnover in the hotel industry is a major concern for industry practitioners. Existing studies attribute turnover behavior to employees' personal factors, hotels' managerial factors, and social environmental factors, but how these factors interact and influence turnover behavior remains unclear. Since the effect of social environmental factors on employee turnover remains constant across large areas, the employee turnover model examined in this paper considers only work factors and employee characteristics. In the examined model, the work factors include compensation and job seniority level, while department type and tenure serve as control variables. Meanwhile, the employee characteristics include age, marital status and gender, educational level and place of birth serve as control variables. This paper investigates the effects of gender and compensation on employee turnover behavior in the hotel industry in mainland China. A survey based on a structured questionnaire was conducted to gather employment information from a sample of employees (N=233) working in five-star hotels in Guangdong Province. The first finding of this study revealed that the hotel industry employed many more women than men owing to its service-oriented nature, and that male employees had a higher turnover rate than female employees. The second finding is that hotel employees in the lowest tier positions regarding seniority, such as food and beverage preparation and service, housekeeping and front office, have the highest turnover rate. These positions are characterized by a heavy workload, accompanied by frequent overtime, variable shifts, and irregular working times. The study also suggested that the turnover rate was related to compensation, marital status, gender, and job level. Especially, compensation strongly influences turnover behavior

for both sexes. Therefore, to reduce employee turnover, hoteliers should favor married job applicants, reform compensation management systems, and refine internal promotion mechanisms.

In conclusion, compensation, benefit, and rewards system play an important role in employees' motivation. Although all employees are paid for their work, it is crucial for an organization to design pay structure that is well justified between the employees' workload and values for their work effort. Otherwise, it could have a negative impact on the employees' working motivation.

2.6 Proposed research in developing a guideline for hotel employee engagement

2.6.1 Background and research problem statement

Every organization needs a good employee. To do that, the organization will not only have responsibility for recruiting new employee; retaining current employees who have a good work performance is also important responsibility for the organization (Luthans, Rubach, and Marsnik (1995). Unfortunately, some businesses have struggled with retaining the employees.

Hotel business in Thailand has been experiencing a skilled employee shortage. This is due to high labor turnover which it could considerably affect long-term hotel business operation because these skilled employees can help the business generate revenue and profits. Thus, the higher labor turnover, the more negative impact on the hotel business operations (Chaoprasert, 2003; Vidal 2007).

High labor turnover among hotel employees has been discussed by several kinds of literature. Churin (2009) investigated hotel labor shortage in Thailand context and suggested that high labor turnover is one of the major problems faced by hotel business operators since high labor turnover rate is found among both managerial and operational employee levels. According to a report of Accor Hotel's Southeast Asia and the North Eastern region highlighted by 2027, Accor Hotels in Thailand would need another 1,500 higher skilled operational hotel employees including room attendants, chefs and hotel receptionists. Previous studies suggested several reasons for hotel business experiencing high labor turnover. The reasons included some hotel

employees did not receive good care from their organization (Hackman & Suttle, 1977), low quality of work life and unsatisfied with their working environment especially with work colleagues (Layer et al., 2009); (Koonmee et al., 2010), specifically, Kandasamy and Ancheri (2009) pointed out that the high labor turnover rate also affects operational cost associated with recruitment and training process. In other words, the higher labor turnover, the higher operational cost is likely to be. Thus, in order to reduce the operational cost, hotel organization should pay more attention to employees' quality of work life as the more they are satisfied with it, the more likely they will continue to work in the organization.

To reduce hotel labor turnover rate, despite previous studies investigated different reasons for hotel employees to leave their jobs, understanding of hotel employees' motivation can be a meaningful approach to help the organization develop a system which can increase their level of organization engagement and reduce hotel labor turnover rate. For hotel employees, compensation, rewards, and benefits offered by the organization can play a significant impact on hotel employees' working motivation and their engagement. The hotel business is a labor-intensive business because hotel services are largely performed by human, and hotel employees are often required to work long hour and shiftwork. As a result, many hotel business operators consider their compensation, rewards and benefits policy to be flexible and adaptable to local business environment conditions and current employees (Simakru, 2010). Consequently, by implementing flexible compensation, rewards, and benefits system that recognize employee needs can lead to a positive impact on their working motivation and engagement (J. Greenberg, 1990).

Therefore, compensation, benefit, and rewards system can have an impact on employee motivation and engagement. However, research investigating these issues within hotel business in Thailand has limited. It is crucial to explore compensation, rewards, and benefits practices and investigate the impacts of such practices on employees' motivation and engagement. The findings will give a better understanding of compensation, rewards and benefits practices and can be useful for long-term human resource management of hotel business in Thailand.

2.6.2 Previous research on employee engagement

Several previous research on employee engagement suggested that the interaction between employees and organizations can affect the employees' engagement. Lok and Crawford (1999) studied the relationship between organizational engagement and employee satisfaction among hotel employee. The study found that organizational culture was identified to have an impact on the employees' satisfaction and subsequently affected on their levels of organizational engagement, the higher their satisfaction had, the higher employee engagement would be to the organization. In addition, Estad (2001) investigated the influences of leadership style on the organizational engagement perceived by the employees with different ages and working period in the organization. Furthermore, Karatepe and Uludag (2007) investigated the issues of the conflict and burnout in a working environment that affect employees motivation. The study collected data from the hotel employees of 3 to 5 stars hotel in Northern Cyprus. The findings addressed the relationship between conflict and burnout in the working environment that conflict between hotel guests and the hotel employees in daily hotel operation affected their level of job satisfaction. The study suggested that a high level of conflict between the guests and the hotel employees would result in the employees' burnout at work and caused their low level of job satisfaction. On the other hand, their job satisfaction was likely to increase when the level of conflict was low. Karatepe, Osman M. 2013 investigated the relationship between hotel employees' perceptions of organizational politics and employee work engagement among full-time frontline employee-supervisor dyads in Iran. The study found that work engagement was the outcomes of the impacts of perceptions of organizational politics on their organizational engagement. The study of Karatepe and Uludag (2007) was also supported by the study conducted by Chi and Gursoy (2009) which investigated factors influencing the employees' satisfaction of a five stars hotel. The study highlighted that hotel guest was the major factors affecting the level of hotel employees' job satisfaction. The studies of Lok and Crawford (1999), Estad (2001), Karatepe and Uludag (2007) and Chi and Gursoy (2009) addressed that impacts of factors associated with employees' working environment on their job satisfaction. Subsequently, the level

of job satisfaction can have either positive or negative on the employee engagement towards their job and organization.

Moreover, further studies on hotel employees' satisfaction conducted by Way and Lee (2010). They explored the working condition contributing to a level of employees' satisfaction. The study identified that the employees' satisfaction were associated with five components: (1) satisfaction in the working environment, (2) job conditions such as job transfer, training, job stability and career path in organization, (3) the managers and supervisor at work, (4) employees' workload and their compensation, benefit and rewards system, and (5) career growth in organization. This study supported Herzberg's two factors theory that employees' job satisfaction was influenced by motivator factors such as job condition and career path in organization and hygiene factors such as working condition and compensation, benefit and rewards system.

2.6.3 The theoretical approaches of the current research

The current research sought to gain an understanding of compensation, rewards, and benefits practices and to develop a guideline for promoting employees' engagement with one main research question "How can compensation, benefits, and rewards be used to promote employee engagement in the hotel business?"
Accordingly, the current research used the following theoretical research framework to investigate the research question above.

2.6.4 Theoretical research framework
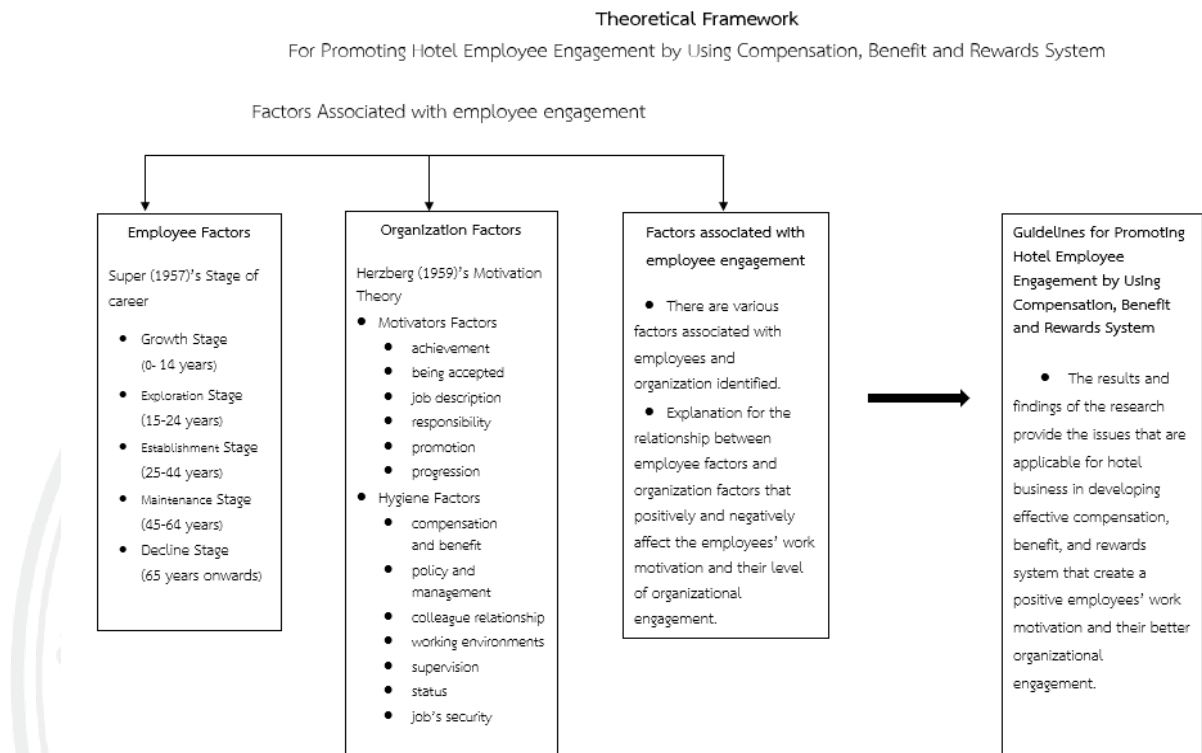
Figure 2.1 Theoretical Framework

According to the proposed theoretical research framework above. It shows that there are three sequential processes to help identify factors associated with employee engagement before the research suggestion on the guideline for promoting hotel employee engagement by using compensation, benefit and rewards system.

1. Employee factors influencing organizational engagement

Employee factors refer to the background information of an employee. These factors are gender, age, education, position, working experience (Mowday et al., 1982), marital status and length of employees engaged in the organization (Monday & Asgar, 1986). Specifically, the current research also used Super's career stage theory which proposed that people develop their career through different stage of life and each of career stage tend to influence their career motivation and expectation. Super's career stage theory divides career development into 5 stages: 1) growth stage (4 – 13 years

old), 2) exploration stage (14 – 24 years old), establishment stage (25 – 44 years old), maintenance stage (45 – 65 years old), and disengagement stage (over 65 years old). These career stages were presented in section 2.3.3. Super's career stage theory is considered to be appropriate for investigating employee engagement. This is because employee engagement is partially influenced by employee motivation and their motivation is caused by different factors as mentioned earlier. Thus, Super's career stage theory categorizes employees into different groups of career motivations based on their age range and these motivations have affected their career expectation and satisfaction ultimately will affect their organizational engagement. Consequently, Super's career stage theory helps to identify factors associated with employees of the different age group that influence their organizational engagement.

