

**EMPLOYEE ENGAGEMENT MODEL: AN EXPLANATORY
STUDY OF ANTECEDENTS AND CONSEQUENCES
FOR THAI HOTEL INDUSTRY**

Supaporn Prasongthan

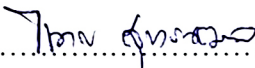
**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
The Graduate School of Tourism Management
National Institute of Development Administration**

2014

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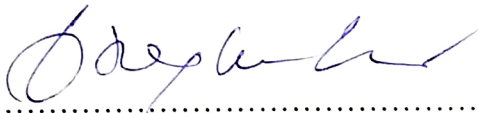
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ABSTRACT

Title of Dissertation	Employee Engagement Model: An Explanatory Study of Antecedents and Consequences for Thai Hotel Industry
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The purpose of this study is to find the essential factors that influence the level of employee engagement, and the outcomes of the employee engagement for the Thai hotel industry. This study also develops the causal relationships model among the predicted antecedent variables and the consequences of employee engagement for the Thai hotel industry. Lastly, the HR practices and organizational approaches are suggested in order to maximize the level of employee engagement for the Thai hotel industry. The explanatory sequential mixed methods design was used which started with quantitative then qualitative methodologies. In research phase one, self-administered questionnaire was used as a research tool, a total of 429 hotel employees were used as the sample in this study. Hypotheses 1-4 were analyzed by multiple regression analysis which is a statistical technique for analyzing relationship among several independent variables toward a dependent variable. The last hypothesis was examined by structural equation model analysis. Following with research phase two, five in-depth interviews were conducted, and the interviewed data were analyzed and synthesized in order to confirm the findings as well as propose with the appropriate human resources practices and organizational approaches that would promote the employee engagement.

The findings of multiple regression analysis showed that all independent variables explained 44.8% (adjusted R^2) of the variance in job satisfaction outcome with eight significant predictors. Next, all independent variables explained 52.4% (adjusted R^2) of the variance in the job performance outcome with five significant

predictors. As for organizational citizenship behavior, all independent variables explained 48.5% (adjusted R^2) of the variance with four significant predictors. Lastly, all independent variables explained 29.9% (adjusted R^2) of the variance in the turnover intention outcome with four significant predictors. Comparing the significant predictors of four outcomes, two variables including core self-evaluation and optimism were two personal resources factor that predicted all employee engagement outcomes. Furthermore, the structural equation modeling techniques was applied to develop suitable model for employee engagement. The findings indicated the goodness of fit among five driving factors along and four outcomes of employee engagement. Focusing on employee engagement driver, the predictors power of the employee engagement were perceived organizational support, optimism, co-worker relations, conscientiousness and career opportunity and advancement respectively. As for the consequences of employee engagement, the predictors power of the employee engagement outcomes were job performance, organizational citizenship behavior, job satisfaction and turnover intention respectively.

In the second phase, the interviewed data were analyzed and synthesized. The findings indicated that four out of five respondents advised internal communication activities as the most important practice to promote employee engagement within hotel property, especially in building co-worker relations, perceiving organizational support, stimulating level of employees' conscientiousness and optimism. Having effective internal communication effected good interpersonal relationship in which benefited to both individual and organization. Providing training support, promoting social activities and CSR, supportive work environment, enhancing career development, and leaders' character were also recommended as the HR practices and approaches to build up the sense of engagement in the organization. For future study, there are other interesting driving factors and outcomes that can possibly play critical roles in building employee engagement, should be brought into future research to examine their predicting potential regarding employee engagement. Lastly, it is recommended that replication of this study in other industries would bring about knowledge and understanding on employee engagement.

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Sincere thanks go to all hotel employees for their generous contribution who made the data collection process less impossible. Special thanks also go to my dear former colleagues at Srinakharinwirot University, Assistant Professor Issari Kanrungsiri and Assistant Professor Dr. Piyada Sombatwattana who have kindly shared meaningful instruction about the data analysis and splendid discussion, as well as Mr. Brian 'Blu' Christopher Kelley who facilitated the entire professional editorial review process. In addition, I'm very grateful to my recent colleagues at Kasetsart University for their understanding and offering their support throughout this difficult period. I also want to thank my dearest friend, Songsri Suwannathada who continuous encouraged and kept me motivated.

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CHAPTER 1

INTRODUCTION

This chapter introduces and outlines the research scheme. First of all, the background of this study concerns the importance of the hotel industry in Thailand and also the movement of employee engagement is considered. Next, the statement of the problem is made and that points to a significantly low level of engagement, especially in Thailand. This part also brings up the academic results of antecedents and consequences of engagement that leads to the research gap. Four main research questions are discussed and concluded into three research objectives. Furthermore, the scope of the study, operational definitions, the benefits of the study, and the organization of the study are also discussed in this chapter.

1.1 Background of the Study

In the era of Globalization, a world has become smaller with diversification and territorial integrations with incredibly rapid and revolutionary changes due to many converging forces e.g. technology, transnational corporations, new methods of communication and information, and economic integration. In society, globalization is a process that changes the way that social life is lived. Thus, the policy makers and organizations are being forced to change their attitudes and ideas in order to catch up with these changing conditions. The human resources department has gradually become an important strategic partner and change agent that drives organizational performance. Over the past decade the term of “Human Capital” has been introduced and promoted by academic scholars and researchers. As Becker (1964 quoted in Nafukho, Hairston, & Brooks, 2004: 547) the founder of human capital theory, explained theory of human capital as “a form of investment by individuals in education up to the point where the returns in extra income are equal to the costs of participating in education. Returns are both private to the individual in the form of

additional income, and to the general society in the form of greater productivity provided by the educated”. The notion of human capital therefore developed within the well-organized companies and assured that the investment in people through education and training derived economic benefits for both individuals and society (Sweetland, 1996: 341). The study of Ivankovic and Jerman also determined the importance of human capital as the most important critical success factor in the hotel industry (Ivankovic, & Jerman, 2010: 388).

Recently, the tourism industry has become an essential key to national development that increases the country GDP and generates income for local people. Over the past five decades, Thailand, with its sample tourism resources, has not only developed the infrastructure in order to facilitate the wants and needs of tourists, but has also widened the potential for additional tourism sites in order to achieve a rank of number one among ASEAN countries in tourism. According to the extension of tourism in Thailand, hotel business has seen a great opportunity to prolong business opportunities. Based on E-Tat Tourism Journal 1/2012 (Sirinart Nuchailek, 2012: 24), a proactive strategy has been activated to increase the number of hotels throughout Thailand. According to the Statistical Forecasting Bureau, National Statistical Office (2010: 4-5), The 2010 Hotels and Guest Houses Survey reported that there were 5,420 hotels and guest-houses throughout Thailand, which generated 303,154 rooms for sale and engendered 180,431 occupations, with varied skills. Two years later, The 2012 Hotels and Guest Houses Survey (2013: 5) reported that there were 9,865 hotels and guesthouses throughout Thailand, which generated 457,976 rooms for sale and engendered 265,906 occupations. Moreover, the Ministry of Interior, Investigation and Legal Affairs Bureau, Department of Provincial Administration which is the government agency for hotel registration, reported the number of registered hotels in Thailand totaled about 7,201 registered hotels. From these records, it clearly showed that the number of hotels in Thailand has been developing vigorously under conditions of a strong competitive business environment. Based on the significant number of hotels has exposed the potential of this growing service sector in Thailand.

Even though, the hospitality industry has widened its growth continuously, the industry has an extremely high competitiveness and is characterized as an industry with high turnover rates, a great number of part-time and casual workers, and a very

weak internal market including “low job security, promotional opportunity and career development, plus low wages and low skills levels” (Iverson, & Deery, 1997: 71). As a result, the industry has faced the problem about attracting and retaining qualified employees from the labor market due to the changing nature of work, especially technological, organizational practices, political disputes and competitive developments (Ivankovic, & Jerman, 2010: 390). The turnover ratio within the industry continued to exceed 100% (Ricci, & Milman, 2002 quoted in Dipietro, & Condly, 2007: 5). Focusing on accommodation and food and beverage sector, Davidson, Timo and Wang (2009: 453) stated that the voluntary turnover of hotel and restaurant business is about 52.2%. Focusing on hotel business, Foley, (1996), and Woods, Heck, and Sciarini, (1998 quoted in Dipietro, & Condly, 2007: 5) estimated the average turnover rate of hotel hourly employees to be between 60% and 300%.

Similarly, the hotel industry in Thailand, especially small and medium hotels, has faced serious difficulties with rates of turnover because of the limitation of funding, location and an organizational reputation. Based on the 2012 Hotels and Guest Houses Survey by National Statistical Office of Thailand (2013: 8) indicated that the problem about hotel employee shortage was ranked 8 of 9 in a category of problems. Reasons for resignations vary, including low wages, organizational environment, part time job, unstable job, job characteristics, leadership characteristics, and so forth. The businesses with a high turnover rate not only affect the financial dimensions, but also employee performance, service quality and employee morale. It evidently states that the impact of globalization, skills shortages, widespread dissatisfaction in the workplace and employee turnover has become a main problem for the hospitality industry. Therefore, human resources management has become increasingly vital to companies and has played a critical role and acts as the heart of the company, because the employee is human capital that is crucial to the organization's success. The management team needs to investigate the appropriate ways to meet employee satisfaction that will directly engage employee interest. The term of “engagement” therefore has lately become one of the most popular terms among human resources practitioners, organizational psychologists, management consultants and academic scholars.

Since the 1990s, the changes in the underlying field of psychology have led to the movement of positive psychology in place of the traditional psychological research trends. New concepts and constructs of positive psychology of management, including happiness, optimism, wisdom, hope, altruism, empathy, modesty, well-being, forgiveness, and engagement, have been encouraged within the workplace in order to generate and maintain a positive relationship among employees and maximize the positive strengths of employees. These concepts and constructs have been developed for positive approaches in organizations, including attitudes, behaviors, personalities, and interpersonal relationships which can be of benefit to both individual growth and organizational success. Focusing on the engagement construct, William Kahn was the first researcher who had theorized the personal engagement as the psychological presence of an employee when performing his/her organizational task. Kahn defined engagement as “the expression of individual presence in task behavior that promotes connections to work and to others. Organizational members engage themselves physically, cognitively and emotionally during role performance and enthusiasm with full role performances.” (Kahn, 1990: 698-700). The concept of engagement has been investigated by many researchers afterward. In 2002, Schaufeli and colleagues defined the meaning of work engagement as “A positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002: 74-75), and has been cited by many researchers.

Generally, employee engagement is agreed to be a psychological facet that encompasses energy, enthusiasm, and engrossed effort (Macey, & Schneider, 2008: 6-7). However, in human resources literature, there are slightly different interpretations in defining engagement; personal engagement (Kahn, 1990: 694), job engagement (Maslach, Schaufeli, & Leiter, 2001: 416), work engagement (Schaufeli, Martinez et al., 2002: 74-75), employee engagement (Harter, Schmidt, & Hayes, 2002: 269; Saks, 2006: 602; Macey, & Scheider, 2008: 23-24; Albrecht, 2010: 5; and Geetha, 2012: 423). The HR researchers defined engaged employees having a high level of enthusiasm and resilient during their role performance. They are willing to invest their effort, their involvement, their feeling of significance, enthusiasm, passion, inspiration, pride, excitement and challenge into their work. While performing their

roles in the workplace, engaged employees immerse themselves into work without noticing that time goes by quickly (Bakker, & Demerouti, 2008: 209-210). On the other hand, they are willing to put their hands, head, and heart into their jobs. Engaged employees have an affirmative connection to their organization, thus they will talk about organizations in a positive light. According to Buckingham, and Coffman, (1999 quoted in Shuck, 2010: 2), engaged employees tend to stay with their company longer, subsequently saving the company appreciably in recruitment and retraining costs.

The notion of engagement has been widespread and has obtained a level of curiosity and attentiveness, especially among human resources practitioners, organizational psychologists, and HR-oriented consultants. Various researches have examined the antecedents and consequences of employee engagement based on different fields of study. There are many possible outcomes of employee engagement that have been reviewed including employee turnover intention, employee productivity, financial performance, financial turnover, organizational performance, customer satisfaction, safety records and so forth (Harter et al., 2002: 268; Richman, 2006: 39; Vance, 2006: 1; Bakker, & Demerouti, 2008: 215; Harter, Agrawal, Plowman, & Asplund 2010: 3; Gallup, 2010: 3; Robertson-Smith, & Markwick, 2009: 17-21; Shuck, 2010: 116; Lee, 2012: 154-155; BlessingWhite, 2013: 2; Harter, Schmidt, Agrawal, & Plowman, 2013: 2, Insync Surveys, 2013: 3-7). It clearly remarks that organizations with a high level of engaged employees may predict organizational success (Saks, 2006: 600).

1.2 Statement of Problem

With the emergence of human capital management, the concept of employee engagement has increasingly expanded among organizations, consulting firms and practitioners due to the positive related to organizational performance. Despite the above mentioned positive consequences of engagement for both individual and organization, the level of engagement nationally were low (Kular, Gatenby, Rees, Soane, & Truss, 2008: 18). Aon Hewitt, one of the well-known human capital

consulting firms, studied global employee engagement during 2008-2010. According to the Aon Hewitt research (2011: 3) there were 6.7 million correspondent employees in a sampling representing 2,900 organizations worldwide and were separated into four regions: Latin America, North America, Asia-Pacific and Europe. Figure 1.1 shows the engagement score by region. In comparing the engagement scores from 2009 and 2010 at both the regional and global level, Figure 1.1 shows that the engagement score at the regional level had a four percent drop in the Asia-Pacific, Europe and North America regions. While looking at the global score of engagement in 2009 the score was at 60 percent and dropped 4 percentage points in 2010 to 56 percent. (Hewitt, 2011: 4).

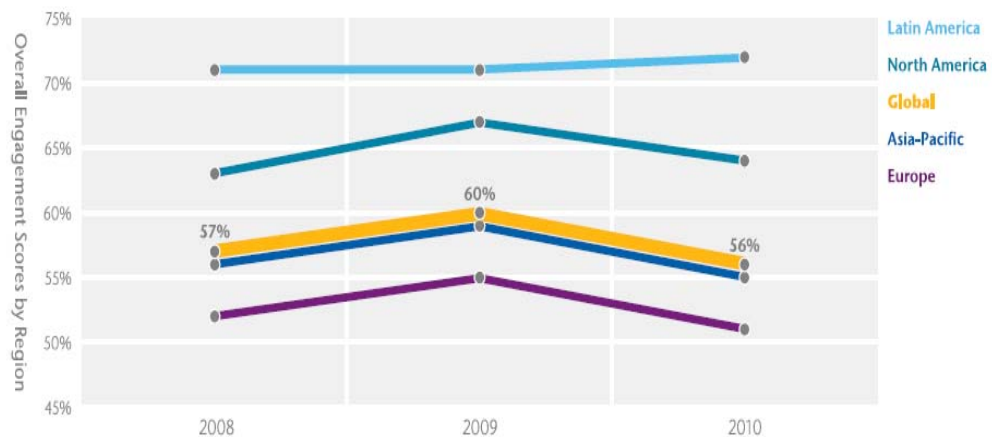


Figure 1.1 Engagement Scores by Region

Source: Hewitt, 2011: 4.

Additionally, Gallup Inc., a well-known research company, had studied the level of employee engagement worldwide. In 2010, in excess of 47,000 employees in 120 countries around the world had been given information on employee engagement. In this study, there are three separated levels of employee engagement.

- 1) Engaged refers to employees who are emotionally connected to their workplaces and feel they have the resources and support they need to succeed.

- 2) Not engaged refers to employees who are emotionally detached and likely to be doing little more than what is necessary to keep their jobs.
- 3) Being actively disengaged refers to employees who view their workplaces negatively and are liable to spread that negativity to others” (Gallup, Inc., 2010: 2).

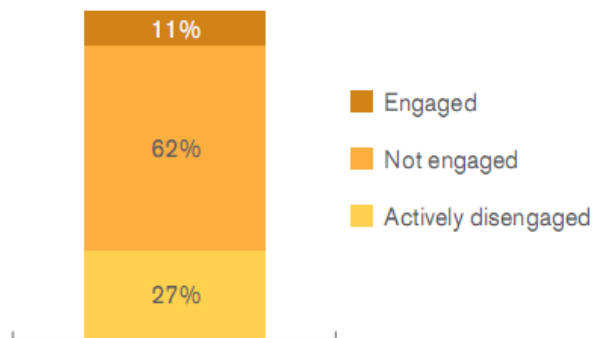


Figure 1.2 The Level of Engagement Nationally

Source: Gallup, Inc., 2010: 2.

The results indicate in Figure 1.2 that only 11% of workers worldwide are engaged. The majority of workers, 62%, are not engaged. And 27% are actively disengaged (Gallup, Inc., 2010: 2). Furthermore, under the same study, Gallup categorized level of engagement regionally. As for Southeast Asia region that comprises Singapore, Indonesia, Cambodia, Malaysia, Thailand, Philippines, and Vietnam, there was not much difference from the end result about engaged employees. The formidable result of the engagement ratio reviews, surprisingly show that 71 percent of employees are disengaged, 17 percent are actively disengaged (Gallup, Inc., 2010: 16). The results are illustrated in Figure 1.3.

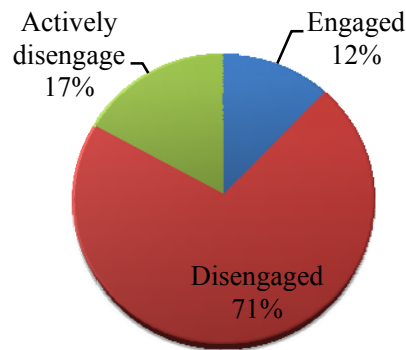


Figure 1.3 The Level of Engagement in Southeast Asia Region

Source: Gallup, Inc., 2010: 16.

Focusing on Thailand, after reviewing a broad range of academic literature and HR consultant surveys, only one survey conducted in Thailand was conducted in 2005 by Gallup organization that revealed only 12 percent of Thailand's employee population are engaged, 82 percent are actively disengaged and 6 percent disengaged (Kular et al., 2008: 7) (see figure1.4). In addition, the report had estimated that "the lower productivity of disengaged workers costs the Thai economy as much as 98.8 billion Thai baht (\$2.5 billion U.S.) each year" (Ratanjee, 2005: 2).

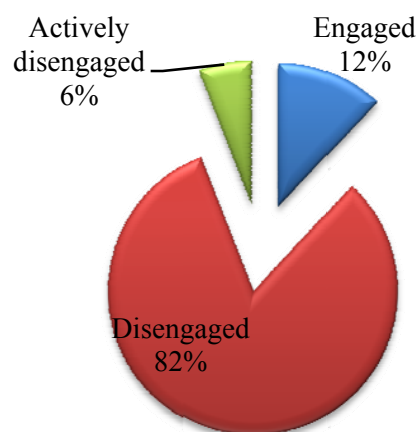


Figure 1.4 The Level of Engagement in Thailand

Source: Ratanjee, 2005.

According to these statistical results, without a doubt the evidence shows that there are more disengaged employees in the workforce today than there are engaged employees. This evidence paints the negative picture of today workforce. In order to sustain the competitive advantage and success, the organizations, practitioners and academic scholars have turned their attention to expand more understanding about employee engagement and focus on increasing the level of employee engagement. However, employee engagement may vary across industries and regions because of the differences of each context; culture, socio-culture, value, politics, management style and the economy. It has truthfully been said that “one size does not fit all” when it comes to encouraging employees to engage with their company and work. Unfortunately, many of employee engagement papers came from practitioner literature and consulting firm. There is surprisingly little academic research and empirical research about employee engagement in the academic literature (Robinson, Perryman, & Hayday, 2004: 1-2; Saks, 2006: 600), even though the employee engagement has become an attention-grabbing construct among human resources practitioners and academic literature (Macey, & Schneider, 2008: 6). Additionally, Shuck (2010: 7) mentioned that there is a considerable amount of research about the importance of employee engagement, but there are a few research about antecedents and outcomes of employee engagement.

There are some antecedents and consequences of employee engagement that have been identified from a wide range of academic literature under heading of employee engagement. The antecedents of employee engagement had been identified including job characteristics, rewards and recognition, perceived organizational and supervisor support, co-worker support, organizational justice, and personal resources (Hakanen, Bakker, & Schaufeli, 2006: 495; Saks, 2006: 600; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007: 137; Bhattacharya, & Mukherjee, 2009: 160; and Karatepe, 2012: 644). As for the consequences of employee engagement, the existing literature showed positive associations with employee turnover intention, employee productivity, financial performance, financial turnover, organizational performance, customer satisfaction, safety records, turnover intention and so forth (Schaufeli, & Bakker, 2004: 307; Richman, 2006: 39; Vance, 2006: 1; Bakker, & Demerouti, 2008: 215; Robertson-Smith, & Markwick, 2009: 17-21; Gallup, Inc., 2010: 3; Markos, &

Sridevi, 2010: 89; Rich et al., 2010: 617; Shuck, 2010: 116; Hewitt, 2011: 6; Lee, 2012: 154-155; and BlessingWhite, 2013: 2).

Regarding the above-mentioned antecedents and consequences of employee engagement, it is definitely that these all factors would not fit to all organizations concerning differences in cultural background, belief, industries, sociology and political background. It is clear that “one size does not fit all”, as a result, there is an essential focus on employee engagement in specific area and field of business. Recently, Kim et al. (2009: 103) specified the concentration of engagement in hospitality research, whereas the studies are so limited. Clearly, then, empirical research, as well as academic research in general about employee engagement in the hospitality industry are essential (Slatten, & Mehmetoglu, 2011: 89). Although, there is foundational and current literature about employee engagement nonetheless nothing was concern about employee engagement model for hotel business in Thailand. From the searching about employee engagement in the hotel industry in Thailand, there is no academic researcher placing any interest in this area. It is apparent that the study of antecedent and consequences around employee engagement in the hotel industry could benefit all stakeholders.

1.3 Research Questions

To fill this gap, this explanatory research study will focus with the four main questions, as follows:

What are the critical driving factors contributing to the development of employee engagement among hotel employees in Thailand and what are the consequences of employee engagement for hotel industry in Thailand?; What is the relationship between the antecedents and the consequences of employee engagement in hotel industry?; What are the causal relationships model among antecedent and consequences of employee engagement for the Thai hotel industry?;and what are the HR practices, organizational strategies that may stimulate employee engagement for hotel employees in Thailand? Based on the above-focused questions, a number of other guiding questions are as follows

1) What are the critical driving factors and the consequences of employee engagement for service industry?

(1) Which job resource factors are considered as the antecedents of employee engagement for the service industry?

(2) Which personal resource factors are considered as the antecedents of employee engagement for the service industry?

(3) Which factors are considered as the consequences of employee engagement for the service industry?

2) What are the relationships between the antecedents and consequences of employee engagement in the hotel industry?

(1) Which job resources influenced employee engagement and positively related to employee engagement outcomes?

(2) Which personal resources influence employee engagement and positively related to employee engagement outcomes?

3) How would an employee engagement model for the Thai hotel industry be?

(1) What are the causal relationships among job resources factor, personal resources factor and the consequences of employee engagement for the Thai hotel industry?

(2) What is the most influential antecedent of employee engagement among hotel employees in Thailand?

(3) What are the degrees of the consequences of employee engagement for the Thai hotel industry?

4) What are the HRM practices, organizational approaches that may stimulate employee engagement for hotel employees in Thailand?

(1) How can employee engagement be managed?

(2) Which HRM practices and/or organization approaches would be used in order to maximize or optimize employee engagement?

1.4 Research Objectives

This dissertation presented an outline of the engagement construct and developed the definition of employee engagement that fits into the hotel industry in Thailand based on a wide range of academic literature reviews. The main purpose of this study is to pinpoint hotel employees' perceptions of what are the critical leading factors and the potential consequences of employee engagement within the hotel industry in Thailand. Moreover, this study will develop a theoretical relationship model consisting of both the potential driving factors (antecedents) that lead hotel employees to engagement, and the consequences of employee engagement for the hotel industry in Thailand. The specific objectives of this study are:

- 1) To examine the relationship between the antecedents and consequences of employee engagement in the hotel industry;
- 2) To develop the causal relationships model among the predicted antecedent variables and the consequences of employee engagement for the Thai hotel industry; and
- 3) To propose the HR practices and organizational approaches in order to maximize or optimize employee engagement for the Thai hotel industry

1.5 Scope of the Study

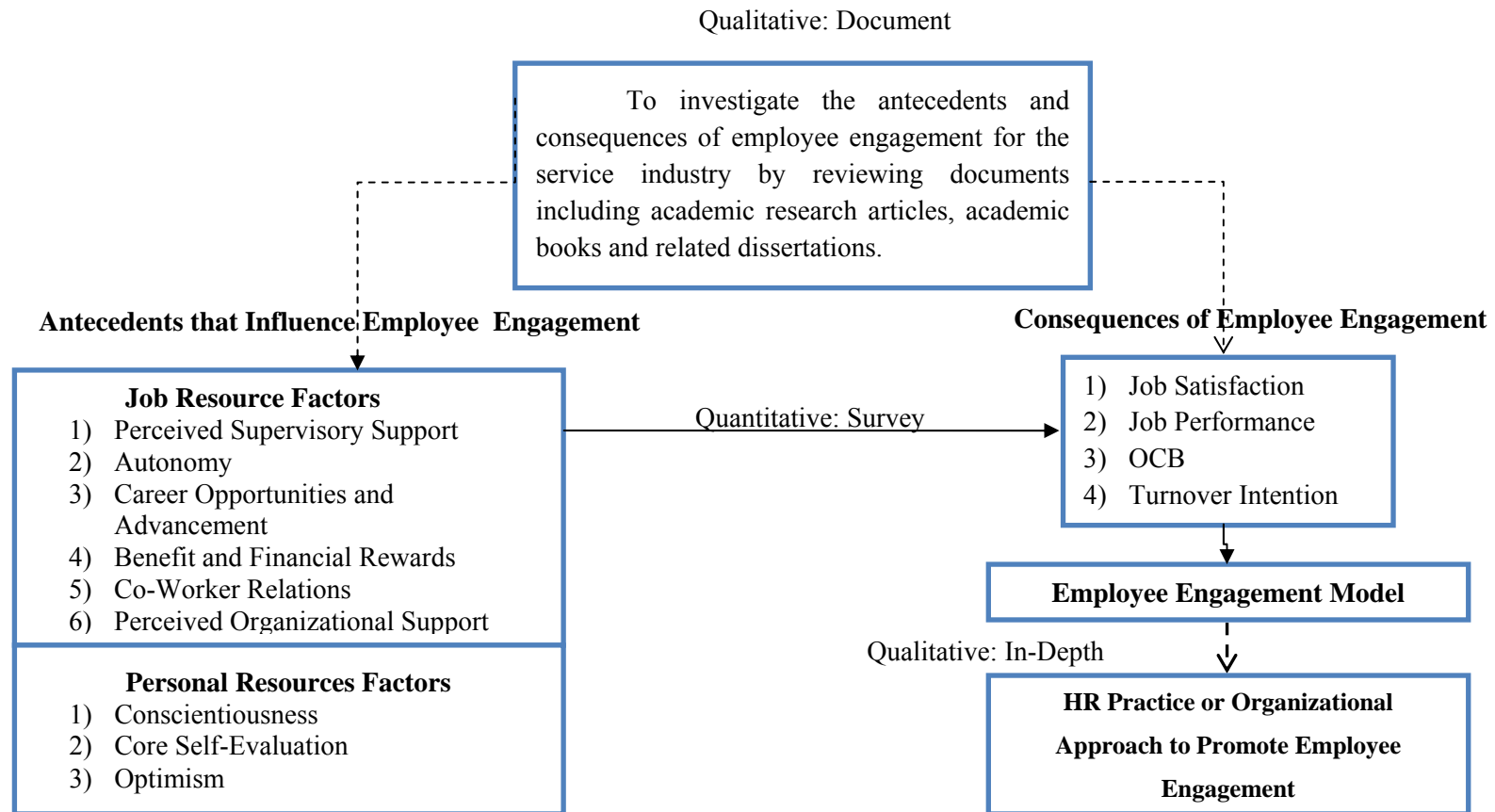
The scope of the study can be described in terms of its specific area of focus. The specific area, specific organization and the specific population of the study are as follows:

Specific area: This study emphasizes employee engagement in the hotel industry in Thailand. The researcher attempted to identify antecedent factors and consequences of the employee engagement. Also, the causal relationships of those variables were examined and developed into Employee engagement model for hotel industry in Thailand. The proposed HR practices and/or organizational strategies were introduced based on the employee engagement model.