2. Organization factors influencing employee engagement

Organization factors refer to various factors associated with employees' working environment which is designed or provided by the organization. While Super's career stage theory focuses on career motivation of employees from different age groups, Herzberg's two factors theory provides factors associated with employees' working environment. These factors are motivator factors and hygiene factors. Motivator factors include job assessment criteria, work performance recognition, job status, job clarification, and opportunity for career growth. Hygiene factors include the clarification of the regulatory process, organization policy, compensation, benefit, and rewards system, working conditions, the relationship with a colleague, physical workplace, and the relationship between employees of management and operation levels. Accordingly, Herzberg's two factors theory provides factors that facilitate the understanding of employees' working environment which can affect employees' working satisfaction, and their satisfaction will eventually influence the organizational engagement.

3. Factors associated with employee engagement

Once the various factors associated with employee factors and organizational factors were identified, the next step was to explore the interrelationship among these factors. As Meyer et al. (1993, p.547) suggested that employee factor which is

achieving expectation and organization factors which are working condition can have positive and negative impacts on employee's work motivation and satisfaction. This positive or negative impacts will subsequently affect employee engagement in the organization. Therefore, this step was to explain the interrelationship between various factors of employee factors (age, gender, and career stage) and organization factors (motivator and hygiene factors) to gain a better understanding of factors associated with employee engagement in the hotel organization. Then later, all the findings were used for the guideline promoting hotel employee engagement by using compensation, benefit and rewards system.

4. The guideline for promoting hotel employee engagement by using compensation, benefit and rewards system

At this step was the ultimate goal of the current research. It was anticipated that the findings from factors associated with employee engagement process would identify what types of compensation, benefit, and rewards that would be relevant to hotel employee in different career stage. As a result, the hotel organization will be able to apply these findings in designing its compensation, benefit and rewards system in promoting hotel employee engagement.

2.7 Summary of Chapter Two

This chapter provided a background of the current research. It began with an overview of a hotel employee in Thailand which addressed high labor turnover rates among hotel organization. Later, it presented a theoretical explanation for employee motivation and the interrelationship between the employees and their working conditions that affect their organizational engagement. The chapter concluded with the background of the research question and presented the theoretical research framework for the current research which sought to develop the guidelines for promoting hotel employee engagement by using compensation, benefit and rewards system. The next chapter will present the methodology for the current research.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In Chapter 2, it presented literature reviews providing background of the current research. It also underlined research problem and proposed the theoretical framework of the research. This chapter is going to present the research methodology in developing the guideline for promoting hotel employee engagement by using compensation, benefit, and rewards system. This chapter is presented in the following sections;

3.1 Introduction

3.2 The qualitative approach to the current research

3.3 The conceptual research framework for conducting the current research

3.4 The Research method and analysis

    3.4.1 Sampling

    3.4.2 Research instrument and development

    3.4.3 Data collection and analysis

3.5 Plans for presenting the qualitative results and findings of the current research

3.6 Summary

Next, this chapter will begin with section 3.1 the qualitative approach to the current research. It is expected to provide an overview of process and justification involved in conducting the current research.

3.2 The proposed qualitative approach to investigate the current research

In previous chapter identified the current research problem which associated with high employee turnover rates in hotel business. Subsequently, it proposed to investigate issue of high employee turnover in hotel business by using compensation, benefit and rewards system to promote hotel employee engagement. It is expected that the findings will help to understand the hotel employees' motivation and the impacts of compensation, benefit and rewards on their engagement in the organization.

According to the theories discussed in previous chapter, it can be summarized that high turnover rate is influenced by many factors including employees' working motivation and the way they feel towards the organization positively or negatively. Employee factors which Super's career development theory suggests understanding individuals working motivation, one should understand what they want from their work and their wants are basically motived by different career stages of their life. For example, employees with the age between 22 - 24 years old are motivated by valuable feedback made by their supervisor for work improvement, but for employees with the ages between 31 - 44 years old are motivated by their satisfaction based on financial stability and job security being offered by the organization. In addition, employees' motivation is not based on their career stage only. Herzberg's two factor theory, suggest that employees are also motived by nature of the work and overall working environment or conditions. For example, some employees may not be satisfied with their daily tasks but if they are paid well they are motived to continue their work in the organization. Unlike some employees who are also not greatly satisfied with their wages but they enjoy working with their supervisor and work colleagues. Subsequently, hey are likely to continue working in that organization. Thus, it can be seen that relationship between employees' working motivation and the way they feel towards the organization is complicated and it is required in-depth information to provide understandable explanation.

Therefore, the current research has chosen the qualitative approach to investigate the relationship between compensation, benefit and rewards system and hotel employee engagement. The qualitative approach is considered to be appropriate

for the current study because it could covey the data that support Super's career development theory. Despite, the theory classifies people into different career stages and also their ages, it provides their behavior in pursuing their career. Subsequently, the qualitative research, such as semi structured in-depth interview, can identify various factors associated with employees' career development in different age and stage of their life. It also help to explore and explain issues involved hotel employees' work motivation and the influence of compensation, benefit and rewards system that have on with the ways they make their decision to continue working or to leave the hotel for working somewhere else. Accordingly by applying the qualitative research method for this research, it provides better understanding of the relationship between the employees of different career stages and their motivation and the influence on compensation, benefit and rewards system on their motivation that subsequently leads to their organizational engagement. Eventually, the qualitative results and findings are useful to provide guideline for promoting hotel employee engagement based on compensation, benefit and rewards system.

It is anticipated that this qualitative approach will help to identify types of compensation, benefit and rewards system that create the positive interactions between employee and organization. In addition, it can be used to develop guidelines for promoting hotel employee engagement for long-term employment in the organization.

3.3 The conceptual research framework for conducting the current research

The current research sought to identify employee factors and organization factors and the way these factors influencing employee engagement. The findings will be useful for hotel business organizations to develop guidelines for using compensation, benefit and rewards system to keep existing employee engaged with the organization and effectively reduce hotel employee turnover rate. To achieve this, the researcher developed the following conceptual research framework to provide an overview of steps involved in conducting the current research.

Conceptual Research Framework

Step in conducting research

Step	Action		Output
Step1	Review of Literature	→	Theoretical Framework for the research
Step2	Developing Qualitative research method	→	Sampling structure in-depth interview
Step3	Check quality of instrument	→	Valid question for interview
Step4	Data collection	→	Data screening Transcribe Encoding
Step5	Qualitative data analysis	→	Results of the research
Step6	Research finding and conclusion	→	Research Completion

Figure 3.1 Conceptual Research Framework

According to the proposed conceptual research framework, it shows that there are six steps to complete the research. The research begins with developing theoretical

research framework based on the review literatures. Then, using the qualitative research methodology to provide guideline for selecting appropriate sampling group and size. Hence, the semi structured in-depth interview is the qualitative instrument used to collect relevant data for the current research. The third step for the research methodology is to develop and verify the quality of the research instrument. The next step involves data collection and data preparation for the qualitative data analysis. After data collection which all the collected data has been carefully transcribed and encoded, the data is analyzed and provides results of the current research. The final step will conclude the findings of the research. This step identifies various factors which should be taken into consideration when developing guideline for promoting hotel employee engagement by using compensation, benefit and rewards system.

3.4   The Research method and analysis

This section provides an overview of the research method and analysis of the current research. It involves sampling of the research, research instrument and development and concludes with data collection and analysis.

3.4.1   Sampling of the research

The current research collected data with hotel employees of a four-star hotels located in Bangkok. These four stars hotels are based on the criteria classification by the Thai Hotels Association. There were five Bangkok hotels selected for the research; Asia Bangkok hotel, Narai hotel, Rama Garden hotel, Ambassador hotel and Four Wings Bangkok hotel. These hotels were selected to be the areas for the data collection because they are well-known hotels of Bangkok for both domestic and international visitors. The hotels are surrounded by facilities such as BTS, MRT, commercial areas, schools and government offices which are easily to access and located close to Bangkok's tourist attractions.

The hotel employees participating in the current research, were selected from three major hotel departments; front office, housekeeping and food and beverage. A total of 20 employees were finally participated in the qualitative data collection. These

participants were expected to identify various factors associated with their work motivation and explain the relationship between compensation, benefit and rewards system on their organizational engagement.

3.4.2 Research instrument and development

The semi structured in-depth interview was chosen to collect qualitative data for the current research. Bhodisita (2005; p. 240 – 241) provided explanation for different types of interview in qualitative research that there are three types of interviews; structured in-depth interview, semi structured in-depth interview, and in-depth structured interview. He further explained that structured in-depth interview is the interview which the questions are planned and well structured. Semi in-depth structured interview is similar to structured in-depth interview in the way that it identifies several questions that answer directly to the research questions or issues to be investigated; however, the researcher will ask additional questions that have emerged during the interview in order to explore other issues which may be relevant to the research. The final type of interview is unstructured in-depth interview that the research will normally begin the interview with a question or statement then the researcher will ask other questions based on issues or problems emerged during the interview.

The semi structured in-depth interview of the current research was developed and based on Super's career stage Super (1953) : cited in Nittaya Rungpan). The interview questions were included following;

- What does make you feel positively engaged to your organization?
- What does make you feel negatively about your organization and how it affects your organizational engagement?
- What is the main reason for you being worked in this organization?
- There are monetary and non-monetary compensation, benefit and rewards provided by the organization which one you are satisfied and unsatisfied with and please provide explanation.

These questions were anticipate to provide factors associated with employee and organization factors affecting the employees' motivation in associated their compensation, benefit and rewards system.

To ensure the quality of this semi structured in-depth interview, the research proceeded the following steps in designing the interview questions. In general, qualitative study is an approach to gain depth information. Accordingly, the semi-structured in-depth interview was the qualitative method used for the current research to gain better understanding of how compensation, benefit and rewards system in promoting hotel employee engagement. To develop the semi-structure in-depth interview questions, the researcher was first designing several questions that related to the research objectives. As a result, the questions sough to identify factors affecting hotel employees' motivation and the ways compensation, benefit and rewards influencing their organizational engagement. Then, the researcher tried out the questions by conducting the semi structured in-depth interviews with a few current employed hotel employees. This stage was to ensure that the questions were clearly communicated effectively to the interviewees. After that, the researcher adjusted the questions' sequence and clarified the questioned that had not been clearly convey meaning to the interviewees. Kvale (1996) ; 144-146, cited in Bhodisita; 548; p 282-284) suggested that by carried out a few interviews prior to the actual interviews allow the researcher to identify the problems associated the designed interview questions and understand the likelihood of the ways the participants would respond to the questions. This can improve the quality of interview questions. The final stage for developing the interview questions, the researcher asked the expert panels who are knowledgeable in hotel management to provide justification on the interview questions. After all these, the researcher was finally able to have the interview questions for collecting the qualitative data of the current research.

3.4.3   Data collection and analysis

3.4.3.1 Data collection process and data preparation

To collect the qualitative data for the current research, the researcher proceeded the following the steps. First, the research contacted the hotel asking for permission of conducting the semi structured in-depth interview with the hotel employees. After the permission was granted, the researcher contacted the hotel employees and asked them for participated in the interviews. Then, the researcher

would arranged the face-to-face interview with the participants. The face-to-face interview was useful which the researcher was able to observe none verbal communication enhancing the understanding of the information being provided. For those whom were not be able to participate the face-to-face interview, they would be asked for arranging the interview by telephone contact. Telephone interviews was also considered useful for this research since the participants working in different hotel locations, hence some of them would be more confident to reveal information than the face-to-face one. Both the interview data of both by face-to-face and by telephone were recorded during the interviews. The duration of each interview was different, it depended on the participants' time availabilities. After the data collection was completed, the researcher would transcribe the recorded interviews and coded words or contents based on Super's career development theory. Final stage involved arranging all data codes and contents based on; 1) factors associated with the hotel employees' work motivation, 2) The employees' motivation of different career stages, 3) the influence of compensation, benefit and rewards on organizational engagement, 4) issues to be taken consideration in designing compensation, benefit and rewards system for promoting the hotel employee engagement.

3.4.3.2 The qualitative data analysis

This research applied two qualitative data techniques; content analysis and triangulation analysis, to construct the relationship of various factors associated with the hotel employees' motivation and the way these factors influenced their organizational engagement.

Content analysis is commonly used in social science research. It provides systematical evaluation of texts, oral or graphic data sources. The data is usually interpreted and coded by focusing on certain words or concepts within texts or meanings and relationships of such words and concepts (Miles, Huberman, Huberman, & Huberman, 1994). By applying content analysis technique, it helped to identify issues involved the hotel employees' individual factors and organizational factors based on their career development stage. It also helped to conceptualize the influences of these issues on the employees' motivation.

Triangulation analysis was also used for the qualitative data analysis to facilitate the research results and findings. Triangulation analysis is commonly used to verify the data in qualitative research. It helps to provide qualitative data associated with time, place and person to determine if the data collected from different time, place and person are still the same. For the current research, the triangulation analysis was considered to be suitable analysis method because it was able to identify and compare the similarities and the differences of the hotel employee motivation factors from different career stage based on Super's career development theory. Then it provides constructive analysis framework to explain how these factors affected their interaction with their organization' compensation, benefit and rewards that consequently influence their organizational engagement.

3.5 Plans for presenting the research results and findings

After the process of data collection and analysis were finished. The results of the research were revealed and the researcher planned to draw the issues based the theoretical framework of the current research and construct the findings which subsequently was used to develop guideline for promoting hotel employee engagement by using compensation, benefit and rewards system. To achieve that, the researcher planned to proceed the results and findings as following;

1) Identification of Super's career stage that was relevant to the hotel employees. This stage divided the 20 hotel employees into different career stage group.

2) Identification of the factors associated with employee factors and organization factors based on the employees' career stage group.

3) Identification of the interrelationship of the employee factors, organization factors and the employees' compensation, benefit and rewards system on their work motivation and level of organizational engagement.

4) Underlining the important issues or factors that should be taken into consideration when developing and designing compensation, benefit and rewards system to promote employee engagement in hotel business.

By following the above steps, all the research results were theoretically constructed and provide the findings which can be applicable for hotel business to develop guideline for promoting hotel employee engagement by using compensation, benefit and rewards system. Expectedly, the findings will be applicable and practical for hotel business in Thailand which consequently, minimize high labor turnover rate among the hotel employees.

3.6 Summary of Chapter Three

This Chapter provided an overview of the current research methodology. The research applied qualitative approach to provide various factors associated with hotel employee engagement. To collect the qualitative data, the semi in-depth structured interview was used to help classify the hotel employees' career stage and generate factors associated with their organizational engagement. The qualitative data was analyzed by triangulation method in order to reveal results and findings of the research. It was anticipated that the research results and findings can be applicable for hotel business to develop guideline for promoting hotel employee engagement by using compensation, benefit and rewards system and consequently, minimize high labor turnover rate among the hotel employees.

CHAPTER 4

ANALYSIS, FINDINGS, AND DISCUSSION

4.1   Introduction

The previous chapter presented an overview of the qualitative research methodology for the current research. This chapter is going to present the qualitative data and results which facilitate the development guideline for hotel employee engagement by using compensation, benefit and rewards system.   The qualitative data and results will be presented in the following sections:

4.1 Introduction

4.2 The hotel employees' profile

4.3 Factors associated with the hotel employees' motivation

4.4 The influences of the hotel employees' motivation and their organization

4.5 The roles of compensation, benefits, and rewards of the hotel employees' motivation and organizational engagement.

4.6 The research findings and discussion

4.2   The hotel employees' profile

Table 4.2 provides a summary of the hotel employees participating in the current research.

Table 4.2 showed that the youngest employee was 22 years old and the oldest one was 42 years old. Therefore, based on Super' career development theory, the participants were classified into two relevant career stages: exploration stage (ages 22 – 24 years old) and establishment stage (ages 25 – 44 years old).

Table 4.2 Demographic Profile

No.	Gender	Positions	Age
1	Female	Guest Service Agent in Front Office	24
2	Female	Guest Relation Officer in Front Office	24
3	Female	Guest Service Officer in Front Office	24
4	Female	Guest Service Agent in Front Office	22
5	Female	Guest Relation Officer in Front Office	27
6	Male	Sales and Event Coordinator in Food and Beverage	27
7	Female	PA to GM in Executive Office	39
8	Female	Guest Service Relation in Front Office	30
9	Female	Shift leader in F&B	27
10	Female	Shift leader in F&B	31
11	Male	Chef de Partie in F&B	31
12	Female	Commis in F&B	25
13	Female	Assistant Manager in Front Office	30
14	Female	Business Center Supervisor in Front Office	26
15	Female	Room attendant in House Keeping	42
16	Male	Linen/Uniform in House Keeping	38
17	Male	Butler in House Keeping	36
18	Female	FB Supervisor in FB	26
19	Male	Captain in F&B	37
20	Male	Reservation in Front Office	29

4.3 Factors associated with the hotel employees' motivation

This section presents the qualitative data results that identify the factors associated with hotel employees' motivation. The semi-structured in-depth interviews reflected in the following statements:

(H1E2) said that 'salary and opportunity to expand my job experience play important roles in my work motivation', and (H1E4) stated that 'money, working

experience and quality of work life are the factors influencing my motivation.' In addition, (H2E2) mentioned that 'challenges, doing something new, success, and earning some money to support my family are the factors affecting my work motivation.' However, (H4E2) pointed out that 'working with good colleagues is the most important factor for me, and that affects my work motivation.' (H3E1) also mentioned that 'good pay for my work is the major drive for my work motivation.' (H2E4) believed that 'better job position, being more recognized and doing the job we love are the factors affecting motivation.'

Likewise, (H1E4) agreed that 'supervisor, colleagues, credible organization, and business owners who care for their employees, good employee benefit for example employee discount rate within the hotel chains. Traveling to work workplace is easy. All I mentioned are important factors, and they affect my work motivation.' (H3E4) also said that 'working with good colleagues, the employee pays, good welfare, convenient transportation closed to BTS or sky train, and enjoy meeting different guests are factors affecting the motivation.'

(H1E3) agreed that 'work pays that can support a family is the driving factor of my motivation' while (H3E3) thought that 'working with strong teamwork is a motivating factor.' Also, (H2E1) agreed that 'good colleagues and the system of the company are the factors affecting my motivation.' Similarly, (H4E2) stated that 'the organization and its colleagues make us feel warm and safe working environment is the factors affecting motivation.' (H4E1) also mentioned that 'learning new things and self-improvement are factors that influence my motivation.', whereas (H3E2) believed that 'compensation, workplace environment and organizations are the factors that affect my motivation.' (H2E4) thought that 'salary and good welfare are the factors that affect my motivation.'

According to the statements above, it can be concluded that the employees of career exploration stage (ages 22 – 24 years old) perceived work pay, self-improvement and working with good colleagues as the important factors for their work motivation. For the employees of career establishment stage (ages 25 – 44 years old), they focused on work pays that enough to support the family, job security and safety, self-improvement and work colleagues as the essential factors on their work motivation. It

can be seen that both career stages similarly considered pays, self-improvement and work colleagues to affect their work motivation. However, the employees of the maintenance stage were also considered job security and safety more important than the employees at the exploration stage.

4.4 The influences of the hotel employees' motivation and their organization

According to the interviews exploring the influence of the hotel employees' motivation on their organizational engagement, it found that the employees were motivated by different factors, and their motivation tended to result in positive and negative feeling towards the organizational engagement. The following statement explained that;

(H4E2) indicated that "the most important factor that makes me feel good about being a part of the organization is work structure and clear job description. Also, the relationship between my supervisor, manager and work colleagues, if it is not good so I do not feel like to coordinate with them and less enthusiastic to do my work."

(H2E2) also pointed out that "I am happy with my job and my workplace. This hotel is my first workplace. My colleagues are so helpful and always give me useful advice for my daily work." Furthermore, (H1E4) mentioned that "I am feeling about working in this hotel. My work colleagues are generous, helpful and concern about helping me go through difficult tasks or work assignments."

(H1E3) said that "I am partly happy about working in this hotel. I am especially happy about organization communication and provision of employees' activates. The hotel always gives clear communication about what the management expects from the hotel staff and provide an opportunity for us to meet and do activities in various occasions. I am proud to work here. However, it will be nice if the management can improve the compensation, benefit and rewards system, so we will be more enthusiastic to coordinate with the management."

(H3E2) also stated that "I feel good about working here. The hotel is recognized internationally and offers well-paid for its employees. Hence, I am working with good colleagues." Similarly, (H4E1) said that "I am happy working in this hotel. I have good work colleagues and supervisors. It makes me stay working here." (H4E4) also mention that "I am still working here because I have good colleagues at work and the hotel owner taking care of us well, we often see him walk around the hotel. He even invited the hotel employees to his birthday party, and we got a raffle prize draw at the party." Likewise, (H2E2) indicated that "I have not thought about going somewhere else. I have good teamwork and good boss here. I am pleased with my working environment which is surrounded by beautiful hotel design, and I feel great about the working atmosphere here."

(H3E2) said that "being employed here, I am quite happy about my work colleagues. The only thing makes me feel unhappy about is the management team which concerns more about the profit of the hotel than us. It makes me feel less to cooperate with the management team sometimes." (H1E3) also thought that "I think that the most of having the employee engagement to the organization the most was to have good colleagues in this organization as well as having a good system of working. The mentioned factors were affected to employee's motivation accordingly." (H4E3) also said that "I am happy here because the management team looks after us very well and this makes my daily work is productive." (H1E2) also stated that "working here is quite satisfactorily. The management makes us feel to be part of the business team. We feel that we are part of the hotel success. I am also happy with my work colleagues; we are working well together." In addition, (H1E3) said that "I am happy working here. I have very good work colleagues, good supervisors, and managers. Most of all, the hotel gives me good pay. (H4E4) also mentioned that "working here is good. I am satisfied with my work salary as well as the hotel employees' benefit and rewards provided by the hotel."

The above statements have identified the factors associated with the hotel employees' motivation and provided explanations for the ways those motivations influence their organizational engagement. According to Super's career development theory, the employees of the career exploration stage (22 – 24 years old) often have the

career that they have planned. However, they probably change their job one time, two times or more, there could be like this if they think they are having problems about work colleagues, job satisfaction and the management style of organization that fail to meet their expectation.

For the employees of career establishment stage (25 – 44 years old), are unlike those of the career exploration stage, they have a clear career plan and pursuit career achievement. Thus, they are more focused on their job security and making career progress in the organization.

4.5 The roles of compensation, benefits, and rewards of the hotel employees' motivation and organizational engagement.

The following statements identify the roles of compensation, benefit, and rewards that have impacts on hotel employees' motivation and the ways these impacts that affect their organizational engagement.

(H1E4) said that "for me, money is not the most important factor for staying in the same job. However, if I have to work hard, it is also important that my work be valued by the organization and compensation such as good salary and extra pay for my additional working hours can become an important factor." (H3E1) also mentioned that "the factor that makes employee having very less sense of organizational engagement is colleagues. In term of income, they are in different forms both money and incentive. However, the main motivation comes from the role of the organization. Moreover, this is the reason why I join here because I have got a better role. Furthermore (H1E3) said that "although I have to work with lazy colleagues and they do not pay much attention to the organization or management, I am still working here because I receive a good pay to compare to the workload I have."