Specific organization: The organization under study is hotels around Thailand that are registered with Ministry of Interior.

Specific population: This research study comprises 2 phases of study. As a result, the population under study consists of 2 sets. The population of the research phase 1 is the employees that work in the hotels that are registered with the Ministry of Interior and are also listed in The 2012 Hotels and Guest House Survey by the Statistical National Office Thailand. Based on The 2012 hotels and guesthouse survey, there are 255,658 hotel workers who receive a monthly salary. The sampling of the project phase 1 is the 400 hotel employee representatives, separated equally into 4 regions: Central, North, Northeastern and South, who have awareness about human relations at the hotel and also have thorough knowledge about employee engagement. The population of the project phase 2 consists of five key informants from three subgroups, including those that hold executive and management positions, as well as the human resources management position in the hotel business. These key informants were carefully selected based upon several criteria in order to meet with the specific proficiency and expertise in human resource management, especially the employee engagement area.

1.6 Conceptual Framework



1.7 Research Hypotheses

In order to study the relationship among variables, as well as construct an employee engagement model in the hotel industry, the following hypotheses will be tested:

Hypothesis 1: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job satisfaction.

Hypothesis 2: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job performance.

Hypothesis 3: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and organizational citizenship behavior.

Hypothesis 4: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and turnover intention.

Hypothesis 5: The nine employee engagement drivers including perceived supervisory support, autonomy, career opportunity and advancement, benefit and

financial rewards, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism, influenced employee engagement outcomes as depicted in the conceptual model

1.8 Benefits of the Study

As an environment of competition and dynamic changes, human capital has become the rising theme for both academics and practitioners. Employee engagement is considered as an essential tool to the human resources management practice, which can facilitate the organization in order to deal with today's business uncertain and turbulent condition (Lee, 2012: 9). The results of this study provides insight and information for administrators, practitioners, government agencies, researchers and investors about the employee engagement model in the hotel industry in Thailand, as well as gaining a better understanding about the relationship in both antecedents and consequences.

1) Hotel administrators, practitioners and employees may benefit from understanding the importance of engagement and the employee engagement model. As such, hotel administrators can develop and implement HR practice and organizational strategies that would actually improve employee engagement in their hotels, thereby resulting in a successful hotel business. While, hotel practitioners and employees may benefit from an increased understanding about the advantages of employee engagement in this may lead to better serving customers. In addition, practitioners in a supervisory role may benefit by understanding the antecedent of employee engagement which could have a direct improvement in the work environment, and so on.

2) Tourism researchers and academic research can use the result of this study to pinpoint the importance of human capital in the business context. Also the researcher may conduct similar research studies that will contribute to the knowledge-based system about employee engagement in other tourism based business and/or other businesses.

3) Government agencies and related associations such as the Tourism Authority of Thailand, Ministry of the Interior, Thailand Hotel Association and etc., can use the result of this research in part, to develop a guideline, project or specific course to support the engagement level of employees in the tourism business.

4) The new business investors who want to get into the hotel business can use this result and modify it to fit into the recruitment, training and corporate strategies in order to increase the competitive advantage.

1.9 Operational Definitions

1) Employee Engagement: Employee engagement refers to employees' experience during their role performance with an energy that is positive, fulfilling, enthusiastic, passionate, inspirational, prideful, exciting and challenging. Engaged employees immerse themselves into work without noticing that time goes by quickly. Employee engagement is a multidimensional concept including cognitive, emotional and behavioral components whereas employees invest energy through their hands, head and heart in their performing roles. Engaged employees have affirmative connection to their organization, thus they will talk about organizations positively and work to improve performance within the job for the benefit of the organization.

2) Antecedent/Driving Factors: A particular preceding factor or occurrence that influences or predicts a certain behavior that will lead to employee engagement in hotel business in Thailand. Driving factors/antecedents examined in this study are separated into 2 main categories; the job resources factors, and the personal resources factors. The job resources factors consist of six variables, based on a broad review of academic literature. The personal resources factors comprise three variables that were reviewed and tested.

3) The Job Resources Factor: The aspects of workplace conditions that provide resources to employees in achieving work goals that may be located in different levels including organizational level, interpersonal and social relations, organizational of work. The job resources factors in this study consist of six sub-constructs including perceived supervisory support, autonomy, opportunity and

advancement, reward and recognition, co-worker relations, and perceived organizational support.

4) The Personal Resources factor: The specific personal traits and the aspect of oneself and is linked to an individuals' ability to control positive behaviors in the workplace. The personal resources factors in this study consist of three sub-constructs including conscientiousness, core self-evaluation, and optimism.

5) Consequence/Outcome: Results of practicing employee engagement in the hotel business in Thailand. Outcomes examined in this study consist of four variables which were referred from various research studies.

6) Hotel Industry: In this study the hotel industry refers to 9,865 hotels and guesthouses businesses in Thailand based on The 2012 Hotels and Guest House Survey by the Statistical National Office, Thailand. Hotels and guesthouses are classified into 3 groups based on the number of rooms; Hotel type 1 with less than 60 rooms, Hotel type 2 with 60-149 rooms, and Hotel type 3 with more than 150 rooms.

1.10 Limitations of the Study

The first limitation in this study is the usage of the research result. This study focuses on predicting only the hotel industry in Thailand, which has a different system related to organizational culture, beliefs, politics, socio-culture, value, management style and the economy from other countries. As a result, the employee engagement model would be acceptable only in Thailand.

Another limitation regarded the definition of employee engagement, from 2002 until now, there are up-to-date definitions and interpretations of the employee engagement concept that have come primarily from business, organizational psychology, and human resource management literature. Each definition represented unique viewpoints of the time and field. The definitions defined by HR consulting companies typically are shaped by the way they want to promote and to use a novel, catchy label, while academic researchers are influenced by their own disciplines and theoretical orientations (Albretch, 2010: 63). In this study, employee engagement concerns the individual level construct with the individual-organizational relationship.

The researcher defines employee engagement from the business point of view and adopted the definition from Kahn, Schaufeli et al., Macey and Schneider, and Rich, Lepine et al. The definition of employee engagement may vary from others, yet somehow it is suitable with hotel businesses in Thailand.

The next limitation concerns the population of this research. In this study, the researcher used the report of The 2012 Hotels and Guest Houses Survey by the Statistical National Office, Thailand which indicated 9,865 hotels and guesthouse businesses in Thailand with 265,906 hotel workers and 255,658 hotel workers who receive a monthly salary. Due to the insufficient information about the name list of all 255,658 hotel workers, the researcher, therefore, decided to use the hotel property listings as a sampling unit to reach into research samples. Unfortunately, the name list of all hotels and guesthouses properties could not be found in the publication. For that reason, the researcher used the 7,464 registered hotels name list from the Department of Tourism, Ministry of Interior as a research sampling unit. Lastly, the cluster sampling technique was used to collect 429 hotel samples that generated into 4 regional based systems. Within each cluster the samples were selected based on their readiness, availability and convenience rather than being considered with the hotel size.

1.11 Organization of the Study

This chapter included an introduction about the hotel industry in Thailand, the background to the problems, research questions and objectives, scope of the study, conceptual framework, research hypotheses, benefits and the limitation of the study. The definitions of terms were also discussed. Chapter 2 provides a review of the literature, related theories, and an engagement model that supports the study. The proposed antecedent and consequences of employee engagement is also included. Chapter 3 describes the research methodology, population and sample, data collection, data analysis and the measuring instrument. Two phases of research design were discussed separately. Chapter 4 presents the findings of quantitative analysis including multiple regression analysis and structural equation model analysis.

Hypotheses were tested as well as the employee engagement model, the goodness of fit indices, the coefficient of determination and the loading factors are illustrated. Chapter 5 discusses the findings from the qualitative research, the five themes presented with human resources tools, practices and organizational approaches. Lastly, chapter 6 concludes with a discussion of the results and analysis of study including both quantitative and qualitative approaches. Discussions about the research results are presented. Also, the implications for theory, research, and practice, and the recommendations for future research are deliberated.

CHAPTER 2

LITERATURE REVIEW AND RESEARCH VARIABLES

This chapter provides a review of the literature, related theories, engagement model and academic reviews that supports the study. Additionally, the proposed antecedents of employee engagement, based on various literature reviews, are included into job resource factors and personal resources factors. The proposed consequences of employee engagement, based on various literature reviews, are investigated including job satisfaction, job performance, Organizational Citizenship Behavior and turnover intention. Lastly, the reviews of the HRM practices and organizational approaches are included.

2.1 The Definition of Employee Engagement

Employee engagement appear to be new emerging concept, yet it essentially has its roots in classic concept and constructs like employee intrinsic motivation, job satisfaction, job involvement, commitment and Organizational Citizenship behavior (Kgomo, 2010: 68). The term of engagement had been introduced since the 1990s and the changes in the underlying field of psychology have led to the movement of positive psychology in place of the traditional psychological research trends. New concepts and constructs of positive psychology of management, including happiness, hope, optimism, altruism, wisdom, empathy, modesty, well-being, forgiveness, and engagement, have been encouraged within the workplace in order to generate and maintain positive relationships among employees and to maximize the positive strengths of employees. These concepts and constructs have been developed for positive management approaches in organizations, including attitudes, behaviors, personalities, and interpersonal relationships which can be of benefit to both individual growth and organizational success. According to Walter, 2010 the model

of outcomes of positive approaches was outlined which can contribute to both individual growth and organizational success.

Positive approaches and ↑ employee involvement/participation =
 ↑ Commitment, ↓ turnover, and ↑ productivity

Subsequently, this notion of engagement has become widespread and has obtained a significant attention in employee engagement, especially among human resources practitioners, organizational psychologists, and HR-oriented management consultants. As mentioned by Lockwood (2007: 2) that in today's competitive marketplace, employee engagement has appeared to be a critical driving factors of organizational success. Consequences of employee engagement have an immense effect on both individual growth and organizational success such as employee retention, productivity, loyalty, customer satisfaction, company reputation and stakeholder value (Kgomo, 2010: 68). Nevertheless, the definition of the engagement has been unclear among academics, practitioners and HR consultant firms. Employee engagement, like many of the concepts that are so vital, is relatively easy to recognize, but has proven very difficult to define (Albrecht, 2010: 62). Recently, employee engagement is an agreed upon psychological facet that encompasses energy, enthusiasm, and engrossed effort (Macey, & Scheiner, 2008). While other researchers who look into different aspects and considered employee engagement as "multi facets comprised of an affective state (eg commitment, involvement attachment etc.), a performance construct (eg role performance effort, observable behavior, organizational citizenship behavior etc.) or an attitude" (Robertson-Smith, & Marwick, 2009: 6). However, up to date, there is no universal agreement of an employee engagement definition among those organizational psychologists, academic, HR-oriented management consultants and human resource practitioners.

There are many engagement concepts that have been established lately relating to engagement, such as personal engagement, burnout/engagement, work engagement, and employee engagement.

2.1.1 Personal Engagement

In 1990, William A. Kahn was the first academic to theorize the personal engagement as the psychological presence of an employee when performing his/her organizational task. Kahn undertook a qualitative research study by using interviewing method with summer camp counselors and associates of an architecture firm about engagement and disengagement at work during their performance tasks. Kahn's study developed an understanding of real selves that people bring into their role performances. Therefore, Kahn defined work-related engagement, the so-called personal engagement as "the expression of their "preferred selves" in task behavior that promotes connections to work and to others. Organizational members employ and express themselves physically, cognitively and emotionally during role performance and enthusiasm with full role performances (Kahn, 1990: 698-700). The 'preferred selves' refers to the scope and extent to which people express and behave naturally when performing a certain role. By doing so, people become cognitively, emotionally and psychologically involved. As remarked later in 2010 by Kahn, he expanded the real selves of people into the work as below:

Engagement's about putting ourselves –our real self- into the work. Our real selves show up when we say what we think and feel in the service of doing the work. We use our voices. We express that self, rather than defend or withdraw it from view. When workers are present in their role performance, they also allow the full range of their senses to inform their work. They place their ideas, hunches and feeling at the disposal of the problem they are trying to selves (Kahn, 2010: 21-22).

By undertaking exploratory research on the factor of engage and disengage at workplace, three psychological conditions; meaningfulness, safety and availability were investigated as the impact to an individual's personal engagement and disengagement. These three psychological conditions can be used as the instrumental concepts leading to work-related factors and personal resources that maintain the state of personal engagement.

Meaningfulness refers to a feeling that people receive in a return for putting the real self into the work during their role performance. Kahn's study suggested that work itself is the key element to establish the feeling of meaningfulness to people. Thus, work needs to be experience, so that employees engross the feeling of worthwhile, valuable, and beneficial to their work (Kahn, 1990: 704). According to Kahn's study, there are three factors that influence employee's sense of meaningfulness: task characteristics, role characteristics and work interactions.

Safety is identified by the employees' capability to express, show and to employ themselves without fear of undesirable consequences affecting their work and/or their self- image. Thus, the work should encourage employees to speak, participate, and offer suggestions through four influenced factors: interpersonal relationships, group and intergroup dynamics, management style and process, and organizational norms.

Availability refers to all resources in the workplace that employees need in their work role, including the physical, emotional, resources and psychological resources. Based on Kahn's study, there are four types of distractions that have an influence on psychological availability, which are depletion of physical energy, depletion of emotional energy, individual insecurity, and outside lives.

According to Kahn's perception, personal engagement means to be psychologically present when employees occupy and perform their organizational tasks. Engaged employees keep active and express themselves physically, cognitively and emotionally during role performance. Engaged employees are focused on their tasks and allow the full range of their senses to inform their work role. They stay with their work and show that they care about them. They are not simply following routines. They will bring all sorts of data – their thoughts, feeling, hunches and experiences – into play as they go about their work. Kahn's personal engagement conceptualize framework is used as the foundation for the scaffolding of the engagement construct (Shuck, & Wollard, 2010: 99). Many of the contemporary academic researchers had built a stronger foundation on Kahn's personal engagement construct (Luthans, & Peterson, 2002, May, Gilson, & Harter, 2004; Saks, 2006; Wilson, 2009; Slatten, & Mehmetoglu, 2011; Lee, 2012).

2.1.2 Burnout/Engagement

In 1997, Maslach and Leiter had led the second approach of engagement which conceptualized engagement based on a positive antithesis to burnout. Burnout is often defined as tiredness feeling of workers concerning about the value of their work and uncertain perception about their self in the work role (Maslach, Jackson, & Leiter, 1996 quoted in Beek, Hu, Schaufeli, Taris, & Schreurs, 2012: 32). Maslach and Leiter further illustrated that when employees experience the feeling of burnout “energy turns into exhaustion, involvement turns into cynicism and efficacy turns into ineffectiveness” (Maslach, & Leiter, 1997: 24). Additionally, the researchers characterized burnout as exhaustion (i.e. the depletion of mental resources), cynicism (an indifferent and detached attitude toward one’s job) and ineffectiveness. As a result, employees experiencing burnout are dissatisfied with their jobs and often have ineffective job performance. They are less committed to the organization and the absenteeism is high. Also, they are often thinking about resigning from the job. (Maslach, Schaufeli, & Leiter, 2001 quoted in Beek et al., 2012: 32).

In contrast to burnout, engagement is considered as a positive converse to burnout and characterized as energy, involvement and efficacy. Employees that are engaged appear to be energized, and are willing to commit time and effort to do their job, and feel competent in the work that they do. Thus, building engagement is the best resolution to employee burnout. The Areas of Work-life Scale (Leiter, & Maslach, 2004) which focuses on six key domains of work-life including workload, control, rewards, community, fairness and values are used as the predictive of burnout and engagement (Kular et al., 2008: 5; Maslach, 2011: 44). Burnout/Engagement can be measured using the burnout measurement scale called the Maslach Burnout Inventory-General Survey (MBI-GS) dimensions. MBI-GS are measurement of two main opposite continuums; burnout and engagement. However, using MBI-GS to cover the two opposite concepts has been questioned in other research (Schaufeli et al., 2002 quoted in Lee, 2012: 25).

The concept and definition of engagement that is based on Maslach and Leiter’s study is more likely split into two opposite poles of a same continuum which is likely to be unacceptable. In 2011, Maslach proposed that by focusing on engagement can prevent burnout in the organization. This burnout/engagement

framework can lead an organization to realize work-related factors are likely to enhance employee energy, involvement with their task and sense of efficacy (Maslach, 2011: 44-45).

2.1.3 Work Engagement

In 2002, a group of researchers including Schaufeli, Salanova, Gonzalez-Roma and Bakker introduced the third approach to engagement construct and work engagement. These researchers argued with Maslach and Leiter's conceptualization of the relationship between burnout and engagement. They exclaimed that burnout and engagement are different constructs and independently related (Schaufeli, Salanova et al., 2002: 74). They defined work engagement as a motivational concept with a "more persistent and pervasive affective-cognitive state" (Schaufeli, Martinez, Pinto, Salanova, & Bakker, 2002: 465). According to Schaufeli et al., work engagement is defined as a positive, fulfilling affective motivational state of work-related well-being that can be seen as the antipode of job burnout (Bakker, & Leiter, 2010: 1-2).

Engaged employees are energetic and enthusiastically involved in their work role. Additionally, work engagement reflects intense employee involvement in their work, the essence of flow in which they feel the time goes quickly. Thus, work engagement is characterized into three aspects: vigor, dedication and absorption. Vigor refers to "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties" (Schaufeli, Salanova et al., 2002: 74). Dedication refers as "being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge" (Schaufeli, Salanova et al., 2002: 74). Lastly, absorption involves "being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli, Salanova et al., 2002: 75). The work engagement measurement has been developed called the Utrecht Work Engagement Scale (UWES) (Schaufeli, & Bakker, 2004; Schaufeli, Martinez et al., 2002).

Schaufeli and colleagues defined a newly identified absorption aspect into the element of work engagement, apart from Kahn's original construct and Maslach and

Leiter burnout/engagement concept. The definition of work engagement by Schaufeli and colleagues has perhaps been the most widely cited definition of engagement (Albrecht, 2010: 4).

2.1.4 Employee Engagement

According to the trend toward a positive psychology of management that maximizes the positive strength of employees and benefits organizational success, the interest in employee engagement has emerged (Rothmann, & Rothmann, 2010: 1). The idea of employee engagement has clearly captured the attention of many researchers, practitioners, organizational and consultants across the globe. The concept of employee engagement is discussed widely in both a business perspective and an academic perspective.

Starting in 1999, when the book **First Break all the Rules** published and reviewed the research data on the foundational aspects of employee engagement (Buckingham, & Coffman, 1999 quoted in Shuck, & Wollard, 2010: 90), the notion of employee engagement has been spread out. Harter, Schmidt, and Hayes (2002) from Gallup organization were the first to explore employee engagement at the business unit level by using a meta-analysis method across various companies. This first exploratory business unit level research reviewed the correlation between employee engagement and business outcomes including customer satisfaction, productivity, profit, employee turnover and accidents. In this study, Harter and his colleagues identified employee engagement as “an individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter, Schmidt, & Hayes, 2002: 417).

Two years later, Robinson, Perryman et al. from IES, provided the definition of employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization” (Robinson et al., 2004: 9). Many other business consultancy firms jumped into this new emerging trend and defined their own definitions. For example, Blessing White Research Company published a comprehensive report examining the dynamics of engagement around the world which identified an engagement model that is composed of employee contribution and employee satisfaction. They proposed

that in order to maintain the sustainable employee engagement, the organizations need to encourage employees' values, goals, and aspirations from within. Engaged employees represent maximum job satisfaction and maximum job contribution. Aon Hewitt, one of the well-known management consulting companies claimed that engaged employee consistency is demonstrated by three general behaviors: say, stay and strive; whereas Towers Perrin considered employee engagement as an affective state that reflects employee satisfaction and inspiration. In a business and consultancy firm's perspective, employee engagement is used as a novel, catchy label that in fact covers traditional concepts, as it has the appearance of being somewhat faddish (Bakker, & Leiter, 2010: 12).

In 2006, Alan M. Saks, conducted academic research to show specifically conceptualized and tested antecedents and the consequences of employee engagement. Saks adopted the Kahn and Schaufeli et al. definition and stated employee engagement as a distinctive construct that is related with individual role performance. Employee engagement consists of three main components; cognitive component which was developed by Kahn, 1990 and Maslach et al., 2001, emotional component which was developed by Kahn 1990 and Harter et al., 2002, and behavioral component which was developed by Maslach et al., 2001 and Harter et al., 2002. Saks's study expanded the concept of job and organizational engagement which prior studies only specified in the work role. He included the relationship with the organization to employee engagement, so that there are two varying degrees of engagement: job engagement and organizational engagement.

In year 2008, Czarnowsky from ASTD was the first professional company that deliberated the concept of employee engagement from an HRD perspective. Based on the study, the definition of employee engagement was referred to as "employees who are mentally and emotionally invested in their work and in contribution to their employee's success" (Czarnowsky, 2008: 6). Within the same year, Macey and Schneider argued that engagement can be conceptualized as separate constructs; trait engagement, state engagement and behavioral engagement. From their perspective, state engagement is considered the definition of Kahn and Schaufeli et al. Trait engagement is the positive, active and energetic characteristic and predisposes an employee in their work role. Behavioral engagement is "adaptive behavior intended

to serve an organizational purpose, whether to defend and protect the status quo in response to actual or anticipated threats or to change and/or promote change in response to actual or anticipated events” (Macey, & Schneider, 2008: 18).

Above and beyond these definitions of engagement construct, there are several definitions of employee engagement that exist from academics, HR practitioners and HR consultant firms. (See Table 2.1: Identified Seminal Work of Employee engagement)

Table 2.1 Identified Seminal Work of Employee Engagement

Indicative Publication	Engagement Concepts	Definition of Engagement
Kahn (1990)	Personal Engagement	“Personal engagement is the simultaneous employment and expression of a person’s “preferred self” in task behavior that promote connections to work and to others, personal presence, and active full role performances” (Kahn, 1990: 700).
Maslach et al. (2001)	Burnout /Engagement	Maslach and colleagues, who studied about job burnout, had expanded and led to new conceptual models focusing on engagement, the positive antithesis of burnout. They defined engagement as “a persistent, positive affective motivational state of fulfillment in employee that is characterized by high levels of activation and pleasure” (Maslach et al., 2001: 417).
Schaufeli, Salanova et al. (2002)	Work Engagement	“A positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli, Salanova et al., 2002: 74-75).

Table 2.1 (Continued)

Indicative Publication	Engagement Concepts	Definition of Engagement
Harter et al. (2002)	Employee Engagement	Employee engagement refers to “the individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter et al., 2002: 269).
Robinson et al. (2004)	Employee Engagement	“A positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization, The organization must work to develop and nurture engagement, which require a two-way relationship between employer and employee” (Robinson et al., 2004: 9).
Saks (2006)	Employee Engagement	“A distinct and unique construct that consist of cognitive, emotional and behavioral component that are associated with individual role performance” (Saks, 2006: 602). Saks expanded the construct to include job and organizational engagement.
O’Reilly (2007)	Employee Engagement	“The extent to which employees identify with their organization: its people, value, purpose, and culture. Engagement is about the level of emotional connection employees feel toward their organization; the passion and enthusiasm they feel, and their motivation towards supporting the company’s goals” (O’Reilly, 2007: 96).

Table 2.1 (Continued)

Indicative Publication	Engagement Concepts	Definition of Engagement
Macey, and Schneider (2008)	Employee Engagement	“Engagement comprises a complex nomological network encompassing trait, state and behavior constructs, as well as the work and organizational conditions that might facilitate state and behavioral engagement” (Macey, & Schneider, 2008: 23-24).
Czarnowsky, 2008	Employee Engagement	“Employees who are mentally and emotionally invested in their work and in contribution to their employee’s success” (Czarnowsky, 2008: 6).
Berry, and Morris (2008)	Employee Engagement	“The act of an employee being involved in, enthusiastic about and satisfied with his or her work” (Berry, & Morris, 2008: 1-3).
Rich et al. (2010)	Job Engagement	“The investment of an individual’s complete self into a role, provides a more comprehensive explanation of relationships with performance” (Rich et al., 2010: 617).
Shuck, and Wollard (2010)	Employee Engagement	“An individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcome” (Shuck, & Wollard, 2010: 103).

Table 2.1 (Continued)

Indicative Publication	Engagement Concepts	Definition of Engagement
Albrecht (2010)	Employee Engagement	“Employee engagement is a positive work-related psychological state characterized by a genuine willingness to contribute to organizational success” (Albrecht, 2010: 5).
Mani (2011)	Employee Engagement	“The level of commitment and involvement an employee has towards his organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employee towards the organization and its values” (Mani, 2011: 15).
Geetha (2012)	Employee Engagement	“An engagement employee as the one who is optimistic, highly focused on his work, enthusiastic and willing to go an extra mile to contribute to sustainable organizational success on a long term basis” (Geetha, 2012: 423).

Sources: Adapted from Shuck, and Wollard, 2010: 96-97 and Welch, 2011: 330-331.

As regards to Table 2.1, the development of the conceptualization from the term engagement had been reviewed. The first leading psychological scholar to lead this review, William Kahn (1990), had positioned the groundwork theory of personal engagement focusing on individual’s work role performance. Followed by Schaufeli, Salanova et al. (2002) who defined the definition of the work engagement, Schaufeli and colleagues outlined work engagement as the motivational concept and has

become the most popular cited definition among academic researchers. At the same time, engagement construct has been the bright spot for the HR practitioners and HR management consultants regarding the supporting information about the related business outcomes as a strategy for competitive advantage (Macey, & Schneider, 2008), including organizational performance, productivities, turnover, retention, customer satisfaction etc.

Since 2002, there are contemporary definitions and interpretations of the employee engagement concept that have come primarily from business, organizational psychology, and human resource management consulting literature, many of which “lack the rigor of academic scrutiny” (Shuck, & Wollard, 2010: 91). Although, each definition represented unique viewpoints of the time and field, “disjointed approach of employee engagement definition has lent itself to its mis-conceptualization and to the potential for misinterpretation” (Shuck, & Wollard, 2010: 101). To date, there is no universal accepted definition of employee engagement. The definitions defined by HR consulting companies typically are shaped by the way they wanted to promote and to use it as a novel, catchy label.