(H3E2) stated that "my work sometimes does not allow me to spend much time with my family, but I am happy to work here because I am satisfied with the benefit and reward package the hotel offering me. It can compensate my time with the family." Also, (H4E2) mentioned that "during high season, we have to work very hard and

often long working hours, but it is worthwhile when we think about the high amount of service charge and tips given by the hotel."

(H3 E4) said that 'I think money and other employee incentives are important factors that affect the way I feel about my job and the hotel because everyone needs it to support our family and pay all bills." (H4E2) also stated that 'I like my job, and I am still happy to work here. However, it will be good if the hotel can improve salary and wages for the employees. It will help me to better look after my family and compensate for my hard work." (H1E2) also mentioned that 'I always pay attention to my job and be a good employee of this hotel. This is because the hotel gives me a well-paid job with other employee benefits and rewards. So, I will stay and secure my position here."

According to the above statements, it can be summarized that the employees of career exploration stages consider salary and wages to play an important role in their work motivation. The more hotel gives them good pay, the likely they continue working in the hotel. Unlike, the employees of career establishment stage. Although they perceived salary as the important element, benefits, or rewards such as hotel service charges, tips, and job security are more important for them. Super's career development theory suggests that employees of the career establishment stage less concern about their salary because they have been working for a long time and salary often reaches the maximum pay level. As a result, they tend to consider employee benefits and rewards. They also pay less attention to their relationship with work colleagues as they focus on job security rather than finding a new job somewhere else in their late 30 to 40 years old.

4.6 The research findings and discussion

In earlier sections have reported on the qualitative data analysis from the semi-structured in-depth interview with a total of 20 hotel employees who are currently employed at a four stars hotel in Bangkok. According to the qualitative analysis, it identified some employee factors and organizational factors associated with the hotel employees' work motivation and the ways motivation affecting their organizational

engagement. This section will identify the findings and discuss the findings based on the theoretical framework and related literature reviews.

4.6.1 Understanding the hotel employees' motivation

4.6.1.1 Super (1957)'s career development theory

The theory classifies career development into five career stage. However, based on the participants of the current research, there were two career stages identified. These were career exploration stage (age between 15 to 24 years old) and career exploration stage (age between 25 – 44 years old) since the age of the participants were between 22 to 42 years old.

According to Super, employees of the career exploration stage are self-exploration, often work a different part-time job as to help them find the right job. The employee of career exploration stage focus on their feelings; for example, their feeling or attitude about work colleagues, the positive or negative feeling about the colleagues is likely to affect the level of their work motivation. Their work motivation is also driven by work characteristics which are challenging and allow them to learn new things. The current research findings also consisted with Super suggestion. The qualitative results identified that the employees who were age between 22 to 24 years old considered job characteristics, working environment, and worked with colleagues affect their work motivation. Also, they sought to develop their job knowledge and skills. Thus, the employees of this career stage were likely to express less either work or organizational engagement if they were unsatisfied with the job and working environment.

In term of the employees of the career establishment stage or ages between 25 to 44 years old which can be divided into two age ranges: 25 to 30 years old and 31 to 44 years old. Super described that employee with age between 25 -30 years old often could identify what the right job or career for them and begin to develop their career. The factors that affect the motivation of employees in the age range of 25-30 years old must provide opportunities for them to do the job as they like. This also supported by the current research as the hotel employees who were between 25 – 30 years old, some of them reflected that they felt motivated when their managers, supervisors, and

colleagues concern about helping them or providing useful advice on their tasks. This allows them to improve their work performance. On the other hand, if their relationship with work colleagues and supervisors were not good, they tended to express less enthusiastic to work. Furthermore, the employees with the ages between 31-44 years old which Super defined as 'the second stage of building career foundation'. Super explained that employees at these ages often have a clear career plan and make their career progress. They also focus on personal and family life. Thus, the factors that affect the motivation of employees in the age range of 31-44 years old are career opportunity in the organization, job stability, and security as well as proper compensation, benefit, and rewards that compensate their effort and quality of life. The qualitative results of the current research were totally agreed with Super. The interviews from the employees who were between 31 – 42 years old identified that job stability, the way organization recognizes their work effort, employees benefits and other monetary rewards, such as service charges and tips, were important factors for their work motivation.

From theoretical perspectives, Super's career development theory suggested that employees of career exploration stage or in the career research who were 22-24 years old tend to be ambitious, self- esteem, determined and ready to work hard if they are satisfied with it. They also want to be accepted by work colleague and organization. In comparison, the employee of career establishment stage or in the current research was the age of 25 – 44 years old, they have a high career ambition and seek for career growth, so they tend to have less loyalty to the organization if they can find a better career opportunity in somewhere else. Also, they focus on work stability and family, so they tend to look for a well-paid work, less risky and are reluctant to accept extra working hours which can interrupt their personal and family life (Jorgensen cited in Thanomkaew, 2020).

It can be concluded that Super (1957)'s career development theory applies to use in the Thai hotel employees. As the results, they support his theory that employees of different career stages will consider different factors in their work motivation.

4.6.1.2 Generational theory

According to the theory, classified people in society into three main generations: Generation B, Generation X, and Generation Y. Generation B is the people who were born between 1946 - 1964 (Wattaakat 1999, p. 5) or refers to the people with age between 45-63 years. Generation X is the people who were born between the year 1964 – 1980 or people of the age between 32 – 47 years old (Anuratpanit, 2010). Generation Y is the people who were born between the year 1981 – 2000 and people of the age between 12 – 31 years old (Asisonthikoon and Oui-u-ma, 2005: 15). Based on these three generation groups, generation X and generation Y are relevant to the participants of the current research, since they were the age between 22 – 42 years old. Thus, the current research generation X represented the hotel employees who were the age between 22 – 31 years old, and generation Y represented the hotel employees who were the age between 32 – 42 years old.

From the theoretical perspectives, there are several characteristics of Generation X people (Mongkonsiri, 2005 cited in Sirisan, 2011: 8). These include (1) the pragmatic, (2) creative, (3) strongly independent, (4) self-reliant, and (5) entrepreneur by nature and independent contractor, rather than being an employee for life. They are also open-minded, independent and willing to learn new things (Anuratpanit, 2010). The theory suggests that the employees of generation X are good at learning new tasks, enthusiastic for improving their work performance and adaptability to changing work conditions. However, they do work hard to make their career progress in the organization and pay less attention to seniority and loyalty issues in the organization. They also required a clear organizational communication as they expect to know what happens in the organization. The findings from the current research have supported the general characteristics of Generation X people. The research found that the hotel employees with their age between 22 – 31 years old expected to learn new tasks, enthusiastic for improve their work performance through their supervisors and managers feedback and were willing to change their job if they were not happy with it. However, despite the theory identifies that Generation X pays less attention to seniority, this issue did not emerge in the current research. Therefore, it is interesting and worthwhile for future research to investigate the issues of seniority and work motivation since seniority is embedded in Thai culture.

In term of generation Y, the theory suggests that the people of this generation are good at technological skills but often have a low tolerance and openly express their emotion and feeling. Therefore, the employees of Generation Y are good at mastering technology, curious to know and learn new things around them. They expect good work performance means a good salary in return, if not they tend to find a new job advancement elsewhere (Witawatolan, 2007: 22-25 cited in Sirisan, 2006: 10). The findings from the current research have supported the general characteristics of Generation Y people. The research found that the hotel employees with their age between 32 – 42 years old partly supported the general characteristics of Generation Y. The findings supported that the hotel employees prepared to work hard, seeking feedback for work improvement and good work equal to good pay. However, although the theory identifies that Generation Y is good at technology skills, they still have a low tolerance and less organizational engagement. These issues did not emerge in the current research. The possible explanation for the findings inconsistent with the theory that, one, all the hotel employees participated in this research were from the operational level which their daily work routine may not need advanced technology to perform, second most employees sought to establish their career and to make progress in the organization, thus they tend to put more work effort and hold on their career goal, and third despite they paid much effort into work, they expected career progress or job stability and security in the organization rather than expecting high payment for work in return, but they expected other benefit and rewards, such as service charge and tips instead.

It can be concluded that Generation theory is useful to describe the general characteristics of people in different age generations. However, in the workplace environment, especially Thai hotel contexts, there are some relevant and require further research to gain an in-depth understanding of how different age generation behave in the workplace.

4.6.2 The explanations for the employees' motivation and organizational engagement

In section 4.6.1 provided findings and discussed them based on Super (1957)'s career development theory and Generation theory. It identified the factors associated

with the employees' work motivation based on their career development stages and characteristics of people in different age generation in the workplace context. This section provides further explanations on the way employees' motivation affect their organizational engagement. Expectedly, the explanations enable the understanding of the interrelationship of employees' factors and organizational factors that affect their organizational engagement.

The explanations for employees' motivation affect their organizational engagement which was based on Super (1957)'s career development theory, and Generation theory can be summarized as follows:

1. The hotel employees with the ages between 22 – 24 years old considered self-development and roles of teamwork and supervisors and managers. Thus, the organization should provide the career opportunities for these employees and allow them to learn new tasks or give challenging tasks to motivate them and keep them engage in the organization.

2. The hotel employees with the ages of 25-30 years old, expected to learn different things and to challenge themselves and at the same time, they were prepared to work hard for progress their career in the organization. Therefore, the organization should motivate them by giving challenging tasks instead of the routine one. Also, they are given career training in different work areas in the organization and give them the opportunity to promote to a higher position.

3. The hotel employees with the ages of 31-44 years old, expected to secure their job and preferred job stability. They also focus on family and personal life. Thus, to keep these employees motivated at work, the organization should provide a sense of job security and stability to them, such as permanent work contract. Also, the organization should provide them with a good compensation, benefit and reward package to compensate their work effort; for example, extra pay for their extra working hours, commission and other allowances that improve their quality of work life and family life.

The findings addressed by the above issues consisted of Herzberg (1959)'s two factors theory. Herzberg questioned how to motivate people to work well. He proposed that it is true that workers are not satisfied with low wages and thus, they are not prepared to work hard. However, he pointed out giving high wage does not always

make employees work harder than they currently do, there are other things else. Thus, he proposed that employees' motivation is related to their level of satisfaction at work which results from two factors: motivator factors and hygiene factor. Motivator factors are the factors that cause employees to feel either satisfied or dissatisfied with their work including giving employees with a sense of achievement in their work, providing an opportunity for employees to grow in their expertise, giving clear tasks and responsibilities and their work is recognized and appreciated by the organization. Hygiene factors are the factors that make employees to feel either satisfied or unsatisfied with their working environment and affecting their desire to stay or to leave the organization. Hygiene factors involve several issues in managing employees in the organization which include organization policy and administration that employees are given well communication about policy and administration affecting them, good relationship between line management staff and operational staff, working condition which employees feel good about their work and working environment, compensation which employees feel good about what they receive from organization, relationship with colleagues which organization creates positive working atmosphere among work colleagues, personal life which employees can balance between private time and working time, and stability which employees feel a sense of job security in organization.

According to Herzberg's two factors theory, it can be seen that the hotel employees were motivated by both motivator factors and hygiene factors. Their motivator factors were associated with the opportunity to advance their career, self-development and clear communication on their tasks and roles in the organization. Their hygiene factors were associated with the good relationship between work colleagues and supervisors or managers, compensation, benefit and rewards, the balance of work and family life and job stability and security. The current research especially found that roles of work colleagues and supervisors and manager often mentioned by the hotel employees across all career stages to have an impact on their work and followed by career opportunity and employees' compensation, benefit, and rewards. However, these three factors were perceived to be more or less important on the employees' motivation and engagement still depending on their age and career stage.