Academic researchers are also influenced by their own disciplines and theoretical orientations (Albrecht, 2010: 63). However, most of the literature suggests that employee engagement concerns the individual level and is a personal decision (Kahn, 1990; Harter et al., 2002; Saks, 2006; Macey, & Schneider, 2008). Employee engagement has been defined as a multi-faceted construct with cognitive, emotional, and physical aspects (Kular et al., 2008: 3). However, in the human resources literature, there are slightly different interpretations in defining employee engagement (Kahn, 1990; Maslach et al., 2001; Harter et al., 2002; Schaufeli, Salanova et al., 2002; May et al., 2004; Sirota, Mischkind, & Meltzer, 2005). The HR and business researchers defined an engaged employee as one who has a high level of enthusiasm and is resilient during their role performance. They are willing to invest their effort, their involvement and feeling of significance, enthusiasm, passion, inspiration, pride, excitement and challenge into their work. During their role of performing, engaged employees immerse themselves into work without noticing that time goes by quickly. On the other hand, they are willing to put their hands, head, and heart into their jobs. (Schaufeli, & Bakker, 2004; Bakker, & Demerouti, 2008). Engaged employees have

an affirmative connection to their organization, thus they will talk about organizations positively.

In this study, employee engagement is concerned as the individual level construct with the individual-organizational relationship (Albrecht, 2010; Markos, & Sridevi, 2010). The researcher defines employee engagement from the business point of view and adopted the definition from Kahn, Schaufeli et al., Macey and Schneider, and Rich et al. as employees' experience during their role performance with a positive, fulfilling, enthusiasm, passion, inspiration, pride, excitement and challenge. Engaged employees immerse themselves into work without noticing that time goes by quickly. Employee engagement is a multidimensional concept including cognitive, emotional and behavior component whereas employees invest their hand, head and heart energy during their role performance. Engaged employees have an affirmative connection to their organization, thus they will talk positively about the organization and work to improve performance within the job for the benefit of the organization.

2.2 Employee Engagement Versus Other Constructs

From reviewing the seminal conceptual work of employee engagement, the definition of employee engagement overlapped on existing constructs, such as job satisfaction, commitment, job involvement, and organizational citizenship behavior. Questions are being asked about whether the concept of engagement is just a repackaging of employee satisfaction and commitment (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005 quoted in Shuck, & Wollard, 2010: 90); whereas, others mentioned that employee engagement is just the old wine in the new bottle. So that, it is essential to acknowledge some relationship and/or overlap between employee engagement construct and other existing constructs such as job involvement, job satisfaction, commitment, and organizational citizenship behavior.

2.2.1 Job Involvement

Job involvement is a classic construct that had been introduced far longer during the 1960s. Job involvement focuses on the relationship between employees and

their work, which is an employees' psychological cognitive state regarding the effect of their job including performance and their self-image. Involved employees were preoccupied with their work both during role performance and outside of work. They engaged only in their work, not their work environment, workplace relations or organizations.

Job involvement is a narrow concept that compares engagement which overlaps with employee engagement in which only employees' enthusiasm for their work is studied. In fact, employee engagement has a profound connotation that encompasses the relationship among employees, their jobs, work environment, work colleagues or organization (O'Reilly, 2007). Academic research positioned job involvement as one of many components of engagement. For example Macey and Schneider stated that "employee engagement connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioral components" (Macey, & Schneider, 2008: 4).

2.2.2 Job Satisfaction

Job satisfaction is widely known as the contentment an employee has with his or her job. Job satisfaction focuses on affective attitude reactions toward work and the need to maintain happiness (Rich et al., 2010: 618), yet not include the discretionary effort, behavior of retention and alignment of value for organization success. The measurement of job satisfaction varies and comprises the job descriptive index and the Minnesota satisfaction questionnaire which commonly measure the job related factors and work environment including supervising management, pay, benefit, co-worker relations and so on. Job satisfaction is one of well-known constructs that has been linked with employee well-being concept and engagement.

Fernandez (2007 quoted in Markos, & Sridevi, 2010: 90) mentioned that there is a difference between job satisfaction and employee engagement because the engagement can help retain the qualified employees while job satisfaction does not retain them. Besides, Erickson (2005 quoted in Markos, & Sridevi, 2010: 90) articulated that engagement construct is more profound than job satisfaction. Regarding the unclear concept of employee engagement, there are still misperceptions about job satisfaction whether its antecedent or the consequences of engagement.

Harter et al. (2002) invoke satisfaction as part of their measurement and defined engagement as “the individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter et al., 2002: 269). Complying with Andrew Brown from Mercer Delta Consulting, he stated engagement as a combination of satisfaction, motivation, commitment and advocacy (O’Reilly, 2007: 15). On the other hand, several business consultant firms and academic researchers established job satisfaction as a consequence of employee engagement. As a final point, the academic researchers have concerns about the relationship between job satisfaction and engagement.

2.2.3 Commitment

Commitment is regarded as a psychological state of attachment which is composed of a multidimensional framework based on an attitude toward the organization and it represents three distinct forms: compliance, identification and internalization (O’Reilly, & Chatman, 1986). Whereas Meyer, and Allen (1991) developed three separate and measurable component models: affective, continuance and normative commitment. Affective commitment is concerned with the facet of state engagement due to the concept of belonging and personal meaning (Rich et al., 2010). According to Rich et al. (2010: 8-9) they claimed that organizational commitment is the employees’ positive state of attachment to their organizations including performing the discretionary effort to organizational success, the feeling of pride, and of being part of the organization. As such, committed employees have a positive attitude and cognition toward their work and organization including being energetic, feeling proud and making an effort to succeed. They aligned with the organizational goals and values, employed discretionary effort for success of the organization, and present the willingness to stay with the organization. When defining employee engagement, the cognitive component shows the strong intensity connection with affective commitment and organizational commitment.

Commitment construct seems to be closely related to engagement, as “engaged employees behave in similar ways to committed employees” (O’Reilly, 2007: 15). The relationship between commitment and engagement has been confirmed from several academic researchers. However, there is still some

misinterpretation about the commitment as the antecedent or consequences of employee engagement. Based on Rich and colleagues, they mention that engagement is about passion and commitment – “the willingness to invest oneself and expend one’s discretionary effort to help the employer succeed” (Rich et al., 2010: 7). In contrast, other researchers implied commitment as a consequence of employee engagement (Hakanen et al., 2006; Saks, 2006; Andrew, & Sofian, 2012; and Lee, 2012).

2.2.4 Organizational Citizenship Behavior: OCB

Organizational Citizenship Behavior (OCB) was first introduced in the 1980s (Smith, Organ, & Near, 1983; Organ, 1988). Organizational citizenship behavior is an extra-role behavior of employees within the work context which beyond formal requirement in the organization. Employees with the OCB demonstrate positive extra-role behavior toward organizational goals and value. They are helpfulness, sportsmanship, conscientiousness and civic virtue in order to support organizational effectiveness. OCB construct is concerned as behavioral engagement in terms of initiating, fostering change, and proactive behavior (Macey, & Schneider, 2008; 24). Alternatively, many other researchers tested OCB as a consequence of employee engagement (Saks, 2006; Rich et al., 2010, and Andrew, & Sofian, 2012). Despite to this un-conceptualized employee engagement concept, there is some evidence of the relationship between OCB and employee engagement.

Comparing these four above classic mentioned constructs, the employee engagement is the newest construct that has encompassed the motivational and attitudinal constructs in order to attain the meaningfulness of its definition. According to the study by Schohat, and Vigoda-Gadot, 2010, they summarized four characteristics constructs; Employee engagement with Organizational commitment, Job Involvement and Organizational Citizenship Behavior, on various dimensions along which the concepts differ. The dimensions are:

- 1) Scope: the range of job related performance, specifically intra-role, extra-role or both.

- 2) Source of behavior: The source of the individual behavior, that is either voluntary or is a result of a certain attitude or disposition.
- 3) Personality type: The value driver for the individual's behavior: respect of others or respect for authority.
- 4) Basic orientation: The individual's basic orientation toward life.
- 5) Assistance target: Which is likely to benefit from the individual's assistance: team, group, unit or the entire organization?
- 6) Situational compatibility: What are the situational requirements –interdependence or independence of units- facilitating or inhibiting individual behavior?
- 7) Inter-organizational transferability: Can an individual possessing this quality move freely between different organizations?
- 8) Guiding discipline: Academic domain that most frequently informed the writings on each quality. (Schohat, & Vigoda-Gadot, 2010: 103)

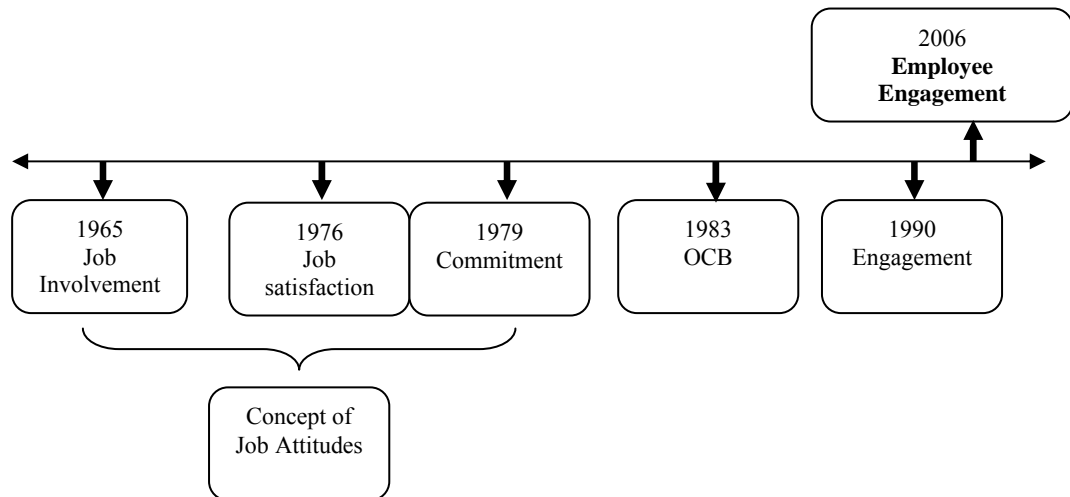


Figure 2.1 Seminal Construct of Employee Engagement Based on Academic Scholars

The table 2.2 suggested that employee engagement, organizational commitment, job involvement and organizational citizenship behavior all share some variance as they are considered job- or work-related attitudes or behaviors that emphasize a positive interaction of individuals and the workplace (Schohat, &

Vigoda-Gadot, 2010: 103-104). By comparing four constructs, it clearly shows that employee engagement has a larger scope than the other three. Moreover, the finding of Schohat and Vigoda-Gadot indicated that “employee engagement consists of the best of what organizational commitment, job involvement and organizational citizenship behavior have to offer and therefore should be viewed as the most comprehensive description, to date, of the desired relationship between individuals and organizations” (Schohat, & Vigoda-Gadot, 2010: 105). Similar with Macey, and Schneider (2008: 4) that state about the employee engagement is taken to mean some or all of “involvement, commitment, passion, enthusiasm, focused effort, and energy”.

Table 2.2 Comparison of Employee Engagement with Organizational Commitment, Job Involvement and Organizational Citizenship Behavior

Dimension	OC	JI	OCB	EE
Scope	Intra-role	Intra-role	Extra-role	Intra-role and extra-role
Source of behavior	Role identification, internalization	Job identification	Voluntary, non-specific	Dispositional, motivational
Personality type	Team player	Care and understanding	Respect toward people, authority and institutions	Optimistic, Proactive
Basic orientation	Social compliance, collaborative	Normative compliance and participation	Normative compliance and participation	Initiative and enterprise

Table 2.2 (Continued)

Dimension	OC	JI	OCB	EE
Assistance target	unit/ organization	unit/ organization	personal, team, work-group, unit	Organization
Situational compatibility	unlimited	Job knowledge, skills, experience	Personal, team interdependence	Unlimited
Inter-organizational transferability	Low	Medium	Medium	High
Guiding discipline	Industrial organizational psychology	Industrial organizational psychology	Management, political science	Social and behavioral science

Source: Schohat, and Vigoda-Gadot, 2010: 104.

According to numerous academic literature reviews from academic scholars, employee engagement is perceived as a higher-order construct and is conceptualized as a distinct construct (Albrecht, 2010: 36). Employee engagement comprises several classic constructs including job satisfaction, organizational commitment, job involvement and organizational citizenship behavior constructs which individually cannot act as engagement (Macey, & Schneider, 2008; Robinson et al., 2004 quoted in Markos, & Sridevi, 2010: 91). Therefore in this study, the researcher embraced some of the classic constructs as components of employee engagement, and defined the meaning of employee engagement as an employees' experience during their role performance that was considered positive, fulfilling, enthusiastic, passionate, inspirational, prideful, exciting and challenging. Engaged

employees immerse themselves into work without noticing that time goes by quickly. Employee engagement is a multidimensional concept including cognitive, emotional and behavior component whereas employees invest energy through their hands, head and heart during their role performance. Engaged employees have an affirmative connection to their organization, thus they will talk positively about the organizations and work to improve performance within the job for the benefit of the organization.

2.3 Related Theories

As mentioned above that employee engagement is the most modern construct which had contributed to several grounded theories. Motivational and Needed theories are considered mainstream that link to the employee engagement construct. In this study Maslow's need hierarch theory and the dual-structure theory are discussed. Following with the Social Exchange Theory (SET), Job demand-Resource Model, Big Five Personality model and Core Self-Evaluation (CSE) are all associated as fundamental to the employee engagement construct.

2.3.1 Need Theories of Motivation

Needs are "physiological or psychological deficiencies that arouse behavior. Human needs thus vary over time and place and represent a key personal factor that influences motivation" (Kinicki, & Fugate, 2012: 147). Maslow's Need Hierarchy Theory is the popular classic need theories that have comprehensively applied to organizational behavior study. Abraham Maslow proposed that motivation is a function of five basic needs; physiological, safety, belongingness/social, esteem and self-actualization. From Maslow's perspective, he believed that these needs were arranged in an order of importance, with the most elementary needs at the base. As each of these needs becomes considerably fulfilled, the next need becomes foremost. The physiological needs are the fundamental basics that humans need to survive including food, water, accommodation, and other bodily needs. The safety needs follow after satisfying the former needs. Safety needs are the need of the security and protection from harm such as physical and emotional harm, economic threats, job

security, political instability, and so on. Following with belonging/social needs, these needs focus on the desire for affection, nurturing, acceptance, respect, caring relationship and friendship. The three sets of needs at the bottom of the hierarchy are called “deficiency need” or “lower-order needs” that are satisfied externally.

The top two sets of the hierarchy needs called “higher-order needs” because they focus on personal growth and development which are satisfied internally. Esteem needs were built on the perception of one’s self-evaluation as worthy. The self-esteem psychological state not only comes from individual evaluation of worthiness, but also from the acceptance actual esteem from others which is a consequence that leads to self-confidence and prestige. The top of the hierarchy needs is the self-actualization needs which refer to the ability and the desire to become everything one is capable of becoming. It is the highest level of human existence that one can achieve and fulfill. Figure 2.2 shows Maslow’s Need Hierarchy that compares general and organizational examples.

Maslow’s Need Hierarchy Theory provides the theoretical conceptual framework for understanding the motivational forces in people based on human needs, which support the employee engagement construct (Kahn, 1990).

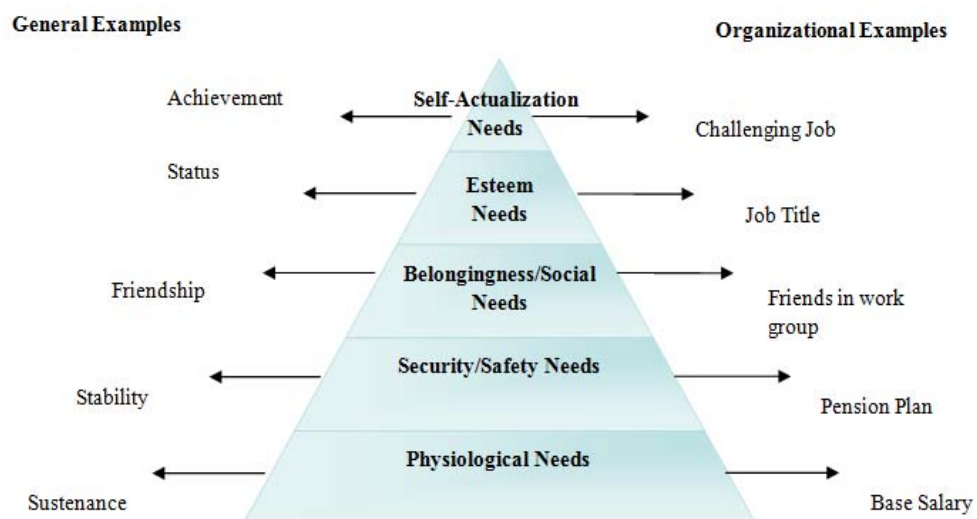


Figure 2.2 Maslow’s Need Hierarchy

Source: Kinicki, and Fugate, 2012: 124.

Another essential foundation of motivational theory is the dual-structure theory which was initially called the “two-factor theory”. In the late 1950s and early 1960s, Frederick Herzberg and his colleagues developed the theory by interviewing about two hundred accountants and engineers from Pittsburg in order to identify the motivation factors. Two focal continuum factors had been identified: motivation factors and workplace characteristics called hygiene factors. Herzberg stated that the dual structure theory is more complex while comparing the traditional view of satisfaction which suggests that satisfaction and dissatisfaction were an opposite continuum of a single dimension.

In this theory, two dimensions were affected. One dimension affects motivation factors and the other dimension affects hygiene factors, ranging from satisfaction to no satisfaction, (Moorhead, & Griffin, 1998: 128). There are two different types of needs; motivation factors and hygiene factors. Motivation factors or intrinsic factors are initiated from the job itself, which can directly relate to job satisfaction that includes promotion opportunities, achievement, recognition, the work itself, responsibility, challenges on the job and opportunities for advancement and growth. Hygiene factors or extrinsic factors contain basic factors of the job that can create dissatisfaction if insufficient, and include the quality of supervision, physical working conditions, interpersonal relationships, pay, benefits, job security, and company policies.

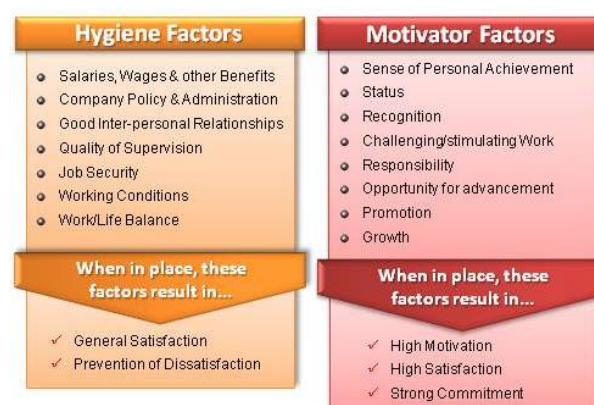


Figure 2.3 The Dual-Structure Theory

Source: Bosman, 2014.

This theory claimed that if the motivators are in the job, the employees' perceived satisfaction and work enthusiasm could directly relate to engagement. To use the dual-structure theory in the workplace, Herzberg recommended a two-stage process. The first stage is to remove situations that may be the cause of dissatisfaction in the organization. However, once a state of no dissatisfaction exists, the use of the motivation factors are to be given consideration.

2.3.2 Social Exchange Theory

During 1950s, the Social Exchange Theory (SET) was constructed by social psychologists John Thibaut and Harold Kelley. Social exchange theory has its origins in behavioral psychology, economics as well as social psychology. SET aimed to determine behavior among human behavior, relationship and social structure complexity. Lambe, Homans, 1958 quoted in Lambe, Wittmann, and Spekman, (2001: 4) pointed out that SET may be traced as "one of the oldest theories of behavior between individuals in exchange of resources". The theory proposed that individuals will evaluate the social relationship to maximize their profits and minimize costs. An individuals' behavior with seeing a reward or to avoid punishment is based on their individual satisfaction level relationship. Individuals usually are content if they notice that they are receiving more than they are giving. However, if individuals feel that they are giving more than they are receiving, they may decide that it is not satisfying their needs. Searle, 1990 explained the five elements of SET, which are:

- 1) Behaviour is predicated upon the notion of rationality.
- 2) The relationship is based on reciprocation.
- 3) Social exchange is based on a justice principle.
- 4) Individuals will seek to maximize their gains and minimize their costs in the exchange relation.
- 5) Individuals participate in a relationship out of a sense of mutual benefit rather than coercion (Searle, 1990: 1-2).

Afterward, SET was extended to the organizational context in order to understand the relationship of two interacting partners: individual vs. organization. The general assumption of the relationship varies from supervisors, coworkers, employing organizations, and customers. The distinct relationships influenced behavior based on how employee evaluated their cost-benefit relationship. Whenever employees feel that their goodwill and value are matched with the organization, they would behave and respond positively to their organization that liked employee engagement. Additionally, when employees receive economic and socio emotional resources from their organization, they feel obliged and are likely to act in kind and offer to repay the organization. In other words, employees will choose to engage themselves to varying degrees and in response to what they receive from their organization (Kular et al., 2008: 6).

2.3.3 The Job Demands Resources Model (JD-R)

The origin of the JD-R model can be referred back to models of job stress such as the demand-control model of Karasek (1979) that mentioned high job demand and low job control caused job stress. In 2001, Demerouti and her colleagues introduced the JD-R model that included two specific sets of working conditions: job demands and job resources. The core of the Job Demands Resources (JD-R) model makes the assumption that every occupation has its own specific work characteristic, work environment, risk factor that is related to job stress and /or employee motivation.

Job demand represents characteristics of the job that potentially evoke strain. Job demands are “physical, psychological, social, or organizational features of a job that require physical and/or psychological effort from an employee, and are consequently related to physiological and/or psychological costs (i.e., strain)” (Demerouti et al., 2001; Bakker et al., 2003, 2005; Hobfoll, & Shirom, 2001 quoted in Mauno et al., 2007: 152). Job demands are not always negative, however they may turn into stress whenever these demands overburdened employees. Example of job demands are time and work pressure, the emotional demands of client, and an adverse physical work environment, work ambiguity, work-family conflict, a high work pressure, work conflicts, emotional dissonance and work overload. On the other hand, job resources refer to aspects of workplace conditions that provide resources to

employees in achieving work goals and may reduce job demands. Moreover, job resources may stimulate employee growth, learning and development. Job resources may be located at different levels including organizational level, interpersonal and social relations, organization of work and task (See Table 2.3) that may support either an intrinsic motivational role or an extrinsic motivational role (Bakker, & Demerouti, 2007, 2008).

Moreover the JD-R model suggests that two different psychological practices may develop into health impairment and motivation (see Figure 2.4). As for health impairment, it starts from having high job demands that mentally exhaust employees and lead to the depletion of energy, job burnout and health problems (Bakker, & Demerouti, 2007: 313). On the other hand, the motivation process may start by providing motivational job resources that could reduce employees' cynicism and lead to positive outcomes such as, organizational commitment, excellent performance with high work engagement (Schaufeli, & Bakker, 2004; Bakker, & Demerouti, 2007: 313).

Table 2.3 Example of Job Resources in Different Levels

Levels	Examples of Job resources
Organizational level	Salary, career opportunities, and job security
Interpersonal and social relations	Supervisor support, co-worker support, team climate Role clarity, participation in decision making
Organizational of work Task	Performance feedback, skill variety, autonomy, task identity, task significance

Source: Adapt from Hakanen, and Roodt, 2010: 86-87.

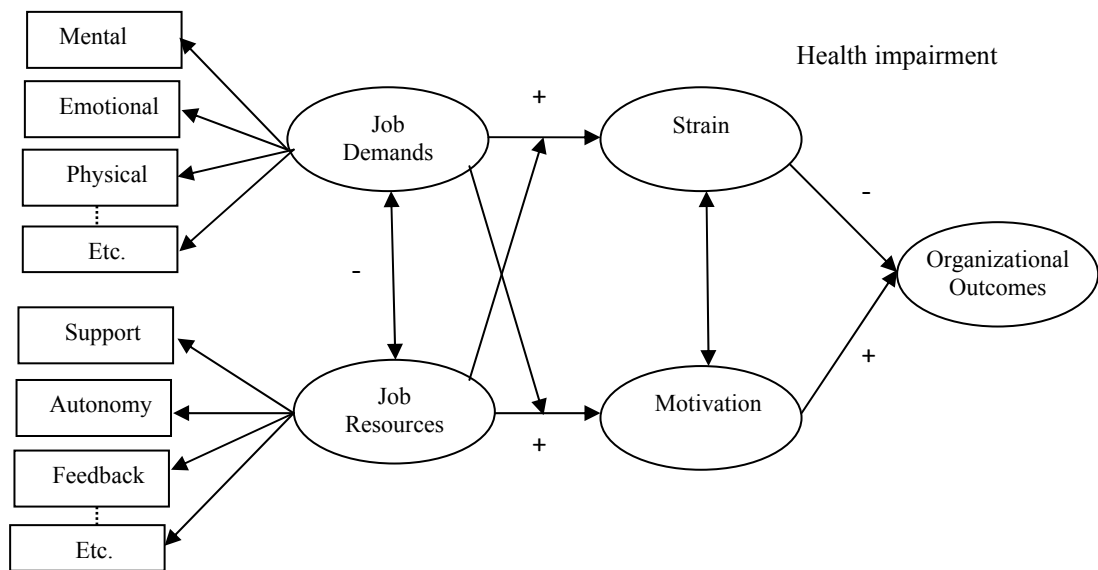


Figure 2.4 The Job Demands-Resources Model

Source: Bakker, and Demerouti, 2007: 313.

Several academic studies had shown a positive relationship between job resources and work engagement which can predict organizational outcomes (Schaufeli, & Bakker, 2004; Hakanen, Bakker, & Schaufeli, 2006; Bakker, & Demerouti, 2007, 2008; Mauno, Kinnunen, & Ruololainen, 2007; Chughtai, & Buckley, 2008; Karatepe, & Olugbade, 2009; Rothmann, & Rothmann, 2010; Siu et al., 2010; Lee, 2012; Menguc, Auh, Fisher, & Haddad, 2013). Recently, personal resources are a new topic that has been mentioned in the modifying JD-R model. Personal resources refers to “the aspects of oneself that linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully” (Hobfoll, Johnson, Ennis, & Jackson, 2003 quoted in Xanthopoulou et al., 2007: 123-124). The modifying JD-R model includes personal resources as predictors of engagement and the reciprocal association between personal resources, job resources and engagement (See Figure 2.5).

Recent studies from Xanthopoulou and colleagues identified the importance of personal resources which intermediated the relationship between job resources and work engagement, as well influenced the individual perception about job resources

(Heuvel, Demerouti, & Bakker, 2014). Hakanen and Roodt stated that it is the challenges for the future researcher to identify the variable of personal resources, to test the JD-R model of work engagement.

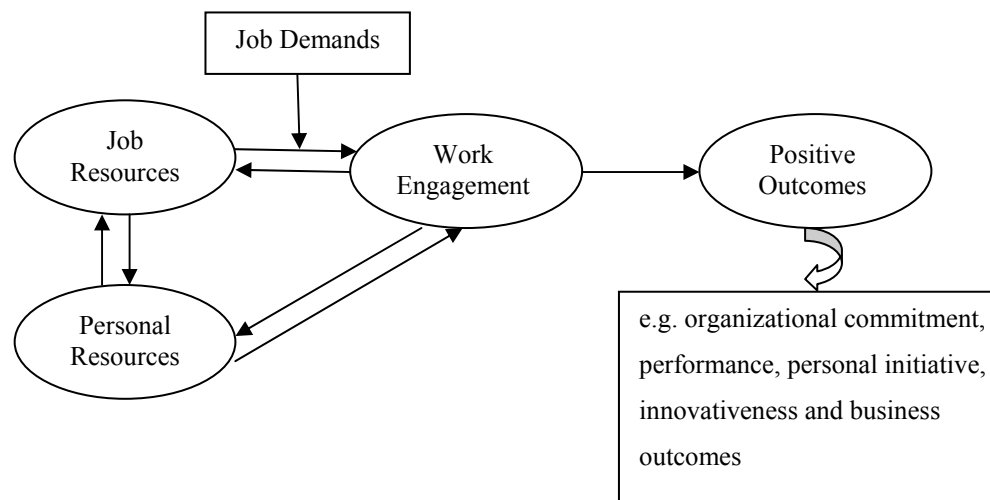


Figure 2.5 The Modified JD-R Model of Work Engagement

Source: Hakanen, and Roodt, 2010: 95 quoted in Bakker, and Demerouti, 2007.

2.3.4 The Big Five Dimension of Personality

Personality is the set of traits and behaviors that represents the overall profile or combination of characteristics of a person. There are two primary sources that shape personality differences: heredity and environment, even though, heredity contributes to personal characteristics. Learning also has an impact on the development of personality. Based on Cook and Hunsaker, they acknowledged that personality could slowly change over the years. As mentioned earlier, personality is comprises many traits. Gordon Allport and Henry Odbert in 1936 found that there were about 18,000 personalities describing words in two comprehensive dictionaries at that time. Later on, they grouped it into 4,500 personality describing adjectives. With the emergence of computer technology during the 1940s, Raymond Cattell analyzed and grouped the list of adjectives into 12 factors by factor analysis, along with another four from his work. In 1963, Warren T. Norman replicated Cattell's

work and suggested that five factors would be sufficient. The "big five" are broad categories of personality traits that consist of Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness. Each factor represents one aspect of an individual's personality and style including expressive, interpersonal, work, emotional and intellectual styles.

Neuroticism refers to the degree of emotional stability and impulse control. Employees who score high on neuroticism have the tendency to experience negative emotional states, feeling distressed, anxious, moody, irritable, sadness, anger, worry, envy and jealousy, and are sometimes more critical of themselves and their performance. Extraversion refers to the tendency to experience positive emotional states and feel good about themselves and about the world around them. Employees who score high on extraversion tend to be sociable, affectionate, friendly, talkative, energetic, and are satisfied with their job. They take pleasure in activities that involve large social gatherings, such as parties, community activities, public demonstrations, and business or political groups. Openness to experience refers to the degree of openness to a wide variety of interests and willingness to take risk. Employees who score high on openness to experience generally are imaginative, creative, and curious, cultured, independent minded, refined, flexible, open to experience other cultures, open to intellectual discussions and has divergent thinking and ideas. Agreeableness refers to the distinction between individuals who get along well with other people and are cooperative. Employees who score high on agreeableness are perceived as kind, sympathetic, cooperative, socially adaptable, likeable, warm, compliant, caring, good-natured, courteous and considerate. Conscientiousness manifested in characteristic behaviors such as being careful, scrupulous, efficient, organized, neat, systematic and willing to achieve. Employees who score high on conscientiousness are organized, have self-discipline, are responsible and conforming, hardworking and dependable. (See Table 2.4)

Table 2.4 The Big Five Dimension of Personality

The Big Five Dimension	Personality Traits	
	High Score	Low Score
Neuroticism	Experience negative emotional states, Feel distressed, Anxiety, Moodiness, Irritability, Sadness	Emotional control, emotional stability, calm, secure, happy and unworried
Extraversion	Confident, assertiveness, organized, dependable, sociable, affectionate, friendly, talkative, energetic behavior and satisfied with their job	Nervous, self- doubting
Openness to experience	Creative, curious, cultured, refined flexible, imaginative, artistically sensitive, independent minded, open to other cultures, open to intellectual discussions and has divergent thinking and ideas.	Practical, narrow interests, unimaginative
Agreeableness	Socially adaptable, likeable, agreeable, compliant, Cooperative, warm, considerate, caring, good- natured, courteous	Cold, independent, belligerent
Conscientiousness	compliant, responsible, careful, conscientious, willing to achieve, dependable, hardworking, organized and self-disciplined	Lazy, disorganized, impulsive, careless, irresponsible and unreliable

Sources: Developed from Matthews, Deary, and Whiteman, 2003: 27 and Greenberg, and Baron, 2003: 85.

According to the study of Handa, and Gulati (2014; 63-64), a positive relationship between the extraversion and conscientiousness personality traits and employee engagement amongst the frontline retail personnel existed. The employees who scored high in both personality traits are indicated involving social interaction and are likely to perform better. Moreover, Barrick and Mount, 2005 quoted in Bakker, Demerouti, and Brummelhuis, (2012: 557) revealed that a specific personality trait, conscientiousness, influenced performance and was considered as an aspect of contextual performance. This study, thus, focused on one dimension of big five dimension of personality, the conscientiousness.

2.3.5 Core Self-Evaluation

Core self- evaluation is defined as individuals' assessments about themselves and own worthiness, competence, effectiveness, and capability as people (Judge, Locke, Durham and Kluger, 1997). Each individual may appraise himself or herself as weak or resistant while another person may consider the workplace as a dangerous environment. Those actions mentioned earlier are called core-evaluations which people think feel and evaluate themselves, objects, events and other people. Subsequently from the core-evaluation, it shapes up the dispositional, attitude and motivating behavior of that person (Gardner, & Pierce, 2009; Packer, 1985, 1986 quoted in Lee, 2012). As such, in 2001 Judge and Bone claimed that core self-evaluation is a personal trait that could explain job satisfaction, attitudes and behavior. Thus, people with positive core self-evaluation consider themselves as capable, resilient, in control of their lives, worthy and resistant to stress. Judge and colleagues consider core self-evaluation as a "higher-order personality trait" that consists of four well-recognized traits: self-efficacy, self-esteem, emotional stability, and locus of control (Judge et al., 1997).

Self-efficacy refers to employees' perceptions about their ability to succeed in specific tasks and reach goals. Employees with high self-efficacy are confident about performing specific tasks successfully, approach difficult tasks as challenges, and believe that they have skills to do well.

Self-esteem refers to the degree to which employees' self-evaluate their worthiness. It is a judgment of oneself as well as an attitude toward the self that they

can fulfill their desires by participating in roles within the organization. Self-esteem includes self-acceptance, self-liking and self-respect (Harter, 1990; Judge et al., 1998, Judge, Erez, Bono, & Thoresen, 2003 quoted in Lee, 2012: 28). Employees with self-esteem take pride in themselves and their capabilities. They tend to have self-confidence and high expectations for success.

Emotional stability refers to the ability of an individual to resist stress and maintain emotional balance. It's the employee's ability to cope with difficult circumstances, including stress, problems, setbacks, adversity, among others. Employees with high scores on emotional stability are more likely to be cheerful, relaxed, stable, calm and even-tempered than lower scores.

Locus of control refers to the extent to which people believe that that can control outcomes that affect their life. Locus of control is separated into two sides, internal and external locus of control. People with an internal locus of control believe they control their lives through their own behavior and actions. They are generally control of the events that happen in their lives. On the other hand, people with external locus of control believe that their live that are controlled by external forces such as the environment, some higher power, change, luck, fate, etc.

The construct of core self-evaluation is uni-dimensional with the four underlying traits that indicate the degree of which individuals assess themselves positively. Specific personal traits and the aspect of self may lead to positive affective work related behaviors and also predict employee engagement. On the other hand, negative affectivity indicates the stress in the workplace.

2.4 The Engagement Model

Upon the emerging topic about employee engagement, researchers including consulting firms, HR practitioners and academic scholars have tried to understand this contemporary and unstable construct. Developing the employee engagement model can help draw the unblemished insightful understanding about the measurement, the operation and the outcome of employee engagement. So many models of employee engagement were presented lately depending on the particular perspective of the

researcher, and were separated into two main streams: the academic and commercial. In this research, three guidance models were explained to see the relationship between antecedent and consequences, as well as the relationship among the antecedent factors that provided different theory contributions. The academic models presented by Saks (2006) and Bakker, and Demerouti (2008), and followed by a consultancy commercial model presented by Hewitt (2011) are examined.

In 2006, Alan M. Saks was the first academic who provided an empirical tested model of the antecedents and consequences of employee engagement that was separated into job engagement and organization engagement. The model by Saks not only constructed engagement model upon Social Exchange Theory (SET) that rely on the interpersonal interactions from a cost-benefit perspective, but also developed from two main streams of academic research; Kahn (1990) and Maslach et al. (2001). The study of Kahn (1990) found that job enrichment, roles that are suitable, rewarding co-workers, supportive supervision relations, and resources available were positive predictors of engagement separating into meaningfulness, safety and availability components. Another concern on Saks's model comes from the burnout literature, Maslach et al., (2001) which focused on the six areas of work-life that leads to burnout and engagement: work load, control, reward and recognition, community and social support, perceived fairness, and values. Developing these two distinct engagement models, six antecedent factors were tested, including job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice (Figure 2.6).

As for the consequences of employee engagement, even though Kahn's study did not examine the outcomes, he suggested that "engagement directs to both individual outcomes (i.e. quality of people's work and their own experiences of doing that work), as well as organizational-level outcomes (i.e. the growth and productivity of organization)" (Saks, 2006: 606-607). Moreover, numerous studies had indicated the positive outcomes of engagement for example employee turnover intention, employee productivity, financial performance, financial turnover, organizational performance, customer satisfaction, safety records and so forth (Harter et al., 2002; May et al., 2004; Schaufeli, & Bakker, 2004; Richman, 2006; Vance, 2006; Bakker, & Schaufeli, 2008; Robertson-Smith, & Markwick, 2009; Markos, & Sridevi, 2010;

Rich et al., 2010; Shuck, 2010; Hewitt, 2011; Lee, 2012; BlessingWhite, 2013; Gallup, Inc., 2013). Saks's study had induced the consequences of the employee engagement into five factors including job satisfaction, organizational commitment, intention to quit, and OCB.

Saks's employee engagement model was the first empirically tested model of the antecedents and consequences of employee engagement. This study found a number of factors predicted job and organization engagement that predicted employees' job satisfaction, organizational commitment, intention to quit and OCBI in individual-level outcomes, while only one organizational-level outcome was tested; OCBO. Several following models were scrutinized based on Saks's model.

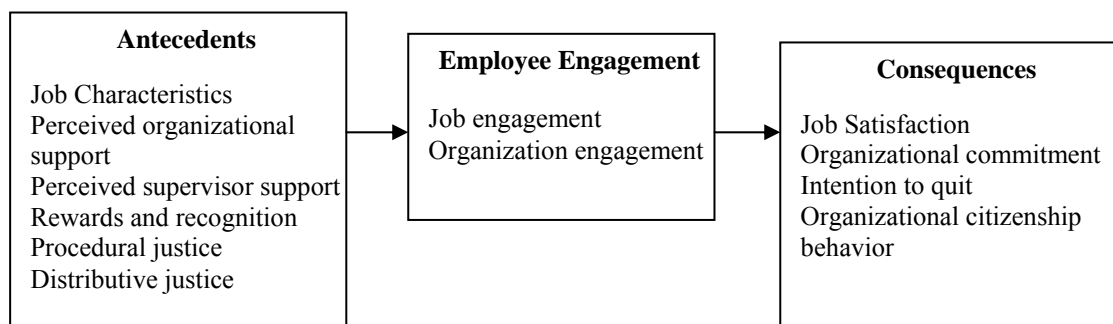


Figure 2.6 A Model of Antecedents and Consequences of Employee Engagement

Source: Saks, 2006: 604.

In 2008, Bakker, and Demerouti developed the JD-R model of work engagement that theoretical based from JD-R model (Figure 2.7). The traditional JD-R model comprises of job demands and job resources. However, Bakker and Demerouti had expanded to include personal resources into the model in which they hypothesize that both job resources and personal resources positively predict work engagement. According to JD-R model, the job resources referred to aspects of workplace conditions that provide resources to employees in achieving work goals and may reduce job demands that stimulate employee growth, learning and development. The drivers of engagement under job resources factor are as follows: autonomy, performance feedback, social support, supervisory coaching, and others.

Additionally, personal resources were investigated in this model as the antecedent of the work engagement regarding the modified JD-R model and several academic research articles that investigated the correlation between personal resources and work engagement. Thus, this model introduces four main personal resources that lead to work engagement: optimism, self-efficacy, resilience, and self-esteem. Bakker and Demerouti acknowledged that employees who have a high level of optimism, self-efficacy, resilience and self-esteem are well capable to mobilize their job resources, and generally are more engaged in their work (Bakker, & Demerouti, 2008: 218). As for the consequences of the work engagement, Bakker and Demerouti's model had investigated the impact of work engagement on performance. Four main consequences of work engagement were introduced including in-role performance, extra-role performance, creativity and financial turnover.

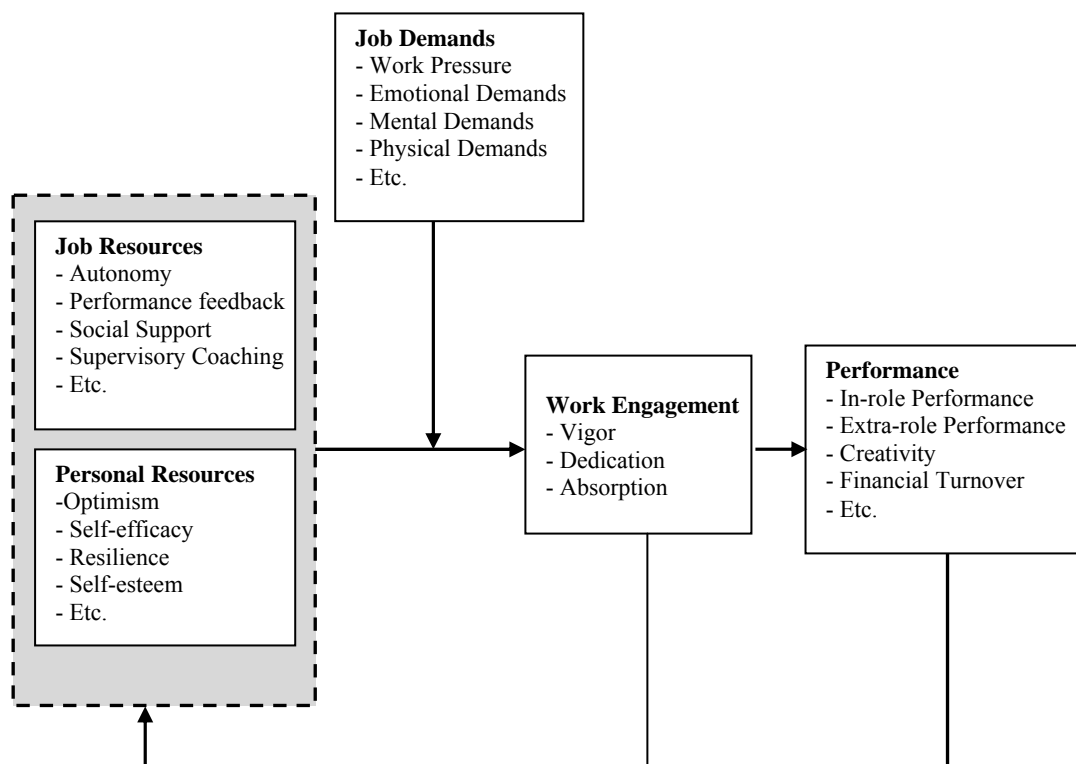


Figure 2.7 The JD-R Model of Work Engagement

Source: Bakker, and Demerouti, 2008: 218.

As for the practitioner side of research, Aon Hewitt Association is one of the well-known human capital consulting firms that studied about global employee engagement. The Aon Hewitt model was first established in the 1990s that directed a paradigm shift from measuring employee satisfaction to measuring employee engagement (Bennett, & Bell, 2004 quoted in O'Reilly, 2007: 45). According to the Aon Hewitt (2011) research about trends in global employee engagement, there were 6.7 million correspondent employees who represented more than 2,900 organizations worldwide, and were separated into four regions: Latin America, North America, Asia-Pacific and Europe. Aon Hewitt had focused on understanding the critical factors effecting engagement. The result of the research indicated that there are typically 21 areas, grouping into 6 main engagement factors as follows: work, people, opportunities, total rewards, company practices and quality of life (Figure 2.8). Additionally, they proposed that the engagement drivers are interrelated. The top three engagement drivers globally are career opportunities, brand alignment and recognition, similar to the Asia-Pacific region drivers. Aon Hewitt's engagement model prioritized the areas for improvement based on their potential impact on engagement and, therefore, business performance (Hewitt, 2011: 7).

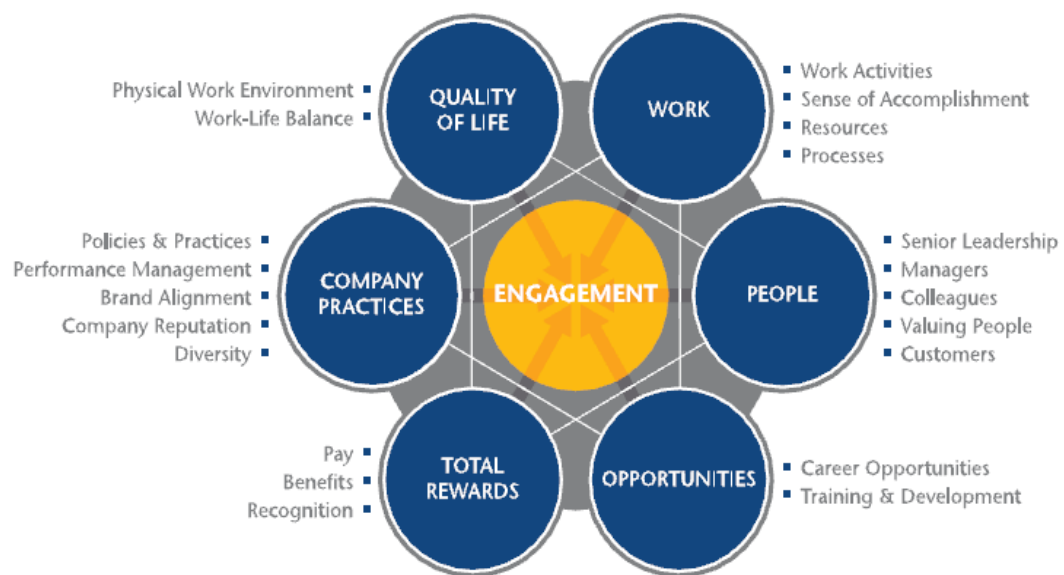


Figure 2.8 Aon Hewitt's Engagement Model

Source: Hewitt, 2011.

When comparing the three main engagement models from both academic research and consultancy commercial research, certain variables became significant in terms of how it can be operated within an organization in order to construct engagement. Different models stressed different antecedent factors with the most common including reward and recognition, social support, supervisory support, career opportunities and job characteristics. While the outcomes of the employee engagement had been reviewed from the two academic models that indicated the outcome in both individual-level (i.e. job satisfaction, organizational commitment, intention to quit, in-role performance, extra-role performance, creativity and OCBI) and organizational-level outcomes (i.e. OCBO and financial turnover).

In term of engagement theory development, many theories were presented along with academic models including social exchange theory (Saks, 2006), Job Demand Resources Theory (Bakker, & Demerouti, 2008). Each model and related theory that had been reviewed, determined different understandings of the multidimensional concept of employee engagement, but not one model enclosed all the requirements of the current study that included the relevant engagement driver and outcome that was specific to the hotel industry in Thailand. As a result, an empirical approach was deemed necessary for this study.

2.5 The Antecedents and Consequences of the Employee Engagement

Based on the above mentioned theories and engagement models, several academic publications have verified their assumption of the antecedent and outcomes of the employee engagement. In order to propose the employee engagement model in the Thai hotel industry, the researcher investigated a variety of documents on the service industry and its concern on engagement. The related articles were sourced through an extensive collection of web-based academic publications. Many antecedent variables and outcome variables have been outlined and discussed. Antecedents examined in this study composed of nine variables in which were separated into 2 main categories: the job resources factors, and personal resources factors. Consequences examined in this study were separated into four variables.

2.5.1 The Antecedents of the Employee Engagement

Antecedents examined in this study are separated into 2 main categories; the job resources factors, and personal resources factors. Nine variables were investigated according to broad range of reviews from academic literature (See Table 2.5).

Table 2.5 Number of Variables Regarding Antecedents of Employee Engagement

Antecedent Factors	Number of Variables
1. Job resources factors	6
2. Personal resources factors	3
Total	9

2.5.1.1 Job Resources Factors

Job resources factor can be defined as the psychological forces that arouse employees' behavior. A number of various theories attempt to describe employee motivation. Needed theories are the mainstream theoretical linking to employee engagement construct as mentioned earlier including Maslow's Need Hierarchy Theory, The Dual-Structure Theory, SET Theory, COR Theory, and Job Demand Resources Model. These related theories explain why employees behave as they do in the organizations.

In this study, the researcher focus on motivational variables that affects the employees' perceived of engagement with multi-level of viewpoints. Micro organizational behavior including individual level, group-level and organizational-level were applied in this study. Individual level organizational behavior deals with individual level analysis of characteristics like creativity, motivation, performance, ethics, deviance, cooperative behavior, cognition, and productivity. Group level organizational behavior involves the study of group dynamics, intra- and inter-group conflict and cohesion, leadership, power, norms, interpersonal communication, networks, and roles. Organizational-level behavior involves the study of topics such as organizational culture, organizational structure, cultural diversity, inter-organizational cooperation and conflict, change, technology, and external environmental forces.

Based on more than fifty academic journals revision on engagement in service industry, there are many factors listed regarding antecedent of the employee engagement. The researcher scrutinized the antecedent factors base on the high frequency of factors tested in academic publications. As the result, the job resources factor consists of six factors based on analysis of motivation toward the employees' perception as shown in Table 2.6.

Table 2.6 Variables and Indicative Publication Regarding, Job Resources Factors Toward Employee Engagement

Variables	Indicative Publication
1. Perceived supervisory support	(1) May et al., 2004 (2) Hakanen et al., 2006 (3) Xanthopoulou, 2007 (4) Xanthopoulou et al., 2009 (5) Rothmann, and Rothmann, 2010 (6) Siu et al., 2010 (7) Kgomo, 2010 (8) Menguc et al., 2013 (9) Albrecht, 2012 (10) Rasheed, Khan, & Ramzan, 2013
2. Autonomy	(1) Salanova et al., 2005 (2) Hakanen et al., 2006 (3) Mauno et al., 2007 (4) Mostert and Rathbone, 2007 (5) Xanthopoulou et al., 2007 (6) Xanthopoulou et al., 2009 (7) Siu et al., 2010 (8) Slatten and Mehmetoglu, 2011 (9) Menguc, Auh et al., 2013 (10) Albrecht, 2012
3. Career opportunities and advancement	(1) Xanthopoulou et al., 2007 (2) Xanthopoulou et al., 2009 (3) Rothmann, and Rothmann, 2010 (4) Kgomo, 2010 (5) Mani, 2011 (6) Andrew, and Sofian, 2012 (7) Albrecht, 2012

Table 2.6 (Continued)

Variables	Indicative Publication
4. Benefit and financial rewards	(1) O'Reilly, 2007 (2) Bhattacharya, and Mukherjee, 2009 (3) Kgomo, 2010 (4) Rashid et al., 2011 (5) Karatepe, 2012
5. Co-worker relation	(1) May et al., 2004 (2) Mostert, and Rathbone, 2007 (3) Xanthopoulou et al., 2009 (4) Rothmann, and Rothmann, 2010 (5) Siu et al., 2010 (6) Andrew, and Sofian, 2012
6. Perceived organizational support	(1) Rothmann, and Rothmann, 2010 (2) Rich et al., 2010 (3) Albrecht, 2010 (4) Kgomo, 2010 (5) Shuck, 2010 (6) Rasheed, Khan, and Ramzan, 2013

Term and definition of variables

1) Perceived supervisory support refers to the positive relationship among employees and their supervisors which comprises a supportive environment, effective communication, encouragement, trustworthy, employee's perception of the fairness about the means and processes which concern work-related issues and the employee's well-being. Supervisors feel the value of employees and treat them with respect. Further, they constantly acknowledge employee achievement in order to promote employee recognition.

2) Autonomy refers to the degree to which employees having job control over their work including freedom, decision making, handling problem, flexibility and advising the procedures to be used to perform their tasks. The employee's experience freedom to make the necessary decisions to get their work done and to solve problems. In order to attain autonomy, employees' perception of the work role should apply to their capability that will have a direct relation to empowerment which is the process of enabling or authorizing an employee to think, behave, take action, control work and make decisions in autonomous ways.

3) Career opportunities and advancement refer to the degree to which the employees' viewpoint on career potentials in self-development, learning, career path and personal accomplishment at work. The perception of employees is that their career growth opportunities are supported by their organization. Also, the knowledge of the actual results of the work performance, both positive and negative comments which employees receive from their employer which will lead to their career advancement.

4) Benefit and financial rewards Benefit refers to non-cash compensation paid to an employee. Some benefits that are mandated by Thai law include social security and unemployment compensation. Other benefits may vary according to the organization, including health insurance, medical plan, paid vacation, and other benefits. Financial reward is defined as an amount of money that employees earn as their monthly basic regular pay that is not subject to reduction due to the quality or quantity of work performed, including monetary incentives that an employee receives as a result of good performance. These rewards are aligned with organizational goals, when an employee helps an organization in the achievement of its goals that includes performance reward system, bonuses, commission-based programs and compensation packages.

5) Co-worker relations refer to the interpersonal relations among employees whereas the relationships exist and develop. The workplace relationships directly affect an employee's ability and succeed. Co-worker relations encompass the sensitivity of being supportive, affective, offering companionship, providing social acceptance and trust.

6) Perceived organizational support refers to the perception of employees that an organization values and supports them and is sincerely interested in their overall wellbeing. The organization will clarify and communicate of organizational goal and objectives among all employees. In addition, the organization has the organizational culture that supports employee involvement in decision-making and offers the ability to voice what is going on in the organization.

2.5.1.2 Personal Resources Factor

Several research articles mention the importance of understanding individual differences. Individual differences refer to the various ways in which

individuals can differ from each other in many different dimensions. Individual differences are often reflected in the way people behave, and many other work-related issues. Based on many research journals, work related factors are driving key factors to employee engagement. However, in the past decade, many academic researchers have brought up the role of personal resources that employees bring in to workplace as the relationship to employee engagement (Kular et al., 2008: 10). As mentioned in Macey and Schneider, 2008 there is much agreement among researchers about both the personal and environmental sources that have arisen from engagement. Similarly, there are many academic literature reviews that support the impact on personal traits, attitude and disposition factors toward a potential level of engage and disengage in their role performance. In this research paper, the personal resources factor will be discussed into three major categories: personality, core self-evaluation, and attitudes that affect employee behavior for performing various tasks. Personality, core self-evaluation, and attitudes in this study focused on the employee individual difference that reflects the distinctive ways of thinking, feeling, and behaving regarding organizational work schemes which impact the level of employee engagement.

Personality refers to the traits and characteristics that make individuals unique as the individual represents the overall profile or combination of characteristics of a person. There are two primary sources that shape personality differences; heredity and environment. The term trait typically refers to the basic components of personality. Thousands of traits have been identified by researchers over the past years. To be useful, these traits had been organized into a set of concepts. In this study the fixed predispositions, big five dimensions of personality, have been applied. Besides the big five dimension of personality, the aspects of the self-reflection of employee behavior. Core self-evaluation is defined as “individuals’ assessments about themselves and own worthiness, competence, effectiveness, and capability as people” (Judge et al., 1997). It is a “higher-order personality trait” that consists of four well-recognized traits: emotional stability, locus of control, self-esteem and self-efficacy (Judge et al., 1997). Specific personal traits and the aspect of self may lead to positive affective work-related behaviors and also predict employee engagement. On the other hand, negative affectivity indicates the stress in the workplace.