It can be seen that the hotel employees of different ages and career stages perceived different factors that were important to them and subsequently affected their work motivation and organizational engagement.

4.6.3 The roles of compensation, benefit, and rewards on employees' engagement

Mowday et al. (1982) suggested that employees often set their expectations of what they should be given by the organization in exchange for their work efforts. Likewise, the organization will provide something in exchange for the employees who have high work performance in order to retain them. Compensation, benefit and rewards system is commonly used to reward employees. Subsequently, it is the system can motivate the employee to work and cooperate to the organization goal and success. Koch and Steers (1978) suggested that rewards given to employees can have impacts on their satisfaction in the workplace; for example, some employees who feel negative about their wages or salary are likely to feel unsatisfied with their job and may consider finding a new job. Therefore, it is essential for an organization to pay attention to its compensation, benefit, and rewards system in order to maintain employees' satisfaction and retain high work performance employees.

According to the current research, the common compensation, benefit, and rewards that the hotel employees expected from their organizations were salary, wages, service charge, tips, employee discount rates for using products of the organization, work flexibility, workload that sometimes allow for family and career training. However, all these were perceived as less or more important differently depending on the employees' career stage. For example, the hotel employees of the ages between 22 – 24 years old perceived career training to be important for their job learning and making progress in their career. Therefore the organization may provide them the benefit, such as a short training course and on the job training in other areas of work in the organization. While the hotel employees of the ages between 25 – 42 years old perceived career progress and family welfare, the organization may offer them permanent work contract, work promotion, employee loan, and extra pay for overtime work.

4.6.4   The application of triangulations analysis and results

The current research used the qualitative approach to investigate the influences of compensation, benefit and rewards system on the hotel employees' engagement. To provide a guideline framework for the qualitative data analysis and findings, the research applied triangulations analysis. This section presented an overview of the application of triangulation analysis and reported on the qualitative results and findings emerged from the analysis.

4.6.4.1   Data

The data was collected from the hotel employees of five different hotels in Bangkok. The data sources were the employees from three main operational hotel departments. Thus, the current research had hotel employees at the same operational level but was from a different hotel workplace. These employees were the key informant of each hotel organization. From the data collection, it was found that most of the employees from the five hotels often encountered the same two main problems.

1. The atmosphere of working: the colleagues did not separate personal issues from work. This was very annoying, but it did not affect the resignation because most of the employees said that resignation did not solve this problem. Moving to other workplaces may also encounter this problem inevitably.

2. The problem of hard work and inadequate resting: this made them physically unwell and caused unhappy at work. It may be due to the intention of doing too much work because the nature of this work requires the image of the service quality and standards which caused stress. However, getting high wages in exchange for time and stress made many employees in many hotels got through the bad times. The hotels provided benefits that made the employees forgot the hard work they had done.

4.6.4.2 Methods

The current research used three proposed theoretical framework to facilitate the development of the data collection tool and data analysis. These theories were Super' career development theory, Generation theory, and Herzberg's two factors theory. These theories provided an analysis framework and explanation for the results and the

research finding. The research used the semi-structured in-depth interviews to collect the qualitative data and applied triangulation analysis which based on Super' career development theory, Generation theory, and Herzberg's two factors theory. The results are described in the following sections.

4.6.4.2.1 The factors affecting motivation

1) The employees in the age range of 22-24 years were motivated by colleagues, working environment with new colleagues, experiences from the training period and their income. It was consistent with Super's theory (1957) stating that people in the age of 22-24 years (exploration) have the behavior of the survey to choose the right career for them. Therefore, they have choices of career and are ready to change the career if they feel that their current career is not what they want. That is another reason that is consistent with the concept of generations stating that Generation Y, whose age ranges are 21-38 years, were indulged when they were young. They usually have a good education and like to express themselves. They have high self-esteem and do not like to be forced into conditions. They also have freedom of thought.

2) The employees in the age range of 25-30 years were motivated by colleagues, organizational system, learning, and self-development as well as a job promotion. They wanted acceptance from colleagues and others. Income was also a factor that greatly influenced the motivation. This was consistent with Super's theory of (1957) stating that people in the age of 25-30 years are open to the comments from the people around them in order to improve and develop themselves. They have high ambitions, but they are less loyal to the organization. They refuse to work overtime because they may spend time for their personal needs rather than dedication to work. However, Jorgensen cited in Thanomkaew (2020) mentioned that people in this age group were most likely to focus on relationships among employees. This was also consistent with the results of the interviews. The concept of generations pointed out that the most obvious behaviors of the people in the age group of 25-30 years include preferring simplicity, informalities, and work-life balance. They have the ideas of knowing everything, doing everything alone and not relying on anyone. They have high self-esteem, are open-minded and creative.

3) The employees in the age range of 31-44 years were motivated by good supervisors and colleagues because these made them feel warm. They also wanted to have good income from work in order to support family, benefits and convenient transport, such as having the workplace located near Bangkok Skytrain because it can facilitate when they go to work or to meet customers. Teamwork was rarely recognized. This was by Super's theory of vocational development (1957) stating that people in the age group of 31-44 years are in the establishment stage. They often motivate themselves by commitment. The goal is to have a stable career. They need to strive to care for the family. The people in this age group are determined and produce the quality of work. This was also consistent with the concept of generations that people in Generation X or people aged 38-40 years are successful in working. They also lead the organization to success. Their concrete outstanding is working hard for the organization because of the commitment to the organization as they have been through the experience of life. They do not like to resign to change jobs when there are problems at work.

4.6.4.2.2 The differences in motivation among the hotel employees

1) The employees in the age range of 22-24 years focused on new colleagues, working atmosphere, colleagues and the experience obtained from a training period and income. This was because they had never been through work experience and stuck to the society of having friends like in school. So, they paid attention to friendship than a matter of work. This was in line with Super's theory (1957) and the concept of generations mentioning that the people of Generation Y, aged 21-38 are highly self-reliant and do not like being forced into conditions. They also have freedom of thought. As a result, the people in the age range of 22-24 years do not concentrate on the work performance compared to other age ranges because they are overbearing. They are teenagers who have just graduated and cannot adapt themselves from the study mode to the working mode.

2) The employees in the age range of 25-30 years were competent, but they were still in the self-prove period. They needed to be accepted but did not love the organization much. This was consistent with Super's theory and the concept of

generations, as well as Jorgensen cited in Thanomsaka (2020) that the people in this age range are very talented, but often do not love the organization much.

3) The employees in the age range of 31-34 years focused on the relationship between the supervisors and colleagues because these made them feel warm and secured in working. This group of people worked the hardest in the three groups of the employees. This was because they wanted to earn a good income for taking care of the family. Super's theory of vocational development (1957) pointed out that the people in this age range often motivate themselves by commitment. The goal is to produce good quality of work. This is in line with the concept of generations stating that the people in this age range are regarded as a group that leads the organization to success. They are concretely outstanding because of working hard.

4.6.4.2.3 The influence of motivation and compensation, benefit and rewards on the hotel employees' engagement

1) Motivation, payments, and rewards influenced the hotel employees' engagement and worked dedication of the employees aged 22-24 years old. Super's theory (1957) pointed out that the people in the age range of 22-24 years need a chance to work with the organization. If they have a chance to try out working with the company, they will feel great. The concept of generations stated that the people in this group give priority to comfortableness because they want to involve in decision making and be able to comment freely. Appropriate payments and welfare, flexible working hours and workplaces are also important factors.

2) Motivation, payments, and rewards influenced the hotel employees' engagement and worked dedication of the employees aged 25-30 years. Super's theory (1957) indicated that being given the opportunity to try out the work they have chosen is the most common cause of love in the organization because it signals the attention of the organization on the employees instead of making the profit. The concept of generations stated that people in this age group are competent, but do not love the organization much. If they are given the opportunity, which is the policy of the company, to test their ability or preference, it may make the people in this group love the organization.

3) Motivation, payments, and rewards influenced the hotel employees' engagement and worked dedication of the employees aged 31-44 years. Super's theory (1957) stated that the relationships with supervisors and colleagues are the most influential because they have to work together as a team. Therefore, the concept of generations is right as it stated that the people in this age group lead the organization to success since they work very hard. Therefore, they think that the working atmosphere or the relationship in the workplace is important as it makes them work happily.

Therefore, the influence of motivation and compensation, benefit and rewards on the hotel employees' engagement were to be more or less related to their age group and career development stage.

4.7   Summary of Chapter four

This chapter reported on the qualitative data analysis. It also presented the results and discussed the research findings. The qualitative results revealed some factors that associated with the hotel employees' motivation and subsequently affected their organizational engagement which eventually contributing causes for high labor turnover rate in the hotel business. Most research findings supported the proposed theoretical framework that the employees considered different factors to have impacts on their work motivation and they also agreed that their work motivation also affected the ways they feel either positive or negative on the organization which subsequently affected their organizational engagement.   The research findings concluded that compensation benefits an rewards system was one of the important factors affecting the employees' motivation and level of their organizational engagement.

CHAPTER 5

CONCLUSIONS

5.1 Introduction

This chapter is to conclude the current research which sought to develop guidelines for promoting hotel employees' engagement by using compensation, benefit and rewards system. In the previous chapter presented the qualitative data results, findings, and discussion. This chapter will summarize and address the key issues of the current research. This chapter is divided into the following sections.

5.1 Introcuction

5.2 An overview of the research

5.3 The research findings

5.4 Developing guideline for promoting hotel employees' engagement by using compensation, benefit and rewards system

5.5 Implications of the current research

5.6 Recommendations for research in hotel business

5.7 Summary of Chapter Five

5.2 An overview of the research

The current research investigated the issues associated with employee motivation and organizational engagement within the hotel industry context. It sought to gain an understanding the roles of compensation, benefits and rewards in promoting employee engagement in hotel business. Expectedly, the findings will be useful for hotel business to improve employee retention rate in the organization.

The hotel business has long been experiencing high labor turnover rate. This is due to several reasons including the employees did not receive good care from their organization (Hackman & Suttle, 1977), low quality of work life and unsatisfied with their working environment especially with work colleagues (Layer, 2009; Koonmee,

2010). Thus, these are likely to result in a low level of work motivation. Hence, high labor turnover rate affects operation cost and employee replacement process. Consequently, understanding of hotel employees' motivation can be a meaningful approach to help the organization develop a system which can increase their level of organization engagement and reduce the hotel labor turnover rate. Therefore, the current research sought to explore compensation, rewards, and benefits practices and investigate the impacts of such practices on employees' motivation and engagement. The findings will give a better understanding of compensation, rewards and benefits practices and can be useful in developing a guideline for promoting hotel employees' engagement by using compensation, benefit and rewards system.

Accordingly, the current research sought to identify a variety of factors associated with the hotel employees' motivation and understand the ways motivation influence their organizational engagement. The researcher used the qualitative approach to investigate the current research by collect data with a total of 20 hotel employees of five hotels located in Bangkok, Thailand. These hotel employees participated in the semi-structured in-depth interviews to identify the factors perceived to have impacts on their work motivation and provide explanations for the interrelationship of the variety of factors, work motivation, and compensation, benefit and rewards system that affect the hotel employees' engagement. The research objectives were;

1) To identify factors influencing the motivation of the hotel employees in different career stages.

2) To describe the motivation of the hotel employees in different career stages.

3) To explore the roles of motivation, compensations, benefit and rewards affect the hotel employees' engagement.

4) To explain the influences of compensations, benefit and rewards system to promote employee engagement in the hotels business.

It was expected that the research findings provide a better understanding of the hotel employees' motivation that affect their work performance and organization engagement. The findings also extend the theoretical knowledge of career development and motivation theories which are relevant to hotel employee context and can be used

for educational professionals in designing and developing hotel management curriculum or in subject areas of human resource management.

5.3 The research findings

The qualitative data of the current research was analyzed by using triangulation method and followed the theoretical framework that was based on Super (1957)'s career development theory, generation theory and Herzberg (1959)'s two factors theory. The key findings can be summarized into the following;

5.3.1 The factors associated with the hotel employees' motivation

There were some factors associated with the employees' work motivation. These include salary, wages, the relationship between work colleagues and supervisors or managers, the opportunity to advance a career in the organization, clear communication between employees and their organization, useful feedback on work performance, amount of workload, quality of work and family life. Considerably, it is agreeable that people in the workplace, for example work colleagues, supervisor and manager were perceived to have impact of the hotel employees' work motivation. This can be due to the nature of service in a hotel that is a process and thus it requires a number of people to provide service to hotel guests. If the employees are working well together, the service can be delivered effectively and subsequently, it leads to the employees' work satisfaction. In addition, in the service process, hotel management structure is often involved a long line management. Thus, a good relationship between supervisor and operational staff or manager and supervisor can also have positive impact on overall daily operation.

5.3.2 Understanding the employees' motivation and organizational engagement

The findings highlighted that the variety of factors affected positively and negatively the employees' motivation. However, the research suggested that despite

most employees identified similar factors to have an impact on their work motivation, these factors were not perceived to have equal influence on their work motivation. For example, the impact of salary on the employees' work motivation, the younger employees (22 – 24 years old) perceived that salary was more important factors for their work motivation, whereas the senior employees (31 – 42 years old) perceived it less important and to their job security and quality of work and family life were the most important factors affecting their work motivation. The research findings stressed that to understand the hotel employees' motivation, it is essential to recognize what factors are perceived to play important roles in their career or life. For example, the senior employees may be less interested to work overtime than the younger employees because they prefer to spend time with family. Relatively, to motivate these employees to work extra hours on the weekend or night shifts by giving overtime pay may not be able to motivate them effectively since they value family time rather than money at this stage of their career. On the other hand, giving good overtime pay is likely to attract the younger employees because monetary rewards is perceived to be more important for them. Subsequently, if the organization wants to have more employees to work extra time, increase over time pay level will be more attractive to the younger employees than the senior employees. It can be seen that, the more they are satisfied with what is important to them, the more their work motivation is likely to increase.

5.3.3 The roles of compensation, benefit and rewards system influencing employees' engagement

According to the research findings, the common compensation, benefit, and rewards that the hotel employees expected from their organizations were salary, wages, service charge, tips, employee discount rates for using products of the organization, work flexibility, a workload that sometimes allow for family and career training. However, all these were perceived as less or more important differently depending on the employees' career stage. For example, the hotel employees of the ages between 22 – 24 years old perceived career training to be important for their job learning and making progress in their career. Therefore the organization may provide them the benefit, such as a short training course and on the job training in other areas of work in

the organization. While the hotel employees of the ages between 25 – 42 years old perceived career progress and family welfare, the organization may offer them permanent work contract, work promotion, employee loan, and extra pay for overtime work.

5.3.4 The theoretical explanations for the employees' motivation and organizational engagement

The current research applied the notions of three main theories: Super (1957)'s career development theory, generation theory and Herzberg (1959)'s two factors theory. The key research findings pointed out that the hotel employees perceived the importance of factors affecting their work motivation differently.

Super's career development explained that employees at different career stages; for example the employees of the career exploration stage are self-exploration, often work a different part-time job as to help them find the right job. The employee of career exploration stage focus on their feelings; for example, their feeling or attitude about work colleagues, the positive or negative feeling about the colleagues is likely to affect the level of their work motivation. These issues also supported the notion of generation theory. The theory explains the differences age group or generation and the ways their age group and generations influences their work motivation. The research findings supported the theory that the hotel employees with their age between 22 – 31 years old expected to learn new tasks, enthusiastic for improve their work performance through their supervisors and managers feedback and were willing to change their job if they were not happy with it. This is because people of generation X (22 - 31 years old) are often low tolerance, concern for self-development and less loyal to the organization.

It can be seen that the hotel employees of different ages and career stages perceived different factors that were important to them and subsequently affected their work motivation and organizational engagement. While Super and Generation theory explained employee factors affecting work motivation, Herzberg' s two factors theory explained organization factors affecting work motivation.

Herzberg' two factors theory explained employees' work motivation and organizational engagement that employees' motivation is related to their level of

satisfaction at work which results from two factors: motivator factors and hygiene factor. Motivator factors are the factors that cause employees to feel either satisfied or dissatisfied with their work. Hygiene factors are the factors that make employees to feel either satisfied or unsatisfied with their working environment and affecting their desire to stay or to leave the organization. The research findings supported Herzberg's two factors theory that the hotel employees were motivated by both motivator factors and hygiene factors. Their motivator factors were associated with the opportunity to advance their career, self-development and clear communication on their tasks and roles in the organization. Their hygiene factors were associated with the good relationship between work colleagues and supervisors or managers, compensation, benefit and rewards, the balance of work and family life and job stability and security. The current research especially found that roles of work colleagues and supervisors and manager often mentioned by the hotel employees across all career stages to have an impact on their work and followed by career opportunity and employees' compensation, benefit, and rewards. However, these three factors were perceived to be more or less important on the employees' motivation and engagement still depending on their age and career stage.

5.4 Developing guideline for promoting hotel employees' engagement by using compensation, benefit and rewards system

Regarding the research findings, in developing a guideline for promoting hotel employees' engagement by using compensation, benefit and rewards system, the hotel business should consider several issues.

5.4.1 The current research findings the provide integrated model that employee with different career stage has different reasons for being employed in the organization. These reasons were associated with employee factors and organizational factors. For example, employees in the establishment stage considered pay and career progress to be important for them. Thus, if the organization provided these employees with good pay and good career training, they tended to express their positive engagement in organization activities or their daily work routine. This research suggests that in

practice, the organization should recognize its employees' career stage before designing compensations, benefits and rewards system in order to ensure that the system will be able to motivate current employees positively.

5.4.2 Despite, Super (1957)'s career development theory suggests that employees can be classified into five career stages. For some culture or organization environment, employees who are from 24 to 44 years old also able to classified into different sub-age groups, when an organization wants to closely understand what employees 'motivation at their certain age ranges.

5.4.3 Once the organization has established the compensation, benefits and rewards system; it is important to evaluate employee's satisfaction on the system and its impact on their engagement in the organization.

5.5 Implications of the current research

5.5.1 The hotel business perspectives

The findings of the current research can provide a better understanding of the hotel employees' motivation that affect their work motivation and organizational engagement. Specifically, the hotel management will recognize the importance of employees' career development stages that influence their expectations about their jobs and organization. To develop guideline for promoting hotel employees' organizational engagement, the hotel management should understand the drives behind their work motivation. Accordingly, in developing guideline process, the organization may divide the current employees into different age groups or career development stages and collect information about their daily work and the nature of their working environment. By doing this can give the overall pictures of the current employee structure. For example, if the hotel business is predominantly run by the younger employees, then the hotel management should pay more attention on monetary rewards, such as service charges, overtime pay and salary. In addition, for some working areas where the employees are working with risks, by providing a good work protection equipment and life insurance policy may lead to a positive work motivation among them.

As has mentioned above, the findings can be applicable for hotel business management and other service business operators, which human is the primary element

in the production process, in developing compensation, rewards, and benefits policy to motivate their employees effectively and subsequently help reduce high labor turnover in the business.

5.5.2 The academic perspectives

The research findings provide two major academic perspectives. First, the findings extend the theoretical knowledge of career development and motivation theories which are relevant to hotel employee context. This theoretical knowledge can be used by academic professionals for further research in various issues associated with hotel employee behavior at different stages of their career, for example how the hotel employees select their jobs and their working environment preference. The findings will represent characteristics of hotel employees in Thailand context and can be used to compare with hotel employees in other countries. Second, the research findings can be used for educational professionals in designing and developing hotel management curriculum or in subject areas of human resource management. The findings can be used to describe the nature of hotel employees' work motivation and the roles of compensation, benefit and rewards in promoting their organizational engagement. It can include the explanations for various issues that can affect work motivation of hotel employees in Thailand and to compare the similarities and differences at the international hotel business. Specifically, the findings highlight the importance of the match between the hotel employees' career development stages and their expectations on compensation, benefit and rewards for their work performance. For example, hotel employees with work experiences will consider higher salary than those with less work experience. Whereas, hotel employees without work experience expect to have reasonable salary and look for career opportunity in the organization. Relatively, career opportunity is perceived to play important factor on their organizational engagement.

In summary, it can be seen that the research findings reflect on the influence of compensation, benefit, and rewards on the hotel employees' work motivation and also the ways they perceived different factors to affect their work satisfaction and organizational engagement. By including these findings in the subject areas of human resource management and organization management allow hotel management students

to recognize the importance of the match between compensation, benefit and rewards and career development stages of the hotel employee in Thailand.

5.5.3 Theoretical contribution to the new knowledge of hotel employee retention

The theoretical model was developed from Super's career development theory. This current study comprises of exploration stage (15-24 years) and establishment stage (25-44 years) of the employees working in a hotel industry, hence the author has developed three stages. The age group of staff that, first exploration stage which constitute salary, bonuses, allowances, colleague, relationship and team work for staffs varies between 15 to 25 years. The second establishment stage, as elaborated by author, mainly focuses on staffs aged 25-30 years, comprises quality of work life, promotion, incentive, training, recognition, interpersonal and relationships. The third stage is similar to the second stage which also focuses on establishment of the age group from 31 to 44 years. Also, the author has given the nature of staff who are aging, has contemplated on job security, recognition, health insurance, life insurance, retirement fund, and stable career. This model helps develop hotel employee retention.

Theory Employee Retention in the Hotel Industry

Staff age group in the Hotel Industry

- Exploration Stage (15-24 years)
- Establishment Stage (25-44 years)

Hotel Industry

Exploration Stage

(15-24 years)

- Salary
- Bonus
- Allowances
- Colleague Relationship
- Teamwork

Establishment Stage

(Early stage: 25-30 years)

- Quality of work life
- Promotion
- Incentive
- Training
- Recognition
- Interpersonal relationships

Establishment Stage

(Later stage: 31-44 years)