Attitudes are another sort of individual difference that affects employee behavior. Attitudes refer to persistent feeling and beliefs and behavioral tendencies toward something (Hellriegel and Slocum, 2004: 48). Attitude is also measurable and changeable as well as influencing the person's emotion and behavior. The attitudes structure contains three components: affective component involves individual's feelings and emotions about the attitude object; the behavioral component is the way the attitude we have guides how we act or behave; and lastly, the cognitive component involves a person's belief/knowledge about an attitude object. According to a preliminary investigation, there are three variables that have been reviewed that are particularly relevant to work-related aspects of personality, core self-evaluation, and attitudes toward employee engagement as shown in Table 2.7.

Table 2.7 Variables and Indicative Publication Regarding Work-Related Aspects of Personal Resources Factors toward Employee Engagement

Variables	Indicative Publication
1. Conscientiousness	(1) May et al., 2004 (2) Kim et al., 2009 (3) Rothmann, and Rothmann, 2010 (4) Bakker et al., 2012 (5) Inceoglu, and Warr, 2011 (6) Handa, and Gulati, 2014
2. Core self-evaluation	(1) Xanthopoulou et al., 2007 (2) Mauno et al., 2007 (3) Xanthopoulou et al., 2009 (4) Rich et al., 2010 (5) Shorabaji et al., 2011 (6) Lee, 2012
3. Optimism	(1) Xanthopoulou et al., 2007 (2) Bakker, and Demerouti, 2008 (3) Xanthopoulou et al., 2009

Term and definition of variables

1) Conscientiousness manifested in characteristic behaviors such as careful, scrupulous, efficient, organized, neat, systematic and willing to achieve. Employees who score high on conscientiousness are organized, have self-discipline, are dutiful, responsible, conforming, hardworking, achieving, striving and dependable.

2) Core self-evaluation refers to the employee's perception of their worthiness, competence effectiveness beliefs, and capability to resist stress. Core self-evaluation consists of four different items which are self-efficacy, self-esteem, emotional stability and locus of control.

(1) Self-efficacy refers to employees' perceptions of their ability to succeed in specific tasks and reach goals. Employees with high self-efficacy are confident about performing specific tasks successfully, approach difficult tasks as challenges, and beliefs that they have skills to do well.

(2) Self-esteem refers to the degree of an employees' self-evaluation about their worthiness. It is a judgment of oneself as well as an attitude toward the self that they can fulfill their desires by participating in roles within the organization. Employees with self-esteem have pride in themselves and their capabilities. They tend to have self-confidence and high expectations for success.

(3) Emotional stability refers to the ability of an individual to resist stress and maintain emotional balance. Employee's tendency to cope with difficult circumstances, for example stress, problems, setbacks, adversity, and others. Employee with high scores on emotional stability are more likely to be cheerful, relaxed, stable, calm and even-tempered than those with lower scores.

(4) Locus of control refers to the extent to which employees believe that that can control outcomes that affect their lives. Locus of control is separated into two sides, internal and external locus of control. Employees with internal locus of control believe they can control over their lives through their own behaviors and actions. They are generally in control of events that happen in their lives. On the other hand, employees with external locus of control believe that their life are controlled by external forces, including the environment, some higher power,

change, luck, fate, etc. Employees who score high in internal locus of control are more likely to work for achievement, delay gratification, and plan for long-term goals.

3) Optimism is the degree to which employees believe in the best possible outcome of a decision or action. Employees with optimism have the attitude to believe, expect or hope that things will turn out well, and that negative circumstances are temporary. They are always looking for the best in any situation and expect good things to happen.

2.5.2 The Consequences of the Employee Engagement

Consequences examined in this study consisted of four variables that were investigated according to broad range of academic literature review (See Table 2.8).

Table 2.8 Variables and Indicative Publication Regarding Consequences of Employee Engagement

Variables	Indicative Publication
1. Job Satisfaction	(1) Burke et al., 2009 (2) Lee, 2012 (3) Andrew, and Sofian, 2012
2. Job Performance	(1) Salanova et al., 2005 (2) Rich et al., 2010 (3) Li et al., 2012 (4) Bakker et al., 2012 (5) Karatepe, 2012
3. OCB	(1) Rich et al., 2010 (2) Shuck, 2010 (3) Bakker et al., 2012 (4) Andrew, and Sofian, 2012 (5) Albretch, 2012 (6) Suthinee, and Bartlett 2012 (7) Rasheed, Khan, and Ramzan, 2013

Table 2.8 (Continued)

Variables	Indicative Publication
4. Turnover Intention	(1) Harter et al., 2002 (2) Vance, 2006 (3) Burke et al., 2009 (4) Kgomo, 2010 (5) Park and Gursoy, 2012 (6) BlessingWhite, 2013 (7) Gallup Inc., 2013b (8) O'Reilly, 2007 (9) Shuck, 2010 (10) Andrew, and Sofian, 2012

Term and definition of variables

1) Job satisfaction refers as the degree to which employees have satisfaction with their jobs. Affective job satisfaction represents a positive emotional feeling employees have about their jobs. Cognitive job satisfaction is usually defined as employees' satisfaction with particular facets of their job when their expectations, perceptions, opinions and beliefs have been met, for example pay and promotion. The employees generally feel pleased with their work and willing to perform their tasks to reciprocate for the benefit the organization.

2) Job performance refers to employee action or behaviors that contribute both directly and indirectly to the organization's goals. The employees show their capability in doing their task that affect the effective and efficiency services to the customer. In return, the services supplied by a company meet or surpass customer expectations.

3) Organizational citizenship behavior (OCB) is the extra-role behavior of employees within the work context that goes beyond formal requirements in the organization. Employees with the OCB demonstrate positive extra-role behavior toward organizational goals and value. The employee shows the extra role behavior differently, most often including altruism, civic virtue, sportsmanship and courtesy to their co-workers, customers, and their organization. Employees would demonstrate their extra role behavior through participating in organizational events, developing innovations or initiatives to improve service quality, and supporting and protecting the organizational image that in turn contributes positively to the organization.

4) Turnover intention Employee turnover refers to the proportion of employees who permanently withdraw from the organization over a set period. There are two types of turnover: voluntary and involuntary. Voluntary turnover is when an employee resigns of his or her own accord, either because that employee is dissatisfied with the job or has found a better job somewhere else. Involuntary turnover is when an employee is fired because of poor performance or wrongdoings, or if the employee dies. Turnover intention is an employee's estimated probability whether they plan to leave the organization. This study focused only on voluntary turnover intention.

2.6 The HRM Practices and Organizational Approaches That Supports Employee Engagement

At present, the concept of employee engagement has been widely acknowledged among academics, practitioners and HR consultants. Aon Hewitt (2012) mentioned that best employers understood and embraced the concept of employee engagement. They no longer had questions about the impact toward organizational outcomes, instead had asked, "What can I do about it?" After exploring information from several sources, the employee engagement practices, approaches strategies and program were mostly studied and claimed by business consultants and practitioners such as the SHRM Foundation, Aon Hewitt, Gallup, Blessing White, and OPC. Thus, the researcher reviewed some of the strategies, approaches, practices, and programs based on the availability of information. However, alternatives are used in the literature, sometimes interchangeably including strategies (Markos, & Sridevi, 2010: 93-94; SHRM Foundation, 2014a: 2-4), approaches (BlessingWhite, 2013: 27-28), practices (Abraham, 2012: 34-35; OPC, 2014: 1-3; SHRM Foundation, 2014b: 1-2), programs (Gallup, Inc., 2012: 9-16) and interventions (Wildermuth, & Pauken, 2008: 209-210; Tomlinson, 2012: 27-30) based upon the preference of the scholars, practitioners or consultants. The researcher, therefore, grouped two main ideas that consisted of the process of building employee engagement and the employee engagement practices/approaches.

Starting with the process of building employee engagement, several consulting firms came out with strategies/programs that went beyond simply measuring the level of employee engagement. SHRM Foundation (2014a: 2-4) launched five components of an effective employee engagement strategy that as planned before the engagement survey, as follows:

- 1) Communicating the engagement strategy to stakeholders: topics include the importance of engagement to organization, outcomes of engagement, how it will be measured, results of the engagement survey.
- 2) Identifying action areas: action areas are considered based upon the results of the engagement survey to determine where to focus that would have a maximum impact to the organization.
- 3) Identifying measurable outcomes: various outcomes may vary across organizations.
- 4) Creating an action plan that links to engagement driver and aligns organizational vision and goals.
- 5) Sustaining the engagement strategy: Designing and implementing an effective action plan required input, concur and support from stakeholders. Besides, the long-term commitment is expected (SHRM, 2014a: 2-5).

Moreover, Gallup, Inc., (2012) proclaimed the three stages approach of engagement program: Measure, Manage and Monitor. Measuring engagement can be done in many ways such as survey, focus group and so on in which need to be well incorporated among human resources, leaders and work groups. The second approach is managing engagement. Effective engagement implementation is based upon many factors including the ability to align and remove barriers, identify and develop the right managers and associates, and the align workplace with the environment and culture. The last approach is monitor. In order to sustain engagement, Gallup organization recommended to evaluate performance regularly, review organizational structure, share best practice and support learning resources (Gallup Inc., 2012: 9-16).

BlessingWhite (2013) made a recommendation in the employee engagement research update that engagement needs to be part of culture change exercise. Besides the IME approach (I-individuals, M-managers, E-executives) was introduced and stated that all internal stakeholders are to share responsibility. Individuals need to

ACT on engagement by Accessing their skills, strength, goals, Communicating with their manager to ensure value alignment and shared vision, and Taking action. Managers need to CARE about engagement by Coaching individual, Aligning individuals to organizational strategy, mission and values, Recognizing attitude, effort and results, and Engaging in dialogue about the importance to both parties. Lastly, executives need to build your CASE by Community for a sense of belonging and purpose, Authenticity as a basis for trust and inspiration, Significance to recognize individuals' contribution and Excitement to constantly encourage high performance (BlessingWhite, 2013: 27-28).

As for the employee engagement practices and approaches, various HR consultants and practitioners declared those practices and approaches as follows: Firstly, OPC (UK), a global consultant, specifically drew attention on the practices that support employee engagement. The company pointed out that there were a range of practices to improve employee engagement level, which the organization needs to do for new employees and all employees. Employee engagement approaches for new employees were reflected on the selection and recruitment functions that are a realistic job preview, strong induction and orientation program, training and development program and certification program to drive people towards excellent performance. Employee engagement approaches for all employees involved with most of the HRM functions include human resource development and employee relations. OPC proposed five key approaches including communications activities, reward schemes, activities to build the culture of the organization, team building activities and leadership development activities (OPC, 2014: 1-3). These approaches were similar to the study conducted by Abraham (2012: 34-35) that designed employee engagement program including communications activities, reward schemes, activities to build the culture of the organization and team building activities. In addition, SHRM Foundation (2014b: 1-2) executive briefing illustrated using management practices to enhance engagement such as job and task design, recruitment, selection, training, compensation, performance management and career development.

For the academic side, the employee engagement practices and approaches had not been examined and concluded in its steps or process. The practices and approaches sometimes appeared as recommendations of the study. Wildermuth, and

Pauken (2008: 209-210) had introduced four employee engagement interventions: educate the leaders, focus on career development, champion work-life balance and encourage relationship. Additionally, Robertson-Smith, and Markwick (2009: 53-54) proposed several ideas to increased levels of engagement including good quality line management, two-way communication, effective internal co-operation, a focus on development, commitment to employee well-being and clear accessible HR policies and practice and visible commitment by manager at all levels. In 2010, Gary Tomlinson (2012) studied employee engagement in Kia Motors in the South Korea. He suggested five interventions to improve employee engagement including leadership development, employee recognition, internal communication, organizational development and employee development. Lastly, Markos and Sridevi (2010: 93-94) recommended ten employee engagement strategies: start it on day one, start it from the top, enhance employee engagement through two-way communication, give satisfactory opportunities for development and advancement, ensure that employees have everything they need to do their jobs, give employee appropriate training, have strong feedback system, incentive have a part to play, build a distinctive corporate culture, and focus on top performing employees. Furthermore, there were several research articles that investigated the relationship amongst employee engagement, internal communication, effective leadership, and CSR activities. The researcher summarized the following:

Internal organizational communication is an essential element of successful organizations because it reflects the ability to build relationships among internal stakeholders at all levels. Generally, internal communication is communication between employees and employers that is separated into 3 types: hierarchical communication, mass media communication and social network. Wright (1995 quoted in Mishra, Boynton, & Mishra, 2012: 187) found that effective communication is two-way communication involving both formal and informal communication that takes place at all levels in the organization. Providing appropriate communications activities can stimulate employees to engage with the organization. Activities included communication forums, in house magazines, online communications, employee surveys and actively soliciting employee feedback (Abraham, 2012: 34).

Effective leadership: Good leadership will focus on fostering a culture of engagement because it maintains trust, increases satisfaction and retention. Wiley (2010: 47) defined leadership effectiveness by 5 characteristics: the ability to give a clear picture of company direction, the ability to handle challenges, a commitment to provide high quality products/services, a demonstrated belief that employees are important to company, and the ability to inspire confidence in employees. The research from the Kenexa Research Institute (KRI) claimed that the senior leadership team has a significant impact on overall engagement levels, which have been linked to both earning per share and total shareholder return (Wiley, 2010: 47).

CSR activities: The benefit of engaging employees in the volunteer activities had an effect on both employees and employers. A study of Drizin (2007 quoted in Gillis, 2011: 74) indicated 7 of 10 employees who favorably viewed their employers' community support stated they would remain with the company two year longer than those who did not have favorable views. There are a range of activities including literacy program, tutoring at all levels of education, health care project, development in distressed communities, on the job CSR related activities, skill-based volunteering and so on. Philip Mirvis (2012: 95, 108) advised that many companies committed to good employee relations and social responsibility in turn made employees engaged. Employee engagement through CSR can produce social and business value through their volunteer service.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter delivered a discussion of the study's research methodology. The methodology was developed to empirically achieve the purpose and objectives of the present study. Three main outputs of the study included investigating antecedent factors and consequences of employee engagement, developing the employee engagement model that explained relationship between antecedents and consequences of employee engagement, and recommendations of the HR practices and/or organizational strategy that enhance employee engagement in the hotel industry in Thailand. A mixed methods sequential design was applied in this study. The discussion of proposed research includes the following sections: scope to study, type of research design, project framework, research method and design for research project phase one, research method and design for research project phase two.

3.1 Scope of Study

The aim of this study is to develop the causal relationship model of employee engagement in the hotel industry in Thailand, and to scrutinize the relationship between employee engagement and its consequences. The systematic review of the academic literature concerning the relationship between employee engagement drivers (antecedents) and its consequences had been examined. Moreover this study identified and verified the factors of the workplace environment, organization culture and individual difference that are seen as critical factors to facilitate employee engagement in hotel industry in Thailand. At the end of research project phase one, an employee engagement model that would foresee organizational performance and engage employees in the hotel was developed.

In this study, the mixed method was applied including both the quantitative approach and the qualitative approach. A two-phase mixed methods design, the

explanatory sequential mixed methods design was used that started with quantitative then qualitative methodologies. In order to attain the objectives of this study, there are two phases of the research project. At the beginning of the research, in order to answer the research objective about the antecedent and consequences of employee engagement in the service industry, the documentary research was chosen. The secondary data from several sources including literature review, academic books and related dissertations were analyzed and extracted the statistical significant relationship factors related to antecedent and consequences of employee engagement in the service industry. As such, the deductive approach was applied to search for the body of knowledge and social reality. For the result, the proposed employee engagement model was constructed with nine antecedent factors and four consequences factors. This proposed employee engagement model was tested in the research phase one.

In research phase one, self-administered questionnaires will be used as a research tool to meet the purpose and objective of the study. The sample will be conducted among groups of 400 hotel employees located in Thailand, separate into 4 regions: the North, the South, the Central and the Northeastern. Base on the hotels that are registered with the Ministry of Interior which number about 7,464 hotels around Thailand. The size of the sample is collected according to the Taro Yamane Table in case of finite population. The Employee engagement model will be constructed in this phase which identified the statistical relationship among variables. Following with research phase two, the Explanatory design, the in-depth interview technique will be used as a final research tool to verify the findings of the qualitative approach, as well as propose the appropriate human resources tools, practices and organizational approaches that would promote employee engagement. The purposive qualified samples were selected based on professional experiences.

3.2 The Type of Research Design

According to Cooper, and Schindler (2003), there are fundamentally three research methods: quantitative, qualitative, and mixed-method. Researchers typically use one of three to study a problem in which each method has associated designs.

First of all, quantitative method is suitable for problem explanation. The quantitative method is appropriate when extensive literature about the problem is available and when interval or ratio data are available. Next, qualitative research method is "useful for exploring and understanding a central phenomenon..." (Creswell, & Clark, 2007: 648) when there is a problem-oriented literature shortage and when variable exploration is necessary. Qualitative research method is suitable when research is broad and requires experts' experiences in a textual format. Lastly, a mixed research method is beneficial when both quantitative and qualitative data are available and when a researcher is interested in explaining and exploring variables (Creswell, & Clark, 2007: 648). A mixed methods sequential design was chosen to empirically achieve the purpose and objectives of the present study. According to Creswell (2014), there are three basic mixed method designs: convergent parallel mixed methods, explanatory sequential mixed methods, and exploratory sequential mixed methods. The most appropriate method depends on the problem being researched.

In this study, a mixed research method is applied with the explanatory sequential mixed methods in which to identify the important and unknown variables quantitatively (Creswell, & Clark, 2007: 75). A two-phase mixed methods design was applied that starts with the collection and analysis of quantitative data then explains the result in-depth by qualitative method. The main outputs of the study included investigating antecedent factors and consequences of employee engagement, developing engagement model that explained the relationship between antecedent and outcome of employee engagement, and recommendations of the HRM practices and/or organizational strategy that enhance employee engagement at hotels in Thailand. In order to attain the objectives of this study, there are two phases of the research project comprising the quantitative data collection and analysis and qualitative data collection and analysis. The discussion comprise of the procedure of the two stages independently including the sampling design and sampling method, data management and data analysis.

3.3 Research Project Framework

As mentioned earlier, the study is a mixed method sequential design that consists of two phased studies. Figure 3.1 illustrated the sequential nature of the study, the methodology and outcomes. The quantitative research analysis was applied using survey administration to discover the employee engagement model for Thai hotel industry. Following with qualitative design, in-depth interview, the model was confirmed again by the industry experts, as well as the HR practices and approaches that develop the sense of engagement in the hotel industry.

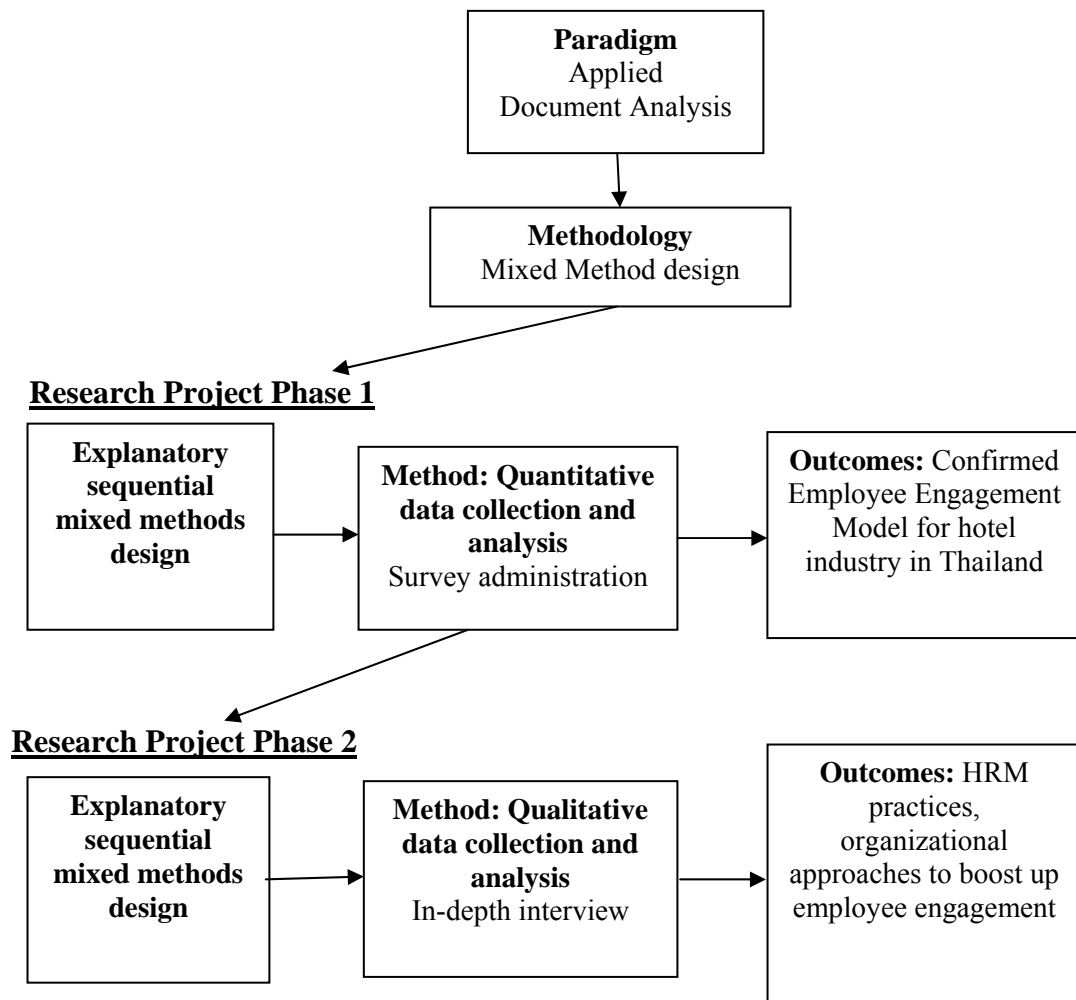


Figure 3.1 Project Framework

3.4 Research Project Phase 1

In project phase 1, quantitative design will be applied in order to study the relationship between antecedents and consequences of employee engagement, as well as, the construct employee engagement model for the hotel industry in Thailand. A survey questionnaire was developed and administrated, including the measurement of the variables and the pilot test. Data collection procedures are presented. Finally, data analysis and hypotheses testing are discussed.

3.4.1 Research Methodology

Quantitative design was applied in this following state to confirm the employee engagement model from the proposed model that the researcher analyzed and extracted from several literature reviews, academic books and related dissertations. In order to construct the model, a survey method is applied in this phase. A survey is a method of collecting data from people about who they are, how they think and what they do. Watson and his colleagues mentioned that survey method is one of the most common research instruments of collecting data on attributes, attitudes, beliefs, experiences and activities (Watson, McKenna, Cowman, and Keady, 2008: 299). It is suitable when the researcher cannot observe directly because of the large size of the population. According to Fink, and Kosecoff (1985 quoted in Balnaves, & Caputi, 2001: 76-77), in modern societies there are three major reasons for conducting surveys:

- 1) Planning a policy or a program.
- 2) Evaluating the effectiveness of programs to change people's knowledge, attitudes, health, or welfare.
- 3) Assisting research and general planning.

Some of these major reasons are complied with the research topic because using a survey to answer the research question and the result of the survey research could lead to a policy, program and/or organizational strategy for conducting employee engagement that improves hotel employees' attitude and wellbeing. Surveys usually take the form of questionnaires that can be used to examine patterns,

trends and statistical correlations (relationships) between variables. A questionnaire data can be collected through several techniques including mail-in questionnaires, face-to-face interviews, email self-report surveys or telephone administered questionnaires. According to Balnaves, and Caputi (2001: 86), response rates for telephone and face-to-face interviews tend to be higher than mail-in questionnaires. Therefore, in this study there are two techniques of data collecting had been used including mail-in self-report questionnaires and face-to-face interviews. Table 3.1 contains the scheduling framework used for this study

Table 3.1 Scheduling Framework

Method	Time Frame Action
Week one	Self-report questionnaires sent by parcel post
6 weeks after initial mailed questionnaire	Face-to-face interviews if there are not enough correspondents.
Conclusion of survey	

Source: Adapted from Dillman et al. 2009 quoted in Shuck, 2010: 74.

As for the design of the survey in this study involved retrospective designs which focus particularly on future events by collecting the information from the hotel employee's representative respondents about their forecasting perspective of probable antecedents and consequences of the employee engagement based on their experience and specialty in the field.

3.4.2 Population and Sample

The term of population refers to the total number of people, object, or events that are relevant to the research aspect being studied (Clark et al., 1998: 149). Population of this phase is a population of 255,658 hotel employees who received the monthly payment based on The 2012 Hotels and Guest Houses Survey by the National Statistical Office, Thailand. Sample usually refers to that part of the population studied for some research process. In other words, a sample is a sub-set of

a population which the sample must be regarded as a sufficient representative and as identical as possible to the population it has been obtained from (Brotherton, 2008: 164-165). The intent of sampling individuals is to choose individuals that are representative of a population so that the results can be generalized to a population (Creswell, & Clark, 2007: 112). According to finite population of the hotel employees in Thailand, the sampling size can be calculated by using the Taro Yamane Table in case of finite population (Table 3.2).

Table 3.2 Taro Yamane Determination of Sample Size

Size of Population (N)	Sample Size (n) for Precision (e) of			
	±3%	±4%	±5%	±10%
500	-	-	222	83
1,000	-	385	286	91
2,000	714	476	333	95
3,000	811	517	353	97
4,000	870	541	364	98
5,000	909	556	370	98
6,000	938	566	375	98
7,000	959	574	378	99
8,000	976	580	381	99
9,000	989	584	383	99
10,000	1,000	588	385	99
20,000	1,053	606	392	100
50,000	1,087	617	397	100
100,000	1,099	621	398	100
∞	1,111	625	400	100

Source: Yamane, 1973.

Therefore, this study used 400 samples in this phase with 95% confidence level and $P = 0.05$. In this study, the total number of samples used would be 400 samples based on Taro Yamane Sample Table. Probability sampling involved in this study assures that the different units in population have equal probability of being selected from the sample. Cluster sampling technique was applied which encompassed two stages of the sampling process. This technique broke down the population into smaller areas. In this case the sample was equally broken down into 4 sub-groups based on regional areas; the North, the South, the Central and the

Northeastern. Within each regional area, with 100 samples, numbers of samples were quotably generated based on the number of hotel employees. Then an accidental sampling is the selection of this stage in which samples were selected based on readiness availability and convenience. This study used sample from 400 hotel employees who have a thorough knowledge about the employee engagement model. In this case, the questionnaire was sent to each regionally selected hotel addressed to the top level management as well as face to face interviews with hotel employees. (Table 3.3)

Table 3.3 Sampling Size of Research Project Phase One

Selected type of regions	No. of Employees	No. of Samples
Central	112,210	100
North	32,881	100
Northeastern	15,964	100
South	94,603	100
Total	255,658	400

Based on their experience, the respondents representing each selected region were asked to predict perceptions of the job resources factors and the personal resources factors that support employee engagement in their hotels, and the consequences gained from employee engagement in their hotels. These respondents came from middle to top management or human resource management that knew the information overall about their hotel and were aware of the employee engagement in their companies.

3.4.3 Data Collection

Data collection consisted of questionnaires and a cover letter. The cover letter was designed to clarify the research purpose, research objective and encourage participation to contribute in the research. The cover letter first described the nature and the purpose of the study. The second paragraph defined the definition of the

employee engagement in order to simplify all the participants to have the similar understanding about this concept. Next, the conditions of the selected correspondents are declared in order to meet with the certain evaluation. After that, the statements assuring anonymity and the extent to which confidentiality of records are presented. An assurance that participation was voluntary and that the subject may not have an effect on participants performance in the organizations was also included. In the final paragraph, the name and email addresses of the researchers were listed. A questionnaire was used as an instrument to collect data and to meet the purpose and objective of the study. It consists of four main parts.

Part 1: Personal demographic information and organizational characteristic including gender, age, education level, tenure with the organization, position, type of hotel ownership, and type of hotel based on the National Statistical Office¹

Part 2: The Antecedents of the Employee Engagement

Section 1 assessed hotel employee's representative response about the importance of Perceived Supervisory Support toward employee engagement

Section 2 assessed hotel employee's representative response about the importance of autonomy toward employee engagement

Section 3 assessed hotel employee's representative response about the importance of career opportunities and advancement toward employee engagement

Section 4 assessed hotel employee's representative response about the importance of benefit and financial rewards toward employee engagement

Section 5 assessed hotel employee's representative response about the importance of co-worker relation toward employee engagement

Section 6 assessed hotel employee's representative response about the importance of perceived organizational support toward employee engagement

¹ Based on National Statistical Office, Thailand, three types of hotel were separated regarding number of rooms provided. Hotel Type One is the hotels with less than 60 rooms provided. Hotel Type Two is the hotels with 60-149 rooms provided. Hotel type Three is the hotels with more than 150 rooms provided.

Section 7 assessed hotel employee's representative response about the importance of conscientiousness toward employee engagement

Section 8 assessed hotel employee's representative response about the importance of core self-evaluation toward employee engagement

Section 9 assessed hotel employee's representative response about the importance of optimism toward employee engagement

Part 3: The consequences factors of employee engagement

Section 10 assessed hotel employee's representative response about the consequences of employee engagement through job satisfaction

Section 11 assessed hotel employee's representative response about the consequences of employee engagement through job performance

Section 12 assessed hotel employee's representative response about the consequences of employee engagement through organizational citizenship behavior

Section 13 assessed hotel employee's representative response about the consequences of employee engagement through turnover intention

Part 4: Open ended questions about the additional factors of the antecedents and consequences of employee engagement

The questionnaire asked respondents to describe the degree of job resources factors, the degree of the personal resources factors that supported employee engagement in their hotel, and the degree of the consequences of the employee engagement. The questionnaire employed a 5-points Likert scale, ranging from one to five points, to avoid a neutral option in the questionnaire as follows:

1 = Strongly Disagree

2 = Somewhat Disagree

3 = Neutral

4 = Somewhat Agree

5 = Strongly Agree

Details of the instrument are shown in Table 3.4. Total of 51 questions were asked concerning antecedents and consequences of employee engagement. Each of the nine antecedent factors composed of four related questions, except the optimism that consisted of three questions. The four consequences of employee engagement consisted of 16 questions, divided into four questions in each factor.

Table 3.4 Number of Items of the Instrument

Scales	Items	Number of questions
The job resources factor		
1.1 Perceived Supervisory support	1-4	4
1.2 Autonomy	5-8	4
1.3 Career opportunities and advancement	9-12	4
1.4 Benefit and Financial reward	13-16	4
1.5 Co-worker relations	17-20	4
1.6 Perceived Organizational support	21-24	4
The personal resources factor		
2.1 Conscientiousness	25-28	4
2.2 Core Self-Evaluation	29-32	4
2.3 Optimism	33-35	3
The consequences of Employee Engagement		
3.1 Job Satisfaction	36-39	4
3.2 Job Performance	40-43	4
3.3 Organizational Citizenship Behavior	44-47	4
3.4 Turnover intention	48-51	4
Total number of questions		51

3.4.4 The Measuring Instrument

In research project, phase one, the questionnaire was used as an instrument to collect data concerning the level of importance of antecedents toward employee engagement in the hotel industry and the consequences of employee engagement. In order to assess the degree of measurement error, the validity and reliability test were conducted in the study.

3.4.4.1 Validity

Validity refers to the examination of the research instrument that consists of three major distinct categories: content validity, construct validity and

criterion-related validity. In this study, there are two methods to examine the validity of the instrument: construct validity and content validity. Construct validity refers to the extent that a scale or set of tests measure the concept or construct accurately represents the concept of interest (Dillon et al., 1994). Content validity focuses on substance of the questions that should be in accordance to the research objective, scope of the study and the research variable.

As for the content validity of this study, the three experts in the topic of study were selected to examine the validity of the research instrument and research questionnaire. The three experts, who scored the index of the item objective congruence or IOC, are a human resources management position in the hotel, a top level management position in the hotel and an academic professor who specializes in human resources management. This test was established through a panel of three experts chosen based on their expertise with the concepts of employee engagement, human resources management, human resources development, organizational behavior, research methodology, and instrument evaluation. The chosen expert panel comprised:

- 1) Dr. Manu Leenawong, a lecturer at the Srinakharinwirot University. He is a subject specialist in the field of research methodology, instrument evaluation and human resources management.

- 2) Ms. Ussanee Thongkum, a human resources director at Phuket Graceland Resort & Spa, one of the five star hotels in Phuket, Thailand. She is an expert practitioner in the field of employee engagement, human resources management, human resources development and organizational behavior.

- 3) Mr. Watcharapong Kunplem, the managing director at the Tide Resort one of the well-known five star hotels in eastern Thailand. He is an expert in the field of human resource management and employee engagement.

The three experts were requested to evaluate the questionnaire on clarity of using the Thai language in the questionnaire, the clarity of the instructions and questions on the questionnaire, and the comprehensibility of the questionnaire. The researcher contacted each member to explain the details of the study and their role in inspecting this instrument. Each of them was then given a questionnaire for review and a self-addressed stamped envelope to use for returning the instruments

with their comments. The next phase of the construct content validity of the instrument was to revise the instrument based on the suggestions from the experts.

Apart from the content validity, the construct validity was tested to assure a scale or set of test measures the concept or construct accurately represents the concept of interest. The details of construct validity were tested and verified in chapter 4 under section of the evaluation of measurement model. The convergent validity of employee engagement drivers and outcomes were examined using multivariate data analysis including the estimate standardized factor loading, critical ratio (C.R.), average variance extract (AVE), construct reliability (CR).

3.4.4.2 Pre-Test and Pilot Test

A pretest and a pilot test survey were conducted to refine the research instrument. For the pretest, the questionnaire was sent to 30 hotel employees. They reviewed all aspects of the survey instrumentation including appropriateness of the questions, scales, and instructions. After the pretest, a pilot test was performed with 30 hotel employees to do a preliminary test of the questionnaire and to examine statistical and methodological accuracy, especially the reliability of the measures and normality of data distribution.

3.4.4.3 Reliability

Reliability refers to the consistency of measurement scores, or how accurately such scores will be reproduced with repeated measurement (Dillon et al., 1994). The primary purpose of the pilot testing was to determine the consistency of measurement instruments and to identify potential problems that might occur during the formal data collection phase. The reliability of the construct items was evaluated using Cronbach's coefficient alpha. After passing the internal validity testing, the researcher conducted a pilot test with a sample of 30 hotel employees. The data were tested for reliability through the internal consistency method, specifically Cronbach's Alpha. Further, an item analysis was conducted on the questionnaire to determine the measure of internal consistency or Cronbach Alpha measure. The internal consistency of this instrument, as shown in Table 3.5, showed that the Cronbach Alpha of each instrument was 0.70 or higher, demonstrating an acceptable level of internal consistency (Nunnally, 1978: 245).

3.4.5 Data Analysis

Multivariate analysis techniques are used to create knowledge and analyze multiple measurements on multivariate. For the purpose of this study, several multivariate analysis techniques were applied, including multiple regression analysis, structural equation modeling and confirmatory factor analysis, along with the descriptive statistics analysis. An introduction of each multivariate analysis techniques were reviewed in order to understand the basic principle and applications of its.

Table 3.5 Reliability of the Instrument

Instrument	No. of Items	Cronbach Alpha
1. The job resources factor		
1.1 Perceived Supervisory support	4	.829
1.2 Autonomy	4	.752
1.3 Career opportunities and advancement	4	.770
1.4 Benefit and Financial reward	4	.747
1.5 Co-worker relations	4	.840
1.6 Perceived Organizational support	4	.792
2. The personal resources factor		
2.1 Conscientiousness	4	.830
2.2 Core Self-Evaluation	4	.771
2.3 Optimism	3	.720
3. The consequences of Employee Engagement		
3.1 Job Satisfaction	4	.703
3.2 Job Performance	4	.733
3.3 Organizational Citizenship Behavior	4	.763
3.4 Turnover intention	4	.784

Multiple regression analysis (MRA) is a general statistical technique used to analyze the relationship between a single dependent variable and several independent variables. Hair et al. (2010: 155) mentioned that regression analysis is the foundation for business forecasting models, ranging from a macro to a micro scope of the study. The objective of MRA is to exploit independent variables (predictor) forecast and facilitate interpretation as to the influence of a single dependent variable (criterion). The assumption underlying MRA including linearity, homoscedasticity, normality, multicollinearity and independence of the residuals, were applied to all variables to reassure the suitable data usage. The estimated regression coefficients, or beta coefficients, represent the strength of the relationship between independent and dependent variables. Apart from prediction purpose, the MRA is used to explain the predicted value by examining a number of regression coefficients as the indicators of the relative impact and importance of independent variables in their relationship with the dependent variable.

Structural equations modeling (SEM) is also a multivariate statistical technique that examine the structure of the interrelationship among constructs. In other words, SEM is considered as an extension of several multivariate techniques that can examine a series of dependent relationships simultaneously. Constructs are unobservable or latent factors, sometimes referred to as manifest variables, or indicators, are represented by multiple variables. Constructs can be exogenous or endogenous. Exogenous constructs are the latent, multi-item equivalent of independent variables, while endogenous constructs are the latent, multi-item of dependent variables. Effective SEM model should build on theoretical background in order to test the relationship and establish causation of all variables. There are six stages in structural equation modeling (See Figure 3.2).

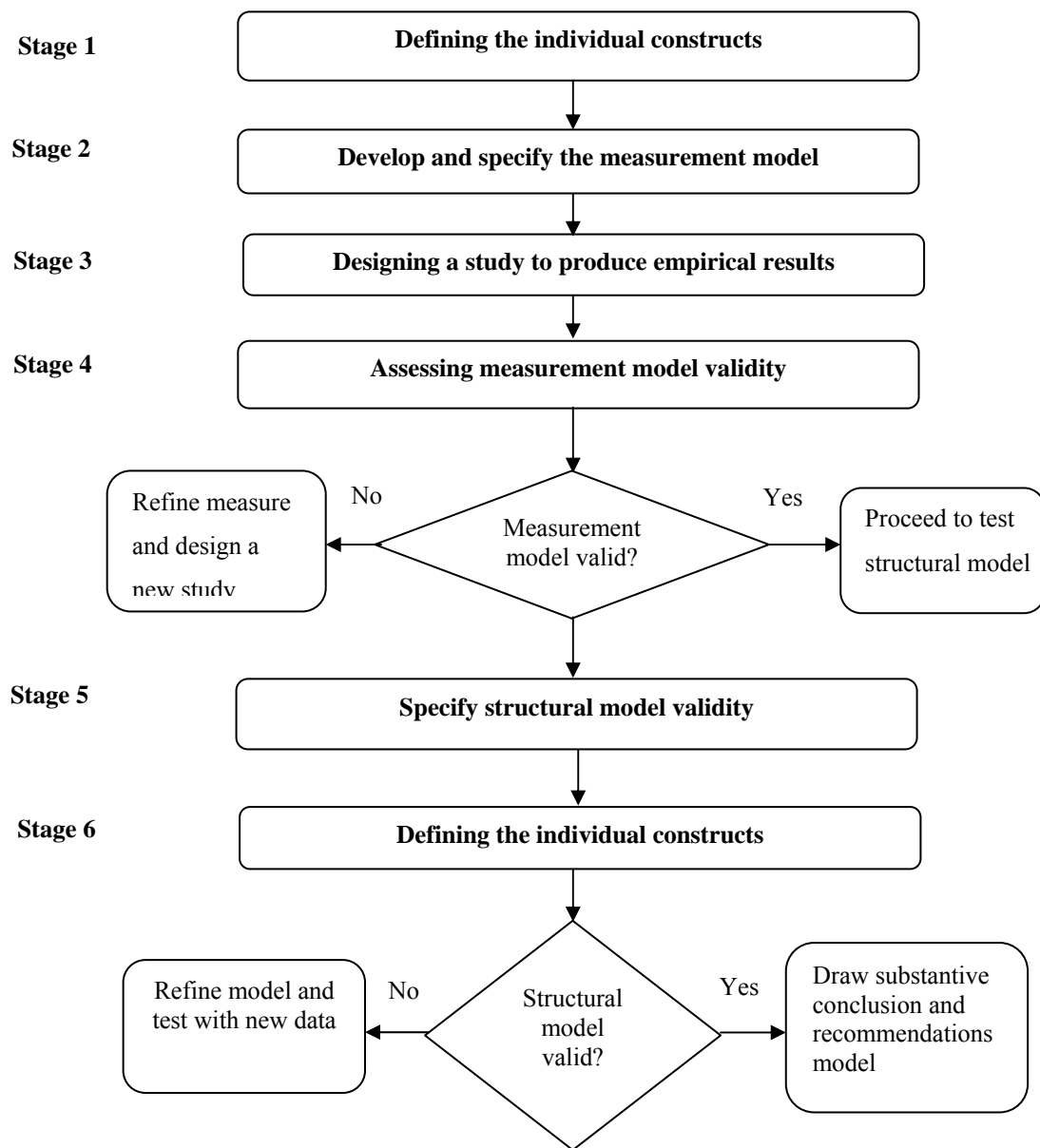


Figure 3.2 Six-Stages Process for Structural Equation Modeling

Source: Hair et al., 2010: 654.

As for the assessment of model validity, the goodness of fit (GOF) indicates how well the model reproduces the observed covariance matrix among the indicator items which can be classified into three general groups: absolute measure, incremental measures, and parsimony fit measure.

1) Absolute fit indices measure how well the model researcher's theory fits the sample data. There are several statistical tests to identify this information, for example X^2 statistic, goodness of fit index (GFI), Root mean square error of approximation (RMSEA), Root mean square residual (RMR), Standardized root mean residual (SRMR), Normed chi-square (X^2 :df ratio)

2) Incremental fit indices assess how well the estimated model fits relative to some alternative baseline model; referred as a null model. Multiple analyses could be examined; however most widely reported incremental fit measures are the TLI and CFI.

3) Parsimony fit indices are used to compare among the set of models. Smaller values suggest a better fit model. There are two parsimony fit indices; the Parsimony Goodness-of-Fit Index (PGFI) and the Parsimonious Normed Fit Index (PNFI).

As for this study, the sample data had been designed to fit with the multivariate statistical analysis. All quantitative data was entered into the statistical database and examined for statistically significant relationships using correlation, multiple regression analysis and structural equation modeling analysis. Characteristics were analyzed using descriptive statistics including frequency, mean, standard deviation, and chi-square tests. An alpha level of .05 was used in all hypothesis tests. Hypothesis tests were conducted by using statistical techniques correlation, multiple regression and structural equation modeling analysis. Mean centering, Standard Deviations, skewness and kurtosis data were performed before the analysis on the predictor variables to minimize multicollinearity between the variables and to distinguish the separate main effects of each predictor variable (Jaccard, Wan, & Turrisi, 1990; Aiken, & West, 1991).

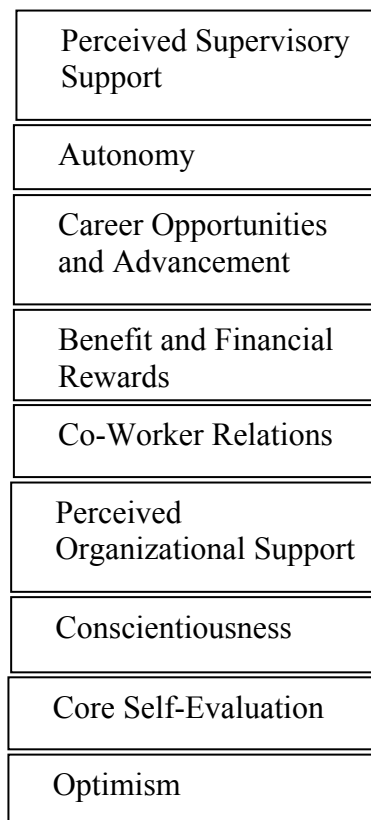
In order to examine the hypotheses and causal relationship model, the assumptions for multiple regression analysis (MRA) and structural equation modeling (SEM) were tested with five basic assumptions including the assumption of normality, linearity, variables are measured without error, homoscedasticity, and multicollinearity. The five hypotheses were tested using two multivariate analysis methods; multiple regression and SEM.

3.4.6 Proposed Employee Engagement Model

Figure 3.3 displayed the proposed employee engagement model that applied as the basis of this research

Independent Variables

Driving Factors/ Antecedents that
influence employee engagement



Dependent Variables

Outcomes of employee
engagement

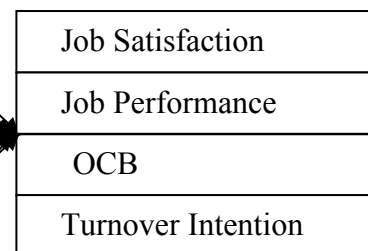


Figure 3.3 Proposed Employee Engagement Model

3.4.7 Research Hypotheses

In order to construct employee engagement model in the hotel industry, the following hypotheses will be tested in the project phase one:

Hypothesis 1: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job satisfaction.

Hypothesis 2: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job performance.

Hypothesis 3: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and organizational citizenship behavior.

Hypothesis 4: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and turnover intention.

Hypothesis 5: The nine employee engagement drivers including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, perceived organizational support,

conscientiousness, core self-evaluation, and optimism, influenced employee engagement outcomes as depicted in the conceptual model

To be noted that there were 2 methods that the researcher applied for the testing: which are multiple regression analysis and structural equation model analysis. Hypotheses 1-4 were tested using multiple regression analysis, while hypothesis 5 was tested by structural equation model.

3.5 Research Project Phase 2

After the causal relationship model of employee engagement in the Thai hotel industry has been reviewed with the constructs that indicate the critical driving factors for promoting employee engagement in the hotel industry in Thailand. The qualitative method: the in-depth interview method is applied to verify the findings of the quantitative research, as well as, an exchange of views and ideas about the proper HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel business.

3.5.1 Research Methodology

As mentioned by Mills, and Birks (2014: 9), the purpose of the qualitative research study is to examine phenomena that impact the reality of individuals or groups in a particular cultural and social context. The studies are firmly anchored in a methodological school of thought and are finely textured and nuanced – producing a much higher quality outcome. It involved into interpretative research that the researcher had collected data from multiple forms, such as interviews, observations, documents, and audiovisual information. It could state that the qualitative research method is suitable when research is broad and requires experts' experiences in a textual format.

The interview is possibly the most widely employed method in qualitative research. There are three fundamental types of research interviews: structured, semi-structured and unstructured. Structured interviews are performed with a list of predetermined questions. The process of the structured interviews is usually quick and

easy to administer with little or no variation, providing limited responses without in-depth discussion. Conversely, unstructured interviews are performed with little or no organization and usually are time consuming due to a lack of predetermined interview questions. Semi-structured interviews place in between those two different types. The predetermined interview guideline is drafted, but flexible enough to rearrange the order or to elaborate on the given information.

In-depth interviewing is one of the main methods used in qualitative research design that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. This technique provides much more detailed information than what is available through other data collection methods, such as surveys. In-depth interviews also can be used to obtain preliminary information that can be used to develop more concrete quantitative surveys.

In the second phase, the researcher conducted in-depth interviews with semi-structured interview guideline for the primary data collection. It aimed to verify the prior statistical analysis result model and to determine views and ideas about the proper HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel business. The five key informants who gave interviews were selected based on their specialties, experiences and position in the hotel, so that the mixture of hotel executives, managers of hotel divisions, and human resources manager were involved.

3.5.2 Population and Sample

In project phase two, the purposive sampling technique was applied to identify appropriate key informants. Therefore, the total of five members was selected from three different subgroups in order to make a suitable balance between a homogeneous composition and a heterogeneous composition. Members from each three subgroups will participate the in-depth interviews, including hotel executives, managers of the hotel division and a human resource manager that recognize and experience in the employee engagement.

The other issue the researcher considers had been one of the most widely discussed issues about the optimal number of interviews that should be conducted.

There is a guideline for determining the number of interviews by way of data saturation or the point in time when responses no longer reveal ‘fresh insights’. On this basis, the researcher considers that a sufficient number of interviews have been conducted when no new themes or stark variations in interviewees’ responses are coming to light.

3.5.3 The Instrument and Data Collection

The semi-structured interview questions guideline is a series of questions and prompts for the researcher to use with loosely structured, open-ended question for discussion and also serves as a “road map” and memory aid for the researcher. Therefore, the researcher used semi-structured interview questions to gather the qualitative information (see Appendix 3-4). This semi-structure open-ended interview format was utilized to gather information about HR practices and organizational strategies that may stimulate employee engagement for hotel employee in Thailand. In the semi-structured interviews guideline, the researcher begins with the information given to interviewees about the relevant information about the study such as the research objectives, the employee engagement model and others. Then, the researcher provides assurance about their anonymity, and given an explanation of what would and what would not be done with the data obtained in the interview. In this study, the questions are more concerned about those critical antecedent factors which were the results from the SEM analysis, for promoting employee engagement in the hotel business in Thailand, resulting in the proper HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel business. The duration of the in-depth interview varied from a brief 45 minutes to 100 minutes in length. Typically, the researcher would ask guided questions to the participants and allowed time for participants to respond to each other’s comments.

After receiving permission of participants, data were collected using a digital voice recorder which allowed the researcher to review information as often as was necessary. The accurate data that had been gathered from all interviewees were then transcribed and analyzed.

3.5.4 Data Analysis

The content analysis that was used in this study, starting from analyzed the collected data independently as that the information from each expert participant was extracted. Subsequently, the researcher grouped collected data into smaller portions of the data and placed the coding into each portion. After reviewing information from all experts, these codes were placed into similar categories and counted. Lastly, the overarching themes were introduced as the key concepts of analysis. Thereby, the HR practices and/or organizational approaches to maximize or optimize employee engagement for the Thai hotel industry were presented.

3.5.5 Validity and Reliability

Base on Creswell (2014; 201) qualitative validity means that the researcher checks for the accuracy of the finding by employing certain procedures, while the qualitative reliability indicates that the researcher's approach is consistent across different researchers and different projects. In terms of the qualitative researchers' perspectives, in order to achieve validity and reliability of a research, the researcher needs to eliminate bias and increase the researcher's truthfulness of a proposition about some social phenomenon. There are eight primary strategies used for validating the accuracy of finding. Triangulation is one of the techniques that examine evidence for several sources to build a coherent justification for themes. Norman Denzin (1970) mentioned that triangulation involves not only the combination of methods and data, but of theories as well. He classified the triangulation into four types, including:

- 1) Data triangulation where the researcher estimates the impact of time, space and different types of interaction (individual, group, and collective) on the data;
- 2) Investigator triangulation, where more than one person examines the same situation;
- 3) Theory triangulation, where alternative or competing theories are used;
- 4) Methodological triangulation, where the same method is used on different occasions (Balnaves, & Caputi, 2001: 95-96).

In this in-depth interview study, data triangulation had been applied by collecting data from multiple sources for analysis for the same study. More than one level of professionals and experts were selected in order to give the broad range of individual background and experience. A total of five members was selected from three different subgroups, including a professional with a top management position in the hotel, a person in a human resources management position in the hotel business, and hotel line operation managers. Group members shared some similar relevant characteristics (e.g., gender, age range, educational level). Moreover, the interviewees were chosen from the different types of hotels including hotels with individual ownership and hotel chains, as well as the size of the hotels that ranged from less than 60 rooms to more than 150 rooms. The triangulation design produced rich and productive data and the range of measures resulted in a process of validation of results and facilitated a holistic interpretation and understanding of the differences. The use of triangulation is able to minimize the researcher's personal bias and strengthen the validity of findings (Cowman, 2008: 276-277).

CHAPTER 4

QUANTITATIVE RESEARCH RESULTS

This chapter presents the research findings which comprises: 1) the descriptive characteristics of the demographic data, and the independent and dependent variables of this study, in which frequency, percentages, minimum, maximum, means, and standard deviations are described; 2) test of assumptions for multiple regression analysis and structural equation modeling; 3) the inferential statistical analysis using multiple regression analysis to test the hypotheses of this study by presenting the relationship effects of employee engagement drivers, and its outcomes of employee engagement; and 4) the causal relationship model of employee engagement by applying structural equation modeling technique to develop suitable model for employee engagement and to test employee engagement drivers and its outcomes.

4.1 Symbol and Meaning

Symbol	Meaning
n, N	Number of Sample
x	Mean
%	Percentage
S.D.	Standard Deviation
p	Probability
Sig.	Significance
*	Statistical Significance at .05 Level
**	Statistical Significance at .01 Level
df	Degree of Freedom
B	Beta Coefficient
CMIN/df	Chi-square/degree of freedom
GFI	Goodness of Fit Index

Symbol	Meaning
RMSEA	Root Mean Square Error of Approximation
CFI	Comparative Fit Index
NFI	Normed Fit Index
AGFI	Adjusted Goodness of Fit Index

4.2 Mailing Results and Participants

The mailings, consisting of 966 surveys, were sent to the respondents of random hotel throughout Thailand during December 2013 – January 2014. At the end of six weeks, the number of surveys returned was 508, or 52.5% of the total mailings (the North was 136, the Central was 146, the Northeast was 111 and the South was 115). The number of returned questionnaires with usable data was 429, which there was 44.5% usable return rate. The usable data were separated based on each region as follows: the North was 113, the Central was 111, the Northeast was 100 and the South was 105 (detail in Table 4.2). The demographics information of correspondents that answered the questionnaire was presented in Table 4.1.

Table 4.1 Demographic Data of the Respondents

Demographic data of the respondents	Respondents (N= 429)	
	N	%
Sex		
1) Male	182	42.4
2) Female	247	57.6
Age		
1) 20-30 years old	116	27.0
2) 31-40 years old	195	44.5
3) 41-50 years old	82	19.1
4) 51-60 years old	33	7.7
5) Above 60 years old	3	0.7

Table 4.1 (Continued)

Demographic data of the respondents	Respondents (N= 429)	
	N	%
Education		
1) Below Bachelor degree	131	30.5
2) Bachelor degree or equivalent	232	54.1
3) Master degree	60	14.0
4) Above Master degree	6	1.4
6) 51-60 years old	33	7.7
Position		
1) Executive and manager	141	32.9
2) HR manager	42	9.8
3) Assistant manager and supervisor	246	57.3
Tenure		
1) 1-5 years	193	45.0
2) 6-10 years	121	28.2
3) 11-15 years	57	13.3
4) More than 15 years	58	13.5
Monthly income		
1) 15,000-24,999 baht	234	54.5
2) 25,000-34,999 baht	93	21.7
3) 35,000-44,999 baht	30	7.0
4) More than 45,000 baht	72	16.8

This section focuses on the personal demographic data of staff members working in the Thai hotels. As shown on table 4.1 above, the majority of respondents, 57.6 percent, were female and 42.4 percent were male. As for age, 44.5 percent were in the 31-40 year age group. The remaining respondents at 27 percent were in 20-30 year age group, 19.1 percent were in the 41-50 year age group, 7.7 percent were in 51-60 year age group and 0.7 percent was above 60 year age group. The greater part of respondents, 54.1 percent reported to have a bachelor degree or equivalent, the others

with 30.5 percent were below a bachelor degree, 14 percent were above the bachelor degree level and 1.4 percent was above master degree level. The majority, 57.3 percent, held positions as assistant managers or supervisors, followed by, 32.9 percent that were at executive and management level, and 9.8 percent, that held human resources manager positions. Regarding years of experience, 45 percent that had been working in the hotel industry range from 1-5 years, 28.2 percent had been working between 6-10 years, 13.3 percent had been working between 11-15 years and 13.5 percent had been working more for than 15 years. Lastly, regarding monthly income, for a majority of the respondents, 54.5 percent, earned between 15,000-24,999 baht, followed by 30 percent that earned between 35,000-44,999 baht, 21.7 percent earned 25,000-34,999 baht and 16.8 percent earned above 45,000 baht.