- Job Security
- Recognition
- Health insurance
- Life insurance
- Retirement Fund
- Stable career
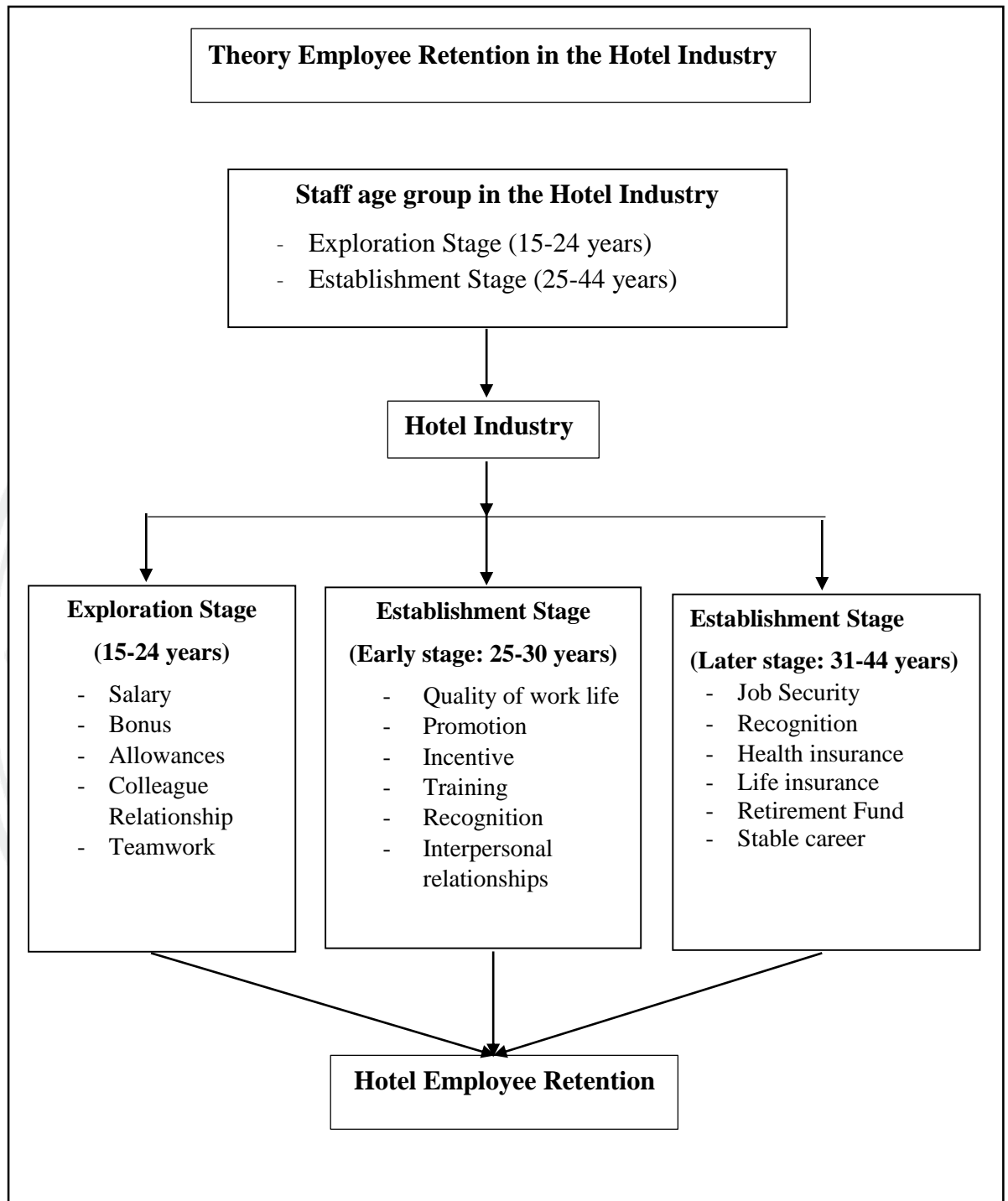
Hotel Employee Retention

Figure 5.1 Theory Employee Retention in the Hotel Industry

According to Super's career development theory, there are five career development stages. However, the participants in the current research were at the age between 22 to 45 years old. Subsequently, exploration and establishment career stages were relevant. In addition, the establishment stage has a wide age ranges which is from 25 – 44 years old. Consequently, the diagram has divided the establishment career stage into two sub-career stage; early career stage (25 – 30 years) and later career stage (31 – 44 years). The diagram clearly shows that the hotel employees from different career stages valued the importance of compensation, benefit and rewards differently. Thus, for hotel businesses in Thailand, if they seek to increase their employees' retention, it is important to provide compensation, benefit and rewards systems that match the employees' ages and career stage.

5.6 Recommendations of research in the hotel business

The current research was conducted using the qualitative research. The findings provided the explanations for the influence of various factors including age, work experiences, salary, and relationship among work colleagues and management staff on the hotel employees' motivation and identified types of compensation. They also indicated the benefits and rewards that the hotel employees perceived to influence their motivation and organizational engagement. The quantitative research should be conducted to further investigate with hotel employees in different parts of Thailand. The results can be generalizable and represent the knowledge of the relationship between compensation, benefit and rewards system and organizational engagement in the context of hotel business in Thailand.

5.7 Summary of Chapter five

This chapter provided a summary of background, problem statement and research approach investigating the development guideline for promoting hotel employees engagement by using compensation, benefit and rewards. It also summarized key findings which identified factors associated with the hotel employees' work motivation and provided the explanation for the ways work motivation influenced

their organizational engagement. The chapter concluded with the implications of the current research and recommendation for research in hotel business which the findings will be useful for the management of hotel employees and for academic personals to develop hotel management curriculum which include the notions of the relationship between work motivation and organizational engagement in Thailand context. It was recommended that further research in hotel business should consider further investigation into the roles of compensation, benefit and rewards and organizational engagement from the quantitative approach. Subsequently, the findings can be generalizable and represent the knowledge of the relationship between compensation, benefit and rewards system and organizational engagement in the context of hotel business in Thailand
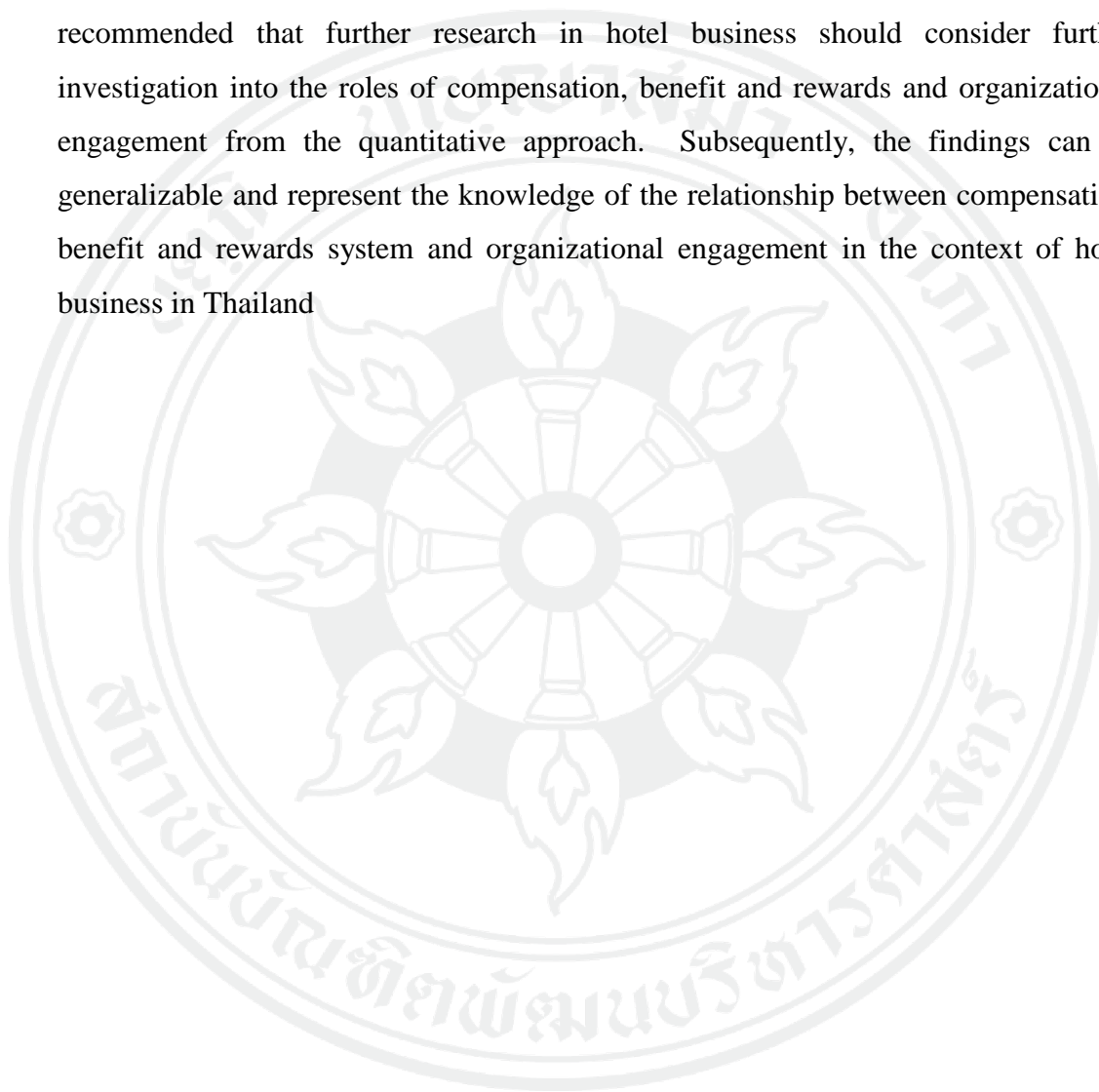
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APPENDICES

APPENDIX A

INTERVIEW FORM

Semi-structured Interview

Front Desk Office , Food and Beverages, and Housekeeping Department

Instruction : this questionnaire has two parts.

Part 1: Demographic profiles

Part 2: Comments on factors that create employee engagement in the organization.

_____
_____
_____

Part 1Demographic profiles

Name- surname _____ Sex
_____

Age
_____

Workplace_____
_____
_____

Position_____Deprtment_____
_____
_____

Duration of working for the hotel
_____
_____

Part 2: Comments on factors that create employee engagement in the organization.

2.1 Do you feel committed to the organization?

_____
_____
_____
_____
_____
_____

2.2 Do you think that any factors that will help create a sense of commitment in the organization ? And did you experience that factor in the organization?

_____
_____
_____
_____
_____
_____

2.3 Do you think that any factor that makes less sense of engagement in the organization? And did you experience that factor in the organization?

_____
_____
_____
_____
_____
_____

2.4 In your opinion what motivate you to work today (Asked for answers on Motivator and Hygiene factors)

_____
_____
_____
_____
_____
_____

2.5 The compensation which is monetary or non-monetary incentives make you satisfied and why. (Asked for new variables about benefits and rewards)

_____
_____
_____
_____
_____
_____

- 2.6 What does make you feel positively engaged to your organization?

_____
_____
_____
_____
_____
_____
_____
_____

- 2.7 What does make you feel negatively about your organization and how it affects your organizational engagement?

_____
_____
_____
_____
_____
_____

- 2.8 What is the main reason for you being worked in this organization?

_____
_____
_____
_____
_____

2.9 There are monetary and non-monetary compensation, benefit and rewards provided by the organization which one you are satisfied and unsatisfied with and please provide explanation.

_____
_____
_____
_____
_____
_____

3. Others

- What situation cause you to resign but you cannot do that?

_____
_____
_____
_____

- If the organization today face some problems. Do you still want to work with the organization?

_____
_____
_____
_____
_____

- Your work is quite heavy. What is the reason for you to keep on working?

_____
_____
_____
_____
_____

APPENDIX B

THE CONSENT FORM

ที่ ศธ ๐๕๒๖.๑๖/ ๘๐

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖ ๓ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์ตรวจสอบคุณภาพเครื่องมือวิจัย

เรียน   รองศาสตราจารย์ ดร.ไพฑูรย์ สุขศรีงาม

สิ่งที่ส่งมาด้วย ๑) แบบสอบถาม
                    ๒) แบบการตรวจความเที่ยงตรงเชิงเนื้อหาของแบบสอบถาม

          ด้วย นางสาวเยาวภา นิยากร รหัสประจำตัว ๕๕๑๑๓๑๑๐๑๒ นักศึกษาหลักสูตรปริญญาดุษฎี
บัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบันบัณฑิต
พัฒนบริหารศาสตร์ ได้อนุมัติหัวข้อดุษฎีนิพนธ์ "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทนและ
ผลประโยชน์เพื่อสร้างความผูกพันในองค์กร" โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็นอาจารย์ที่
ปรึกษาดุษฎีนิพนธ์และนักศึกษาได้พัฒนาเครื่องมือวิจัยตามหัวข้อดังกล่าวเรียบร้อยแล้วนั้น เพื่อให้เครื่องมือ
วิจัยมีคุณภาพ จึงจำเป็นต้องได้รับการตรวจสอบความเที่ยงตรงเชิงเนื้อหา (Index of Item-Objective
Congruence) จากผู้เชี่ยวชาญ

          คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ ได้พิจารณาเห็นแล้วว่าท่าน
เป็นผู้มีความรู้ ความเชี่ยวชาญ และประสบการณ์ตามประเด็นหัวข้อวิจัยของนักศึกษาจึงใคร่
ขอความอนุเคราะห์จากท่านในการตรวจสอบความเที่ยงตรงเชิงเนื้อหาของแบบสอบถามจำนวน ๑ ชุด และ
กรุณาส่งกลับคืนยังนักศึกษาตามซองเอกสารตอบกลับที่แนบมาพร้อมจดหมายฉบับนี้

          คณะการจัดการการท่องเที่ยว หวังเป็นอย่างยิ่งว่าได้จะได้รับความอนุเคราะห์จากท่าน
จึงขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นิยากร
โทรศัพท์ ๐๘-๕๓๑๑-๐๕๕๕

ที่ ศธ ๐๕๒๖.๑๖/ ๘๐

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
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เรียน   ผู้ช่วยศาสตราจารย์ ดร.ฌารีญา วีระกิจ

สิ่งที่ส่งมาด้วย ๑) แบบสอบถาม
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วิจัยมีคุณภาพ จึงจำเป็นต้องได้รับการตรวจสอบความเที่ยงตรงเชิงเนื้อหา (Index of Item-Objective
Congruence) จากผู้เชี่ยวชาญ

              คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ ได้พิจารณาเห็นแล้วว่าท่าน
เป็นผู้มีความรู้ ความเชี่ยวชาญ และประสบการณ์ตามประเด็นหัวข้อวิจัยของนักศึกษาจึงใคร่
ขอความอนุเคราะห์จากท่านในการตรวจสอบความเที่ยงตรงเชิงเนื้อหาของแบบสอบถามจำนวน ๑ ชุด และ
กรุณาส่งกลับคืนยังนักศึกษาตามของเอกสารตอบกลับที่แนบมาพร้อมจดหมายฉบับนี้

              คณะการจัดการการท่องเที่ยว หวังเป็นอย่างยิ่งว่าได้จะได้รับความอนุเคราะห์จากท่าน
จึงขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๑-๐๕�ั๕

ที่ ศธ ๐๕๒๖.๑๖/๕๐

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖ ๗ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์ตรวจสอบคุณภาพเครื่องมือวิจัย

เรียน   อาจารย์ ดร.ศิริวรรณ กวงเพ้ง

สิ่งที่ส่งมาด้วย ๑) แบบสอบถาม
           ๒) แบบการตรวจความเที่ยงตรงเชิงเนื้อหาของแบบสอบถาม

          ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๑๗๑๑๐๑๒ นักศึกษาหลักสูตรปริญญาดุษฎี
บัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบันบัณฑิต
พัฒนบริหารศาสตร์ ได้อนุมัติหัวข้อดุษฎีนิพนธ์ "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทนและ
ผลประโยชน์เพื่อสร้างความผูกพันในองค์กร" โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็นอาจารย์ที่
ปรึกษาดุษฎีนิพนธ์และนักศึกษาได้พัฒนาเครื่องมือวิจัยตามหัวข้อดังกล่าวเรียบร้อยแล้วนั้น เพื่อให้เครื่องมือ
วิจัยมีคุณภาพ จึงจำเป็นต้องได้รับการตรวจสอบความเที่ยงตรงเชิงเนื้อหา (Index of Item-Objective
Congruence) จากผู้เชี่ยวชาญ

          คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ ได้พิจารณาเห็นแล้วว่าท่าน
เป็นผู้มีความรู้ ความเชี่ยวชาญ และประสบการณ์ตามประเด็นหัวข้อวิจัยของนักศึกษาจึงใคร่
ขอความอนุเคราะห์จากท่านในการตรวจสอบความเที่ยงตรงเชิงเนื้อหาของแบบสอบถามจำนวน ๑ ชุด และ
กรุณาส่งกลับคืนยังนักศึกษาตามของเอกสารตอบกลับที่แนบมาพร้อมจดหมายฉบับนี้

          คณะการจัดการการท่องเที่ยว หวังเป็นอย่างยิ่งว่าได้จะได้รับความอนุเคราะห์จากท่าน
จึงขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๑-๐๕�

ที่ ศธ ๐๕๒๖.๑๖/   คณะการจัดการการท่องเที่ยว

สถาบันบัณฑิตพัฒนบริหารศาสตร์

๑๑๘ ถนนเสรีไทย แขวงคลองจั่น

เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน   ผู้จัดการโรงแรมรามา การ์เดน

สิ่งที่ส่งมาด้วย   ๑) โครงร่างดุษฎีนิพนธ์

                   ๒) แบบสอบถาม

         ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๑๗๓๑๐๑๒ นักศึกษาหลักสูตรปริญญาดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ได้อนุมัติหัวข้อดุษฎีนิพนธ์ เรื่อง "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทนและผลประโยชน์เพื่อสร้างความผูกพันในองค์กร โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็นอาจารย์ที่ปรึกษาดุษฎีนิพนธ์

         เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี และเป็นประโยชน์กับโรงแรมไทย จึงใคร่ขอความอนุเคราะห์ให้ นางสาวเยาวภา นียากร เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามพนักงานในระหว่างวันที่ ๖-๓๐ มีนาคม ๒๕๖๐ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป

         จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จะเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)

คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน

นางสาวเยาวภา นียากร

โทรศัพท์ ๐๘-๕๓๒๖๑-๐๕๙๓

ที่ ศธ ๐๕๒๖.๑๖/๕๑

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖๓ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน   ผู้จัดการโรงแรมแอมบาสเดอร์

สิ่งที่ส่งมาด้วย   ๑) โครงร่างดุษฎีนิพนธ์
              ๒) แบบสอบถาม

            ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๑๗๓๑๐๓๒ นักศึกษาหลักสูตรปริญญา
ดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบัน
บัณฑิตพัฒนบริหารศาสตร์ได้อนุมัติหัวข้อดุษฎีนิพนธ์ เรื่อง "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทน
และผลประโยชน์เพื่อสร้างความผูกพันในองค์กร โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็น
อาจารย์ที่ปรึกษาดุษฎีนิพนธ์

            เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี และเป็นประโยชน์กับโรงแรมไทย จึงใคร่ขอ
ความอนุเคราะห์ให้ นางสาวเยาวภา นียากร เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามพนักงาน
ในระหว่างวันที่ ๖-๑๐ มีนาคม ๒๕๖๐ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป

            จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จะเป็นพระคุณยิ่ง
และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๒-๐๕๗๓

ที่ ศธ ๐๕๒๖.๑๖/๓๑

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๒๗ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน   ผู้จัดการโรงแรมนารายณ์

สิ่งที่ส่งมาด้วย   ๑) โครงร่างดุษฎีนิพนธ์
๒) แบบสอบถาม

        ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๖๗๓๑๐๑๒ นักศึกษาหลักสูตรปริญญา ดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบัน บัณฑิตพัฒนบริหารศาสตร์ได้อนุมัติหัวข้อดุษฎีนิพนธ์ เรื่อง "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทน และผลประโยชน์เพื่อสร้างความผูกพันในองค์กร โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็น อาจารย์ที่ปรึกษาดุษฎีนิพนธ์

        เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี และเป็นประโยชน์กับโรงแรมไทย จึงใคร่ขอ ความอนุเคราะห์ให้ นางสาวเยาวภา นียากร เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามพนักงาน ในระหว่างวันที่ ๖-๓๐ มีนาคม ๒๕๖๐ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป

        จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จะเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

<div align="center">ขอแสดงความนับถือ</div>

<div align="center">(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว</div>

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๒๑-๐๕๗๓

ที่ ศธ ๐๕๒๖.๑๖/ ๗๐

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๓ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน   ผู้จัดการโรงแรมโฟร์วิงส์

สิ่งที่ส่งมาด้วย   ๑) โครงร่างดุษฎีนิพนธ์
                ๒) แบบสอบถาม

            ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๑๗๓๑๐๑๒ นักศึกษาหลักสูตรปริญญา
ดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบัน
บัณฑิตพัฒนบริหารศาสตร์ได้อนุมัติหัวข้อดุษฎีนิพนธ์ เรื่อง "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทน
และผลประโยชน์เพื่อสร้างความผูกพันในองค์กร โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็น
อาจารย์ที่ปรึกษาดุษฎีนิพนธ์

            เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี และเป็นประโยชน์กับโรงแรมไทย จึงใคร่ขอ
ความอนุเคราะห์ให้ นางสาวเยาวภา นียากร เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามพนักงาน
ในระหว่างวันที่ ๖-๑๐ มีนาคม ๒๕๖๐ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป

            จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จะเป็นพระคุณยิ่ง
และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๒๑-๐๕๗๓

ที่ ศธ ๐๕๒๖.๓๖/ ๙๔

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖๓ กุมภาพันธ์ ๒๕๖๐

เรื่อง   ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน   ผู้จัดการโรงแรมเอเชีย

สิ่งที่ส่งมาด้วย   ๑) โครงร่างดุษฎีนิพนธ์
                 ๒) แบบสอบถาม

          ด้วย นางสาวเยาวภา นียากร รหัสประจำตัว ๕๕๑๑๗๓๑๐๑๒ นักศึกษาหลักสูตรปริญญา
ดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบัน
บัณฑิตพัฒนบริหารศาสตร์ได้อนุมัติหัวข้อดุษฎีนิพนธ์ เรื่อง "รูปแบบการพัฒนาระบบการกำหนดค่าตอบแทน
และผลประโยชน์เพื่อสร้างความผูกพันในองค์กร โดยมี ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช เป็น
อาจารย์ที่ปรึกษาดุษฎีนิพนธ์

          เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี และเป็นประโยชน์กับโรงแรมไทย จึงใคร่ขอ
ความอนุเคราะห์ให้ นางสาวเยาวภา นียากร เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามพนักงาน
ในระหว่างวันที่ ๖-๑๐ มีนาคม ๒๕๖๐ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป

          จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จะเป็นพระคุณยิ่ง
และขอขอบคุณมา ณ โอกาสนี้

                                        ขอแสดงความนับถือ

                                        (รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
                                        คณบดีคณะการจัดการการท่องเที่ยว

ผู้ประสานงาน
นางสาวเยาวภา นียากร
โทรศัพท์ ๐๘-๕๓๒๒๔-๐๕�๓

BIOGRAPHY

NAME	YAOWAPHA NEEYAKORN
ACADEMIC BACKGROUND	2009 Master of Arts (Tourism and Hotel Management) Naresuan University (Bangkok)
	2005 Bachelor of Arts (Tourism and Hotel Management) Mahasarakham University, Mahasarakham
EXPERIENCES	Lecturer (Hotel Management) at Mahasarakham University, Mahasarakham
	Lecturer (Tourism Management) at Dusit Thani College, Bangkok
	Lecturer (Tourism and Hotel Management) at Rajamangala University of Technology Isan Surin Campus, Surin
	Lecturer (Tourism and Hotel Management) at Bangkokthonburi University, Bangkok
	Secretary to Director of Financial Controller at Crowne Plaza Bangkok Lumpini Park, Bangkok
	Secretary to Director of Financial Controller at Swissotel Nai Lert Park, Bangkok
	Restaurant Captain at Novotel Bangkok Suvarnabhumi Airport Hotel, Bangkok