4.3 Reliability

Reliability refers to the consistency of measurement scores, or how accurately such scores will be reproduced with repeated measurement (Dillon, Madden, et al., 1994). There are several statistical techniques to measure reliability. Coefficient alpha is one of the techniques that the researcher used as the measurement instrument. The reliability of the construct items was evaluated using Cronbach's coefficient alpha. The data were tested for reliability through the internal consistency method, specifically Cronbach's Alpha. The internal consistency of this instrument, as shown in Table 4.2, showed that the Cronbach Alpha of each instrument was higher than .70, ranging from .747 to .856, demonstrating an acceptable level of internal consistency (Nunnally, 1978: 245).

Table 4.2 Reliability of the Instrument

Instrument	No. of Items	Cronbach Alpha
1. The job resources factor		
1.1 Perceived supervisory support	4	.795
1.2 Autonomy	4	.758

Table 4.2 (Continued)

Instrument	No. of Items	Cronbach Alpha
1.3 Career opportunities and advancement	4	.747
1.4 Benefit and financial rewards	4	.750
1.5 Co-worker relations	4	.798
1.6 Perceived organizational support	4	.769
2. The personal resources factor		
2.1 Conscientiousness	4	.776
2.2 Core self-evaluation	4	.748
2.3 Optimism	3	.776
3. The consequences of employee engagement		
3.1 Job satisfaction	4	.760
3.2 Job performance	4	.780
3.3 Organizational citizenship Behavior	4	.757
3.4 Turnover intention	4	.856

4.4 Demographic and Descriptive Results

In 4.2, the demographic of respondents were presented, outlining the gender, age, education, tenure and monthly income. The following demographic data of sampled hotels and descriptive results of independent variables and dependent variables were analyzed and presented in percentage, mean, standard deviation, as well as skewness and kurtosis of the responses for each variable item. Additionally, each individual variable were examined meticulously through mean value, standard deviation and level of evaluation of each question.

4.4.1 Demographic Results of Sampled Hotels

In this section, the researcher adopted the criteria to classify the information of the sampled hotels. The results were presented in Table 4.3.

Table 4.3 Demographic Data of the Sampled Hotels

Demographic data of the hotel	Respondents (N= 429)	
	N	%
Number of rooms		
1) Less than 60 rooms	82	19.1
2) 60-149 rooms	120	28.0
3) 150 rooms and more	227	52.9
Number of employees		
1) Less than 100 employees	149	34.7
2) 100-199 employees	113	26.3
3) 200-299 employees	47	11.0
4) 300 employees and more	120	28.0
Location		
1) The North	113	26.3
2) The Central	111	25.9
3) The Northeastern	100	23.3
4) The South	105	24.5
Ownership		
1) Individual ownership	324	75.5
2) Management contract	14	3.3
3) Franchise	5	1.2
4) Chain	86	20.0

As shown on table 4.3 above, the majority of sampled hotels, 52.9 percent, had more than 150 rooms, followed by 28 percent that had between 60-149 rooms and 19.1 percent had less than 60 rooms. Regarding the number of employees, 34.7 percent of hotels employed less than 100 employees. The number of employees that work in other hotels are as follows: 26.3 percent of hotels employed between 100-199 employees, 28 percent employed more than 300 employees and 11 percent employed between 200-299 employees. Concerning the location of the hotel which had been generated based on the cluster sampling technique, resulted as follows: 26.3 percent

were located in the North, 25.9 percent were located in the central, 24.5 percent were located in the South and 23.3 percent were located in Northeast Thailand. Finally, as for the hotel ownership, the data had shown the majority of the hotels that had individual ownership was at 75.5 percent, 20 percent were chain management, 3.3 percent were management contract and 1.2 percent were franchise management, respectively.

4.4.2 Descriptive Results

The researcher conducted a descriptive procedure with the independent variables and dependent variables, were perceived as having the following: supervisory support, autonomy, career opportunities and advancement, benefit and financial rewards, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, optimism, job satisfaction, job performance, organizational citizenship behavior and turnover intention. To describe the variable in this study, the interpretation of the mean scores of each variable were determined based on Table 4.4.

Table 4.4 Measurement Scale Level of Variable

Measurement Scales	Scores
Very low	1.00-1.80
Low	1.81-2.60
Moderate	2.61-3.40
High	3.41-4.20
Very high	4.21-5.00

The Table 4.5 presented the mean values, standard deviation, skewness and kurtosis of the responses for each variable item, and these were explained as follows;

1) Job Resources factors for employee engagement in the Thai hotel had a mean value of 4.31, the standard deviation was .340, the skewness was .267, the Kurtosis was -.093, and the level of job resources factor for employee engagement was very high.

(1) Perceived supervisory support in the hotel had a mean value of 4.51, the standard deviation was .438, the skewness was -.336, the Kurtosis was -.904, and the level of job resources factor for employee engagement was very high.

(2) Autonomy variable had a mean value of 4.14, the standard deviation was .546, the skewness was -.090, the Kurtosis was -.569, and the level of job resources factor for employee engagement was high.

(3) Career opportunities and advancement variable had a mean value of 4.29, the standard deviation was .460, the skewness was -.118, the Kurtosis was -.155, and the level of job resources factor for employee engagement was very high.

(4) Benefit and financial rewards variable had a mean value of 4.45, the standard deviation was .437, the skewness was -.316, the Kurtosis was -.690, and the level of job resources factor for employee engagement was very high.

(5) Co-worker relations variable had a mean value of 4.22, the standard deviation was .507, the skewness was -.174, the Kurtosis was -.456, and the level of job resources factor for employee engagement was very high.

(6) Perceived organizational support had a mean value of 4.26, the standard deviation was .427, the skewness was .296, the Kurtosis was -.505, and the level of job resources factor for employee engagement was very high.

2) Personal resources factor had a mean value of 4.20, the standard deviation was .405, the skewness was -.021, the Kurtosis was .356, and the level of job resources factor for employee engagement was high.

(1) Conscientiousness had a mean value of 4.34, the standard deviation was .450, the skewness was .009, the Kurtosis was -.775, and the level of job resources factor for employee engagement was very high.

(2) Core self-evaluation had a mean value of 4.09, the standard deviation was .499, the skewness was -.217, the Kurtosis was .781, and the level of job resources factor for employee engagement was high.

(3) Optimism had a mean value of 4.18, the standard deviation was .522, the skewness was -.347, the Kurtosis was .884, and the level of job resources factor for employee engagement was high.

3) Consequences of employee engagement had a mean value of 4.16, the standard deviation was .393, the skewness was .401, the Kurtosis was .301, and the level of job resources factor for employee engagement was high.

(1) Job satisfaction had a mean value of 4.23, the standard deviation was .419, the skewness was .366, the Kurtosis was -.164, and the level of job resources factor for employee engagement was very high.

(2) Job performance had a mean value of 4.23, the standard deviation was .448, the skewness was .149, the Kurtosis was .015, and the level of job resources factor for employee engagement was very high.

(3) Organizational citizenship behavior had a mean value of 4.23, the standard deviation was .436, the skewness was .276, the Kurtosis was -.176, and the level of job resources factor for employee engagement was very high.

(4) Turnover intention had a mean value of 3.96, the standard deviation was .640, the skewness was -.594, the Kurtosis was 1.327, and the level of job resources factor for employee engagement was high.

Table 4.5 The Summary of Means, Standard Deviations, Skewness and Kurtosis of all Variables

Variables	X	S.D.	Skewness	Kurtosis	Level
Job Resources Factor	4.31	.340	.267	-.093	Very High
1. Perceived Supervisory Support	4.51	.438	-.336	-.904	Very High
2. Autonomy	4.14	.546	-.090	-.569	High
3. Career Opportunities and Advancement	4.29	.460	-.118	-.155	Very High
4. Benefit and Financial Reward	4.45	.437	-.316	-.690	Very High
5. Co-Worker Relations	4.22	.507	-.174	-.456	Very High
6. Perceived Organizational Support	4.26	.427	.296	-.505	Very High

Table 4.5 (Continued)

Variables	X	S.D.	Skewness	Kurtosis	Level
Personal Resources Factor	4.20	.405	-.021	.356	High
1. Conscientiousness	4.34	.450	.009	-.775	Very High
2. Core self-evaluation	4.09	.499	-.217	.781	High
3. Optimism	4.18	.522	-.347	.884	High
Consequences	4.16	.393	.401	.301	High
1. Job Satisfaction	4.23	.419	.366	-.164	Very High
2. Job Performance	4.23	.448	.149	.015	Very High
3. Organizational Citizenship Behavior	4.23	.436	.276	-.176	Very High
4. Turnover Intention	3.96	.640	-.594	1.327	High

With reference to each individual variable, starting with the job resources factors which were inquired based upon 24 questions with 6 variables that drive employee engagement in the Thai hotel industry, including perceived supervisory support, autonomy, career opportunities and advancement, benefit and financial rewards, co-worker relations and perceived organizational support. Table 4.6 - 4.11 classify single variable descriptions including mean, standard deviation and level of evaluation.

In order to anticipate the levels of employee engagement with the perceived supervisor support as the determinant, the researcher asked four questions concerning: 1) Supervisor really cares about employee's opinions and is willing to listen to work-related issues, 2) Supervisor cares about employee's welfare, well-being and considers employees' value and dignity, 3) Supervisor treats fairly when judging a problem, and 4) Supervisor shows positive behavior toward employees, such as providing help and support, praising good work and encouraging employees to develop new skills. It was found that the overall perceived supervisor support was evaluated as 'very high' (measured by the answers 'strongly agree' and 'agree').

Findings on the perceived supervisor support with each aspect under investigation were as follows: the most satisfying aspect was that the Supervisor showed positive behavior toward employees, such as providing help and support, praising good work and encouraging employees to develop new skills ($X = 4.53$), followed by Supervisor cares about employee's welfare, well-being and considers employees' value and dignity ($X = 4.52$), Supervisor treats fairly when judging a problem ($X = 4.51$), and supervisor really cares about employee's opinions and is willing to listen to work-related issues ($X = 4.48$), as shown in Table 4.6.

Table 4.6 Mean and Standard Deviation of Perceived Supervisory Support

Perceived Supervisory Support	X	S.D.	Level of Evaluation
1. Supervisor really cares about employee's opinions and is willing to listen to work-related issues.	4.48	.532	Very High
2. Supervisor cares about employee's welfare, well-being and considers employees' value and dignity.	4.52	.541	Very High
3. Supervisor treats fairly when judging a problem.	4.51	.583	Very High
4. Supervisor shows positive behavior toward employees, such as providing help and support, praising good work and also encouraging employees to develop new skills.	4.53	.570	Very High
Total	4.51	.438	Very High

In order to predict the levels of employee engagement with autonomy, the researcher asked four questions concerning: 1) Employees exercise good judgment to perform, and carry out their tasks., 2) Employees have autonomy to solve problems, 3) The tasks are congruent with employee interest., and 4) Supervisor or manager would not interfere with employees as long as employees can complete their goals.. It was found that the overall autonomy was evaluated as 'high' (measured by the answers 'strongly agree' and 'agree'). Findings on the autonomy with each aspect under investigation were as follows: the most satisfying aspect was "The tasks are

congruent with employee interest” (X = 4.27), followed by Employees exercise good judgment to perform, and carry out their tasks (X= 4.21), Employees have autonomy to solve problems(X=4.04), and Supervisor or manager would not interfere with employees as long as employees can complete their goals. (X=4.03), as shown in Table 4.7.

The respondents were asked to foretell the extent of career opportunities and advancement as the determinant of employee engagement concerning the following: 1) Employees were supported to participate in trainings, seminars, and/or additional courses to develop their skills, 2) Hotel offers career management, career development, and succession planning that supports employee’s advancement, 3) Employees have their own development plan, and 4) Hotel has a reasonable performance appraisal system and provides feedback to employees for their improvement. It was found that the overall career opportunities and advancement was evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’).

Table 4.7 Mean and Standard Deviation of Autonomy

Autonomy	X	S.D.	Level of Evaluation
1. Employees exercise good judgment to perform, and carry out their tasks.	4.21	.623	Very High
2. Employees have autonomy to solve problems.	4.04	.760	High
3. The tasks are congruent with employee interest.	4.27	.592	Very High
4. Supervisor or manager would not interfere with employees as long as employees can complete their goals.	4.03	.863	High
Total	4.14	.546	High

Findings on the career opportunities and advancement with each aspect under investigation were as follows: the most satisfying aspect was that the “Hotel offers career management, career development, and succession planning which support employee’s advancement.” (X = 4.34), followed by employees were supported to

participate in trainings, seminars, and/or additional courses to develop their skills ($X=4.31$), hotel has a reasonable performance appraisal system and provides feedback to employees for their improvement ($X=4.28$), and employees have their own development plan ($X=4.23$), as shown in Table 4.8.

As for the benefits and financial rewards, the respondents were asked to forecast the extent of this variable as the determinant of employee engagement concerning: 1) employees receive fair pay, 2) employees receive welfare and benefits, such as provident funds, child educational funds, medical fees for parents and other grant-in-aids, 3) hotel has systematic job appraisal in order to raise the salary and 4) Employees receive appreciation and recognition from their superior once they accomplish their tasks. It was found that the overall benefit and financial reward was evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’).

Table 4.8 Mean and Standard Deviation of Career Opportunities and Advancement

Career Opportunities and Advancement	X	S.D.	Level of Evaluation
1. Employees were supported to participate in training, seminars, and/or additional courses to develop their skills.	4.31	.606	Very High
2. Hotel offers career management, career development, and succession planning which support employee’s advancement.	4.34	.603	Very High
3. Employees have their own individual development plan.	4.23	.621	Very High
4. Hotel has a reasonable performance appraisal system and provides feedback to employees for their improvement.	4.28	.609	Very High
Total	4.29	.460	Very High

Findings on the benefit and financial reward with each aspect under investigation were as follows: the most satisfying aspect was “Employees receive fair

pay” ($X = 4.57$), followed by employees receive welfare and benefits, such as provident funds, child educational funds, medical fees for parents and other grant-in-aids ($X = 4.45$), employees receive appreciation and recognition from their superior once they accomplish their tasks ($X = 4.41$), and hotel has systematic job appraisal in order to raise the salary. ($X = 4.39$), as shown in Table 4.9.

Table 4.9 Mean and Standard Deviation of Benefit and Financial Reward

Benefit and Financial Reward	X	S.D.	Level of Evaluation
1. Employees receive fair pay.	4.57	.562	Very High
2. Employees receive welfare and benefits, such as provident funds, child educational funds, medical fees for parents and other grant-in-aids.	4.45	.564	Very High
3. Hotel has systematic job appraisal in order to raise the salary.	4.39	.589	Very High
4. Employees receive appreciation and recognition from their superior once they accomplish their tasks.	4.41	.596	Very High
Total	4.45	.437	Very High

Moreover, the co-worker relations variable was examined as the driver of employee engagement. There are 4 questions regarding to this variable as follows: 1) employees can count on their co-workers when they come across difficulties in their work, 2) co-workers are willing to listen and share both work-related and personal issues, 3) workplace climate is full of friendliness, unity, trust, and kinship among employees, and 4) co-workers comply with individual differences and value each individual. It was found that the overall co-worker relations were evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’). Findings on the co-worker relations with each aspect under investigation were as follows: The most satisfying aspect was “Workplace climate is full of friendliness, unity, trust, and kinship among employees” ($X = 4.38$), followed by Employees can count of their co-workers when they come across difficulties in their work ($X = 4.24$), Co-workers are

willing to listen and share both work-related and personal issues ($X=4.15$), and Co-workers comply with individual differences and value each individual ($X=4.12$), as shown in Table 4.10.

Table 4.10 Mean and Standard Deviation of Co-Worker Relations

Co-worker Relations	X	S.D.	Level of Evaluation
1. Employees can count on their co-workers when they come across difficulties in their work.	4.24	.600	Very High
2. Co-workers are willing to listen and share both work-related and personal issues.	4.15	.691	High
3. Workplace climate is full of friendliness, unity, trust, and kinship among employees.	4.38	.594	Very High
4. Co-workers comply with individual differences and value each individual.	4.12	.681	High
Total	4.22	.507	Very High

Lastly for the job resources factor, the respondents were asked to predict the extent of perceived organizational support as the determinant of employee engagement concerning: 1) Organization cares about their employees' well-being, 2) organizational culture offers employees opportunities for discussion and participation, 3) Organization is willing to help their employees, in case of a difficulty situation and 4) Organization perceives employees values, importance and goals. It was found that the overall perceived organizational support was evaluated as 'high' (measured by the answers 'strongly agree' and 'agree'). Findings on the perceived organizational support with each aspect under investigation were as follows: the most satisfying aspect was "Organization cares about their employees' well-being" ($X=4.39$), followed by Organization perceives employees values, importance and goals ($X=4.24$), Organization is willing to help their employees, in case of a difficulty situation ($X=4.23$), and Organizational culture offers employees opportunities for discussion and participation ($X=4.19$), as shown in Table 4.11.

Table 4.11 Mean and Standard Deviation of Perceived Organizational Support

Perceived Organizational Support	X	S.D.	Level of Evaluation
1. Organization cares about their employees' well-being.	4.39	.569	Very High
2. Organizational culture offers employees opportunities for discussion and participation.	4.19	.560	High
3. Organization is willing to help their employees, in case of a difficulty situation.	4.23	.533	Very High
4. Organization perceives employees values, importance and goals.	4.24	.564	Very High
Total	4.26	.427	Very High

As for personal resources factors, 11 questions were asked and analyzed and the descriptive statistic was divided into three variables. Table 4.12-4.14 described the statistical details. First of all, the conscientiousness was tested as the driver of employee engagement. There are 4 questions concerning to this variable; 1) Engaged employees generally strived toward achievement. They normally plan ahead in order to achieve effectiveness, 2) Engaged employees are vigilant and considerate before take action, 3) Engaged employees are dutiful and responsible toward their colleagues and customers and 4) Engaged employees are hardworking. It was found that the overall conscientiousness was evaluated as 'very high' (measured by the answers 'strongly agree' and 'agree'). Findings on the conscientiousness with each aspect under investigation were as follows :the most satisfying aspect was "Engaged employees are hardworking" (X = 4.36), followed by engaged employees are dutiful and responsible toward their colleagues and customers (X= 4.35), engaged employees generally strive toward achievement. They normally plan ahead in order to achieve effectiveness (X=4.33), and engaged employees are vigilant and considerate before take action (X=4.31), as shown in Table 4.12.

Table 4.12 Mean and Standard Deviation of Conscientiousness

Conscientiousness	X	S.D.	Level of Evaluation
1. Engaged employees generally strive toward achievement. They normally plan ahead in order to achieve effectiveness.	4.33	.575	Very High
2. Engaged employees are vigilant and considerate before take action.	4.31	.588	Very High
3. Engaged employees are dutiful and responsible toward their colleagues and customers.	4.35	.562	Very High
4. Engaged employees are hard working.	4.36	.601	Very High
Total	4.34	.450	Very High

Next, the core self-evaluation was also tested as the driver of employee engagement. There are 4 questions concerning to this variable; 1) engaged employees make-up the characteristic of self-efficacy. They believe in their own abilities to complete goals, 2) engaged employees will have a positive evaluation of themselves. They have high self-esteem which gives them the belief that they are capable, worthy and proud, 3) engaged employees have a high level of emotional stability. They are stable, balanced and have emotional resilience and 4) Engaged employees believe that they can control events that affect them. It was found that the overall core self-evaluation was evaluated as ‘high’ (measured by the answers ‘strongly agree’ and ‘agree’). Findings on the core self-evaluation with each aspect under investigation were as follows: the most satisfying aspect was “Engaged employees make-up the characteristic of self-efficacy. They believe in their own abilities to complete goals” (X = 4.22), followed by engaged employees will have a positive evaluation of themselves. They have high self-esteem which gives them the belief that they are capable, worthy and proud (X= 4.21), engaged employees have a high level of emotional stability. They are stable, balanced and have emotional resilience (X=4.03), and engaged employees believe that they can control events that affect them (X=3.90), as shown in Table 4.13.

Table 4.13 Mean and Standard Deviation of Core-Self Evaluation

Core-Self Evaluation	X	S.D.	Level of Evaluation
1. Engaged employees make-up the characteristic of self-efficacy. They believe in their own abilities to complete goals.	4.22	.575	Very High
2. Engaged employees will have a positive evaluation of themselves. They have high self-esteem which gives them the belief that they are capable, worthy and proud.	4.21	.608	Very High
3. Engaged employees have a high level of emotional stability. They are stable, balanced and have emotional resilience.	4.03	.686	High
4. Engaged employees believe that they can control events that affect them.	3.90	.758	High
Total	4.09	.499	High

Finally, there are 3 questions regarding personal resource of being optimistic could relate to employee engagement: 1) engaged employees believe that if they are dedicated to their work and are a being good person, they will get some good things in return, 2) When facing problems, engaged employees will perceive it as an opportunity and challenge to resolve it, and 3) engaged employees manage changes with rational and consciousness. It was found that the overall optimism was evaluated as 'high' (measured by the answers 'strongly agree' and 'agree'). Findings on the optimism with each aspect under investigation were as follows: The most satisfying aspect was "Engaged employees believe that if they are dedicated to their work and are being a good person, they will get some good things in return". ($X = 4.23$), followed by engaged employees manage changes rationally and consciously ($X = 4.17$), and when facing problems, engaged employees will perceive it as an opportunity and challenge to resolve it ($X = 4.14$), as shown in Table 4.14.

Table 4.14 Mean and Standard Deviation of Optimism

Optimism	X	S.D.	Level of Evaluation
1. Engaged employees believe that if they are dedicated to their work and are being a good person, they will get some good things in return.	4.23	.617	Very High
2. When facing problems, engaged employees will perceive it as an opportunity and challenge to resolve it.	4.14	.668	High
3. Engaged employees manage changes rationally and consciously.	4.17	.598	High
Total	4.18	.522	High

As for the dependent variable, there are 16 questions, grouped into 4 variables as follows: job satisfaction, job performance, organizational citizenship behavior and turnover intention. Table 4.15-4.18 showed the mean and standard deviation of each variable.

Beginning with job satisfaction, this variable was tested as the consequence of employee engagement. There are 4 questions concerning this variable: 1) engaged employees are satisfied with their jobs, 2) engaged employees are willing to work for their superior and their organization, 3) engaged employees will come to work every day with happiness and enthusiasm and 4) engaged employees will provide impressive service delivery to customers, in order to reciprocate with the pay and benefit received from the hotel. It was found that the overall job satisfaction was evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’). Findings on the job satisfaction with each aspect under investigation were as follows: The most satisfying aspect was “Engaged employees will provide impressive service delivery to customers, in order to reciprocate with the pay and benefit received from the hotel” ($X = 4.33$), followed by Engaged employees will come to work every day with happiness and enthusiasm ($X = 4.26$), Engaged employees are willing to work for

their superior and their organization ($X=4.18$), and Engaged employees are satisfied with their jobs ($X=4.14$), as shown in Table 4.15.

Table 4.15 Mean and Standard Deviation of Job Satisfaction

Job Satisfaction	X	S.D.	Level of Evaluation
1. Engaged employees are satisfied with their jobs.	4.14	.551	High
2. Engaged employees are willing to work for their superior and their organization.	4.18	.523	High
3. Engaged employees will come to work every day with happiness and enthusiasm.	4.26	.560	Very High
4. Engaged employees will provide impressive service delivery to customers, in order to reciprocate with the pay and benefit received from the hotel.	4.33	.566	Very High
Total	4.23	.419	Very High

Secondly, the job performance variable was tested as the consequence of employee engagement. There are 4 questions concerning to this variable: 1) engaged employees will perform with their full work-potential, 2) Engaged employees are able to deliver the service to the customer effectively and impressively, 3) engaged employees try to recognize specific needs of customers and 4) Engaged employees can deliver customer satisfaction. It was found that the overall job performance was evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’). Findings on the job performance with each aspect under investigation were as follows: The most satisfying aspect was “Engaged employees are able to deliver the service to customer effectively and impressively” ($X = 4.32$), followed by engaged employees will perform with their full work-potential ($X= 4.26$), engaged employees can deliver customer satisfaction ($X=4.23$), and engaged employees try to recognize specific needs of customers ($X=4.09$), as shown in Table 4.16.

Table 4.16 Mean and Standard Deviation of Job Performance

Job Performance	X	S.D.	Level of Evaluation
1. Engaged employees will perform with their full work-potential.	4.26	.541	Very High
2. Engaged employees are able to deliver the service to the customer effectively and impressively.	4.32	.534	Very High
3. Engaged employees try to recognize specific needs of customers.	4.09	.634	High
4. Engaged employees can deliver customer satisfaction.	4.23	.596	Very High
Total	4.23	.448	Very High

As for the organizational citizenship behavior, the respondents were asked to forecast the extent of this variable as the consequence of employee engagement. Four questions were asked as follows: 1) engaged employees help out their co-workers and customers even though it is not their responsibility, 2) engaged employees are willing to participate in the organizational meeting and comply with the rules and regulations, 3) engaged employees offer ideas to improve the operation of the organization and 4) engaged employees defend the organization and attempt to promote a good organizational image. It was found that the overall organizational citizenship behavior was evaluated as ‘very high’ (measured by the answers ‘strongly agree’ and ‘agree’). Findings on the organizational citizenship behavior with each aspect under investigation were as follows: the most satisfying aspect was “Engaged employees defend the organization and attempt to promote a good organizational image” and “Engaged employees help out their co-workers and customers even though it is not their responsibility” ($X = 4.25$), followed by engaged employees are willing to participate in the organizational meeting and comply with the rules and regulations ($X = 4.21$), and engaged employees offer ideas to improve the operation of the organization ($X = 4.19$), as shown in Table 4.17.

Table 4.17 Mean and Standard Deviation of Organizational Citizenship Behavior

Organizational Citizenship Behavior	X	S.D.	Level of Evaluation
1. Engaged employees help out their co-workers and customers even though it is not their responsibility.	4.25	.589	Very High
2. Engaged employees are willing to participate in the organizational meeting and comply with the rules and regulations.	4.21	.567	Very High
3. Engaged employees offer ideas to improve the operation of the organization.	4.19	.574	High
4. Engaged employees defend the organization and attempt to promote a good organizational image.	4.25	.563	Very High
Total	4.23	.436	Very High

Lastly, the researcher asked 4 questions based on turnover intention, as follows: 1) engaged employees do not consider quitting their job, 2) engaged employees are not looking for a new job, 3) engaged employees have a desire to continue working in the organization, and 4) engaged employees have their work-life balance. It was found that the overall turnover intention was evaluated as 'high' (measured by the answers 'agree' and 'neutral'). Findings on the turnover intention with each aspect under investigation were as follows: The most satisfying aspect was "Engaged employees have a desire to continue working in the organization" ($X = 4.06$), followed by engaged employees have their work-life balance ($X = 3.96$), engaged employees do not consider quitting their job ($X = 3.95$), and Engaged employees are not looking for a new job ($X = 3.86$), as shown in Table 4.18.

Table 4.18 Mean and Standard Deviation of Turnover Intention

Turnover Intention	X	S.D.	Level of Evaluation
1. Engaged employees do not consider quitting their job.	3.95	.785	High
2. Engaged employees are not looking for a new job.	3.86	.827	High
3. Engaged employees have a desire to continue working in the organization.	4.06	.713	High
4. Engaged employees have their work-life balance.	3.96	.735	High
Total	3.96	.640	High

4.5 Testing the Assumptions of Multivariate Analysis

In order to predict the trustworthy results, there are some certain assumptions about the variables to rely upon. In this study, the research focuses on the assumption of multiple regression and the structural equation model which consisted of 5 basic assumptions that were tested including the assumption of normality, linearity, variables are measured without error, homoscedasticity, and multicollinearity.

4.5.1 Normality

For the purpose of multivariate analysis, the variables assume to have normal distributions. By having non-normally distributed variables can misinterpret the relationships of variables as well as the significance tests. There are several techniques to identify the normal distribution. In this study, the researcher selected statistical data information of the skew and kurtosis to examine the distribution of each variable. According to Hair et al., 2010:73, the most common critical value are within +2.58 to -2.58 range and within +1.96 to -1.96 range when the data are normally distributed. Table 4.19 categorized the skew and kurtosis of each variable which all values fall within +2 to -2 range. This indicated that the univariate skewness and univariate kurtosis values were considered to be normally distributed. Moreover,

a visual examination of the normal probability plots of the residuals in Appendix E illustrated the normality of the error because the values fall near the diagonal line thus, the residuals are considered to represent a normal distribution.

Table 4.19 Values of Skewness and Kurtosis

Variables	Univariate Skewness	Univariate Kurtosis
Job Resources Factor		
1. Perceived Supervisory Support	-.336	-.904
2. Autonomy	-.090	-.569
3. Career Opportunities and Advancement	-.118	-.155
4. Benefit and Financial Rewards	-.316	-.690
5.Co-Worker Relations	-.174	-.456
6.Perceived Organizational Support	.296	-.505
Personal Resources Factor		
1.Conscientiousness	.009	-.775
2.Core Self-Evaluation	-.217	.781
3.Optimism	-.347	.884
Consequences		
1.Job Satisfaction	.366	-.164
2.Job Performance	.149	.015
3.Organizational Citizenship Behavior	.276	-.176
4.Turnover Intention	-.594	1.327

4.5.2 Assumption of a Linear Relationship between the Independent Variables and Dependent Variables

There needs to be a linear relationship between the two variables. One method of preventing non-linearity is to use theory of previous research to inform the current analysis to assist in choosing the appropriate variables (Osborne, & Waters, 2002). In this study, the researcher had reviewed all variables based upon academic scholar research which had been shown in chapter two. This means that the data had a linear

relationship and that this assumption for a multiple regression and structural equation model analysis had not been violated. Furthermore, examination of scatterplots of standard residuals could be used to assess the linearity. In Appendix E, a pattern was shown with the majority of the scores concentrated along the zero point in the center. These patterns indicated that no violation has occurred.

4.5.3 Assumption of Variables are Measured without Error

The standard error is a measure of dispersion of values in the sampling distribution and is used as an important indicator of how precise an estimate is of the sampled statistic. The standard error of the estimate (SEE) is a measure of the variability of predictions in a regression. There are two methods for the evaluation of the error; graphical method and statistical method. In this study, the researcher analyzed the data using the scatterplot. The results demonstrated that the SEE are acceptable because most of the observed values cluster are fairly close to the regression line, as seen in Appendix E. Thus, this assumption for a multiple regression and structural equation model analysis had not been violated.

4.5.4 Assumption of Homoscedasticity

The assumption of homoscedasticity refers to assumption that dependent variables exhibit equal levels of variance across the range of predictor variables (Hair et al., 2010: 74). Homoscedasticity can be checked by visual examination of a plot of standardized residuals by the regression standardized predicted value (Osborne, & Waters, 2002). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne, & Waters, 2002). The analysis was again through examination of the residuals, the scatterplots of residuals. In Appendix E indicated patterns with a majority of the scores concentrated along the zero point, with no distinct curvilinear pattern or some residuals being higher on one side than the other. These patterns specified that no violation of this assumption had happened.

4.5.5 Assumption of Multicollinearity

Multicollinearity is the extent to which a variable can be explained by the other variables in the analysis (Hair et al., 2010: 93). In order to avoid the multi-

collinearity problem, the researcher conducted Pearson Coefficients to determine the relationships among 13 variable as follows: Perceived supervisory support (Supsup), autonomy (Autonomy), Career opportunities and advancement (Opportunity), benefit and financial rewards (Reward), co-worker relations (Coworker), perceived organizational support (Orgsup), conscientiousness (Consci), core self-evaluation (CSE), Optimism (Optimism), Job satisfaction (Jobsat), job performance (Jobperf), organizational citizenship behavior (OCB) and turnover intention (turnover). Table 4.20 presents the correlation coefficients of the variables. By means of Pearson correlation analysis, the range of the correlation coefficient were between 0.215 – 0.682. The highest correlation of 0.682 was between job performance (JobPerf) and organizational citizenship behavior (OCB). It was still lower than the recommended acceptable level of the correlation value suggested by Hair et al., 2010: 200 that was 0.90 and higher. Therefore, it was concluded that all variables had no multicollinearity problem.

However, an examination of the correlation matrix is the simplest means to identify multicollinearity (Hair et al, 2010: 200). The measurement of tolerance and variance inflation factor (VIF) should be assessed the degree to which each independent variable is explained by the set of other independent variables. A common cutoff threshold is a tolerance value of .10, which corresponds to a VIF value of 10 (Hair et al., 2010: 204). Table 4.21 presents the results of the tests. According to the results in table 4.21, the smallest tolerance was 0.472, which was not less than 0.10 as proposed by Hair et al., (2010). Also, the result was confirmed with the VIF values, where none of the values was higher than 10.

Table 4.20 Correlation Coefficients between Variables (N = 429)

	Supsupport	Autonomy	Opportunity	Reward	Coworker	OrgSup	Consci	CSE	Optimism	Jobsat	JobPerf	OCB	Turnover
Supsupport	1												
Autonomy	.320**	1											
Opportunity	.422**	.468**	1										
Reward	.393**	.287**	.411**	1									
Coworker	.285**	.430**	.449**	.508**	1								
OrgSup	.457**	.402**	.521**	.585**	.559**	1							
Consci	.340**	.291**	.456**	.475**	.449**	.480**	1						
CSE	.215**	.457**	.439**	.368**	.530**	.432**	.515**	1					
Optimism	.233**	.335**	.416**	.382**	.477**	.456**	.471**	.573**	1				
Jobsat	.375**	.413**	.481**	.351**	.369**	.479**	.489**	.517**	.532**	1			
JobPerf	.358**	.408**	.506**	.438**	.480**	.508**	.525**	.580**	.609**	.625**	1		
OCB	.292**	.399**	.463**	.396**	.502**	.549**	.481**	.553**	.554**	.588**	.682**	1	
Turnover	.077	.374**	.273**	.245**	.347**	.322**	.314**	.482**	.443**	.423**	.475**	.514**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Table 4.21 Collinearity Statistics on the Variables

Variables	Collinearity Statistics	
	Tolerance	VIF
Perceived Supervisory Support	.707	1.415
Autonomy	.662	1.511
Career Opportunity and Advancement	.573	1.744
Benefit and Financial Rewards	.566	1.766
Co-Worker Relations	.528	1.892
Perceived Organizational Support	.472	2.117
Conscientiousness	.579	1.726
Core-Self Evaluation	.506	1.974
Optimism	.584	1.712

4.6 Results of Hypotheses Testing

This section of the study presents the statistical analysis of the research hypotheses which comprises 5 hypotheses. There are 2 methods that the researcher applied for the testing; multiple regression analysis and structural equation model. Based on the theory of these two statistical instruments, both of them were used to analyze the relationship of the independent variables and dependent variables. Hypotheses 1-4 were analyzed by multiple regression analysis which is a statistical technique for analyzing the relationship among several independent variables toward a dependent variable. The last hypothesis was examined by structural equation model analysis. Diana Suhr (2014: 1), mentioned that SEM is similar to traditional methods like correlation, regression and analysis of variance in many ways. However, SEM is a highly flexible and comprehensive methodology. SEM is a multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) which provides an evaluating model fit to examine multiple tests.

4.6.1 Multiple Regression Analysis

Two main research questions were raised in the beginning of the study as follows: what are the driving factors of employee engagement for hotel employees in Thailand?; and, What are the consequences of employee engagement for hotel employees in Thailand? The proposed driving factors and outcomes of employee engagement were extracted from several academic research papers, books and dissertations. The nine driving factors included perceived supervisory support, autonomy, opportunity and advancement, reward and recognition, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism; and, the four outcomes included job satisfaction, job performance, organizational citizenship behavior and turnover intention, were presented into a conceptual model of employee engagement in the Thai hotel industry. A third question raised was what are the relationships between the antecedents and consequences of employee engagement in the hotel industry? In order to examine the relationship between the antecedents and consequences of employee engagement in hotel industry, the multiple regression analysis technique was employed to examine the relationships of variables proposed in the conceptual framework. Four hypotheses were tested and detailed as follows:

Hypothesis 1: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job satisfaction.

Table 4.22 presented the model evaluation and the result of multiple regression analysis on nine predictors of the employee engagement driver that predicted job satisfaction. The coefficient of determination, R^2 is 0.46. The interpretation is that the model explained 46 percent of the variances in job satisfaction. Clearly, the result is statistically significant ($R = .678$. $R^2 = .460$, Adjusted $R^2 = .448$; $P < .000$).

The analysis results show that perceived supervisory support, autonomy, career opportunity and advancement, co-worker relations, perceived organizational

support, conscientiousness, core self-evaluation, and optimism which influence employee engagement, positively affected the job satisfaction. Looking closely at standardized coefficients of all eight predictors, the degree of beta are optimism (Beta = .244), core self-evaluation (Beta = .179), conscientiousness, (Beta = .153), perceived organizational support (Beta= .130), perceived supervisory support (Beta = .125), career opportunities and advancement (Beta = .119), autonomy (Beta =.110), and co-worker relations (Beta = -.102). These are the unique contributors to the predictor of job satisfaction. Hypothesis 1 was therefore accepted.

Table 4.22 Regression of Each Independent Variable, Employee Engagement Driver, Toward Job Satisfaction

Variable	Unstandardized	Std.Error of the Estimate	Standardized	T	Sig	Collinearity	
	Coefficients Beta		Coefficients Beta			Tolerance	VIF
Constant	.776	.205		3.787	.000		
Supsupport	.120	.041	.125	2.923	.004	.707	1.415
Autonomy	.085	.034	.110	2.497	.013	.662	1.511
Opportunity	.109	.043	.119	2.516	.012	.573	1.744
Reward	-.033	.046	-.035	-.726	.468	.566	1.766
Coworker	-.085	.041	-.102	-2.071	.039	.528	1.892
OrgSup	.128	.051	.130	2.495	.013	.472	2.117
Consci	.143	.044	.153	3.244	.001	.579	1.726
CSEval	.151	.042	.179	3.556	.000	.506	1.974
Optimism	.196	.038	.244	5.188	.000	.584	1.712

Note: F = 39.584 SEE = .31169 DF = 9, 419 Significant = .000 $R^2 = 0.460$ Adj. $R^2 = 0.448$

Hypothesis 2: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced

employee engagement is more likely to be partly positive related to employee engagement outcome and job performance.

Table 4.23 presented the model evaluation and the result of multiple regression analysis on nine predictors of the employee engagement that predicted job performance. The coefficient of determination, R^2 is 0.524. The interpretation is that the model explained 52.4 percent of the variances in job performance. Clearly, the result is statistically significant ($R = .730$, $R^2 = .534$, Adjusted $R^2 = .524$; $P < .000$).

The analysis results show that five variables including perceived supervisory support, career opportunity and advancement, conscientiousness, core self-evaluation and optimism that influence employee engagement, positively affected the job performance. Looking closely at the standardized coefficients of all five predictors, the degree of beta are optimism (Beta = .292), core self-evaluation (Beta = .198), conscientiousness, (Beta = .123), career opportunity and advancement (Beta = .116) and perceived supervisory support (Beta = .082), respectively. These are the unique contributors to the predictor of job performance. Hypothesis 2 was therefore accepted.

Table 4.23 Regression of Each Independent Variable, Employee Engagement Driver, Toward Job Performance

Variable	Unstandardized	Std.Error of the Estimate	Standardized	T	Sig	Collinearity	
	Coefficients Beta		Coefficients Beta			Tolerance	VIF
Constant	.264	.203		1.299	.195		
Supsupport	.084	.041	.082	2.078	.038	.707	1.415
Autonomy	.044	.034	.053	1.293	.197	.662	1.511
Opportunity	.113	.043	.116	2.636	.009	.573	1.744
Reward	.049	.045	.048	1.085	.279	.566	1.766
Coworker	.015	.041	.017	.368	.713	.528	1.892
OrgSup	.077	.051	.073	1.510	.132	.472	2.117
Consci	.123	.044	.123	2.813	.005	.579	1.726
CSEval	.178	.042	.198	4.224	.000	.506	1.974
Optimism	.250	.037	.292	6.686	.000	.584	1.712

Note: $F = 53.263$ $SEE = .3093$ $DF = 9, 419$ Significant .000 $R^2 = 0.534$ Adj. $R^2 = 0.524$

Hypothesis 3: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and organizational citizenship behavior.

Table 4.24 presented the model evaluation and the result of multiple regression analysis on nine predictors of employee engagement that predicted organizational citizenship behavior. The coefficient of determination, R^2 is 0.485. The interpretation is that the model explained 48.5 percent of the variances in organizational citizenship behavior. Clearly, the result is statistically significant ($R = .696$, $R^2 = .485$, adjusted $R^2 = .474$; $P < .000$).

The analysis results show that four variables including perceived organizational support, conscientiousness, core self-evaluation, and optimism that influence employee engagement, positively affected the organizational citizenship behavior. Looking closely at the standardized coefficients of all four predictors, the degree of beta are perceived organizational support (Beta = .230), optimism (Beta = .217), core self-evaluation (Beta = .186), and conscientiousness (Beta = .097), respectively. These are the unique contributors to the predictor of organizational citizenship behavior. Therefore, hypothesis 3 was accepted.

Table 4.24 Regression of Each Independent Variable, Employee Engagement Driver, Toward Organizational Citizenship Behavior

Variable	Unstandardized	Std.Error of the Estimate	Standardized	T	Sig	Collinearity	
	Coefficients Beta		Coefficients Beta			Tolerance	VIF
Constant	.716	.208		3.444	.001		
Supsupport	.000	.042	.000	.010	.992	.707	1.415
Autonomy	.047	.034	.058	1.355	.176	.662	1.511
Opportunity	.069	.044	.073	1.575	.116	.573	1.744
Reward	-.024	.047	-.024	-.524	.601	.566	1.766

Table 4.24 (Continued)

Variable	Unstandardized Coefficients	Std.Error of the Estimate	Standardized Coefficients	T	Sig	Collinearity Statistics	
	Beta		Beta			Tolerance	VIF
Coworker	.071	.041	.083	1.712	.088	.528	1.892
OrgSup	.235	.052	.230	4.506	.000	.472	2.117
Consci	.094	.045	.097	2.099	.036	.579	1.726
CSEval	.162	.043	.186	3.765	.000	.506	1.974
Optimism	.181	.038	.217	4.734	.000	.584	1.712

Note: F = 43.792 SEE = .31634 DF = 9, 419 Significant .000 $R^2 = 0.485$ Adj. $R^2 = 0.474$

Hypothesis 4: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and turnover intention.

Table 4.25 presented the model evaluation and the result of multiple regression analysis on nine predictors of the employee engagement that predicted turnover intention. The coefficient of determination is R^2 is 0.314, showing that 31.4 percent chance in turnover intention is caused by employee engagement drivers. Clearly, the result is statistically significant ($R = .560$, $R^2 = .314$, Adjusted $R^2 = .299$; $P < .000$).

The analysis results show that four variables including core self-evaluation, optimism, autonomy and perceived supervisory support that influence employee engagement, affected the turnover intention. Looking closely at the standardized coefficients of all four predictors, the degree of beta are core self-evaluation (Beta=.247), optimism (Beta=.213), autonomy (Beta=.192), and perceived

supervisory support (Beta = -.134) respectively. These are the unique contributors to the predictor of turnover intention. Hypothesis 4 was therefore accepted.

As for the summary of the overall model, the result is demonstrated in table 4.26. The multiple regression analysis was used to analyze the data. The results of the coefficient of determination interpretation that the model explained 44.8 percent of variables in job satisfaction, 52.4 percent of variables in job performance, 48.5 percent of variables in organizational citizenship behavior and 29.9 percent of variables in turnover intention. Core self-evaluation and optimism were the only two variables that predicted all four employee engagement outcomes.

Table 4.25 Regression of Each Independent Variable, Employee Engagement Driver, Toward Turnover Intention

Variable	Unstandardized	Std.Error	Standardized	T	Sig	Collinearity	
	Coefficients	of the	Coefficients			Statistics	
	Beta	Estimate	Beta			Tolerance	VIF
Constant	.788	.353		2.236	.026		
Supsupport	-.196	.070	-.134	-2.789	.006	.707	1.415
Autonomy	.225	.058	.192	3.853	.000	.662	1.511
Opportunity	-.041	.074	-.029	-.550	.583	.573	1.744
Reward	.008	.079	.006	.106	.916	.566	1.766
Coworker	.019	.070	.015	.275	.784	.528	1.892
OrgSup	.132	.088	.088	1.500	.134	.472	2.117
Consci	.054	.076	.038	.710	.478	.579	1.726
CSEval	.317	.073	.247	4.335	.000	.506	1.974
Optimism	.261	.065	.213	4.024	.000	.584	1.712

Note: F = 21.264 SEE = .53614 DF = 9, 419 Significant = .000 $R^2 = 0.314$ Adj. $R^2 = 0.299$

The final model for employee engagement outcomes (job satisfaction, job performance, organizational citizenship behavior and turnover intention) with all independent employee engagement variables are illustrated in Table 4.26. The analysis results showed that all independent variables explained 44.8% (adjusted R^2)

of the variance in job satisfaction outcome with eight significant predictors. Next, all independent variables explained 52.4% (adjusted R^2) of the variance in the job performance outcome with five significant predictors. As for organizational citizenship behavior, all independent variables explained 48.5% (adjusted R^2) of the variance with four significant predictors. Lastly, all independent variables explained 29.9% (adjusted R^2) of the variance in the turnover intention outcome with four significant predictors. Comparing the significant predictors of four outcomes, two variables including core self-evaluation and optimism were two personal resources factor that predicted all employee engagement outcomes.

Table 4.26 Summarize the Determinant Model of Employee Engagement and Its Outcomes

Variable	Job Satisfaction	Job Performance	OCB	Turnover
	Adj. R^2 = 0.448	Adj. R^2 = 0.524	Adj. R^2 = 0.485	Adj. R^2 = 0.299
Supsupport	.125**	.082*	.000	-.134**
Autonomy	.110*	.053	.058	.192**
Opportunity	.119*	.116**	.073	-.029
Reward	-.035	.048	-.024	.006
Coworker	-.102*	.017	.083	.015
OrgSup	.130*	.073	.230**	.088
Consci	.153**	.123**	.097*	.038
CSEval	.179**	.198**	.186**	.247**
Optimism	.244**	.292**	.217**	.213**

Note: * Statistical Significance at .05 Level ** Statistical Significance at .01 Level

4.6.2 Structural Equation Model

Structural equation model is a powerful multivariate analysis technique that studies the causal relationship among constructs. SEM has potential advantages over linear regression models in analyzing path diagrams when these involve latent variables. SEM also integrated the measurements and the hypothesized causal paths into a simultaneous assessment. Prior to the main analyses, all the variables were

examined using various programs for accuracy of data entry, summary descriptive statistics and the critical assumptions of various SEM techniques used in this study. Normality of the observed variables was assessed through univariate skewness and kurtosis scores. Linearity of the observed variables was assessed by examining pairs of scatterplots to evaluate linearity. Apart from these evaluations, the multicollinearity assumption was tested. In this study, the data was analyzed by using structural equation modeling (SEM) and the confirmatory factor analysis (CFA) technique.

In order to answer the third research question, “How would employee engagement model for the hotel industry be?” The structural equation modeling techniques was applied to develop a suitable model for employee engagement and to test employee engagement drivers that examined the possible relationship between employee engagement driver and employee engagement outcomes.

Hypothesis 5: The nine employee engagement drivers including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism, influenced employee engagement outcomes as depicted in the conceptual model

The conceptual employee engagement model was created based upon the theory, concept and related academic journals as shown on Figure 4.1. There are two construct measurement models that were formed as the structural model. The exogenous variable with nine factors including perceived supervisory support, autonomy, opportunity and advancement, reward and recognition, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism, and the endogenous variable with four factors, including job satisfaction, job performance, organizational citizenship behavior and turnover intention. There are nine observed variables, and exogenous variables were the component of the structural conceptual model. The hypothesis concerning direct relationships between the two constructs were later estimated.

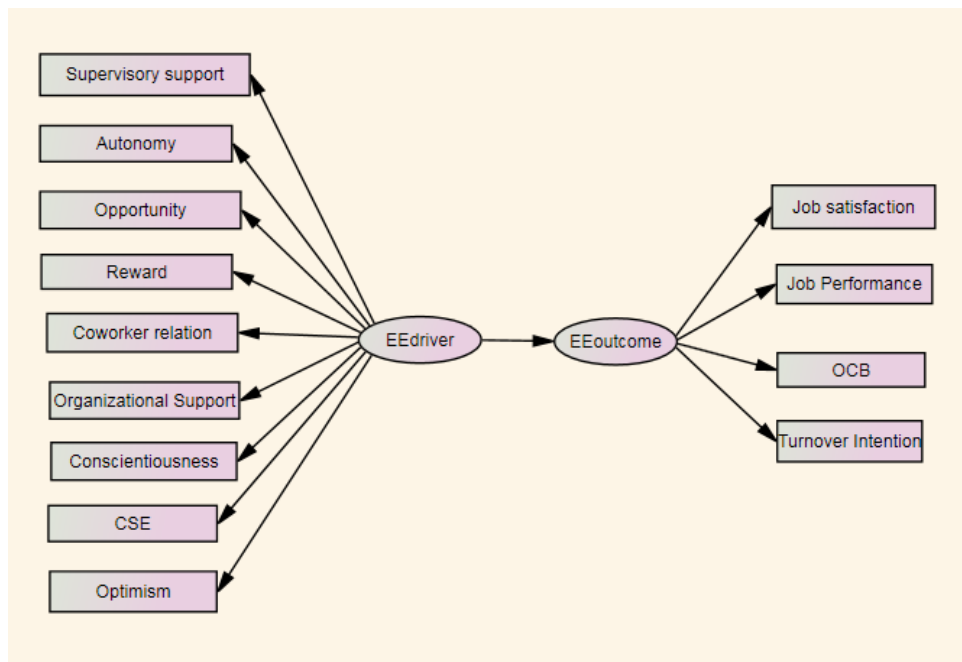


Figure 4.1 The Conceptual Model of Employee Engagement

To examine Hypothesis 5, the researcher analyzed the data with SPSS AMOS 20. With the research questions proposed, structural equation modeling and confirmatory factor analysis were chosen as the most appropriate methods because they offered the most appropriate and most efficient estimation technique (Hair et al., 2010). There was a 4 step process that the researcher followed:

- 1) Evaluation of measurement model
- 2) Re-specified measurement model
- 3) Structural model Assessment
- 4) Re-specified structural model

4.6.2.1 Evaluation of measurement model

One of the main goals for using confirmatory factor analysis is to identify how well the observed data fit the proposed model of the researcher and how well the theoretical specification of the factors matched the observed data. In the other words, CFA is a way of testing how well measured variables represent a smaller number of constructs which were built based on the theories. Measurement theories are represented in this study using visual diagrams, path diagrams which identified the

linkages between measured variables and their constructs, along with the relationship among constructs. SEM software program, the AMOS 20 software was used to test the model.

As for the assessment of measurement model validity, both of the overall model fit and the criteria for construct validity must be examined. The overall fit was presented with many fit indices. Selected fit statistics were presented based on researchers' perspective. It is crucial to use multiple criteria and to assess model fit on the basis of several measures, or criteria simultaneously. Though, there is no one absolute statistical significance test for assessing the goodness-of-fit of the model to the observed data of researchers (Phanu Limmanont, 2010: 150). According to Hair et al. (2010: 721), in order to demonstrate that a model exhibits an acceptable fit, at least one absolute fit index and one incremental fit index, in addition to the X^2 results must be used. In this study, six fit indices were used to measure the model, including CMIN (Chi-square/DF), GFI (Goodness of fit index), RMSEA (root mean square error of approximation), CFI (comparative fit index), NFI (normed fit index), and AGFI (adjusted goodness of fit index).

In this study, the research adapts the index cutoff values based on Kline (1998: 128; 2006: 139-140), Byrne (2010: 78) and Hair et al. (2010: 672) that specified the cut off values for sample size with more than 250 and number of observed variables with more than 12 variables. Table 4.27 provided some guidelines for using fit indices based primarily on sample sizes, and model complexity in model specification.

Table 4.27 Goodness of Fit Statistics for Measurement Model

Index	Abbreviation	Criteria Level	References
Chi-square/df	CMIN/df	< 3.0	Kline (1998: 128); Hair et al (2010:668)
Goodness of Fit Index	GFI	> 0.90	Hair et al (2010:672)
Root Mean Square Error of Approximation	RMSEA	0.08 < 0.05	Hair et al (2010:667)
Comparative Fit Index	CFI	> 0.92	Hair (2010: 672)
Normed Fit Index	NFI	> 0.90	Byrne (2010: 78); Hair et al (2010:667)
Adjusted Goodness of Fit Index	AGFI	> 0.90	Hair et al (2010: 747)

Note: N=429, and Number of observed variables > 12

1) Measurement Model for Employee Engagement Driver

With the construct specified, the researcher identified nine factors acknowledged by the literature reviews and theory. A visual diagram was drawn using SEM statistical analysis, AMOS 20. In Figure 4.2, the employee engagement driver measurement model was examined by conducting confirmatory factor analysis (CFA). The CFA was carried out to assess the multidimensionality of the construct of employee engagement drivers that consisted of nine latent variables (observed, endogenous variables): perceived supervisory support, autonomy, career opportunities and advancement, benefit and financial reward, co-worker relations and perceived organizational support, consciousness, core self-evaluation and optimism, and one construct (Observed, exogenous variables): employee engagement driver. The results of testing this measurement theory included the overall model fit and the criteria for convergent validity.

The overall fit of the measurement model of employee engagement driver illustrated in Table 4.28, the goodness of fit indices indicated a partial acceptable fit between the measurement model and data. The goodness-of fit

measures showed the CMIN/df at 5.882, was greater than 3.0. The absolute fit measures were reported as follows: the goodness of fit index (GFI) was .918 and the Root Mean Square Error of Approximation (RMSEA) was .107 that only GFI values appeared to meet with the criteria level. In addition, Incremental fit indices were illustrated as follows; the Normal Fit Index (NFI) was .893 and the Comparative Fit Index (CFI) was .909. Lastly, parsimony fit indices showed that the Adjusted Goodness of Fit Index (AGFI) was .863. Even though, some fit indices were evidence greater than the suggested cutoff values. The chi-square/degree freedom value indicated a higher number than the guideline. Also, NFI and AGFI value appeared to fall below the criteria level. As that the model re-specification was applied, in this case the modification indices results were implemented.

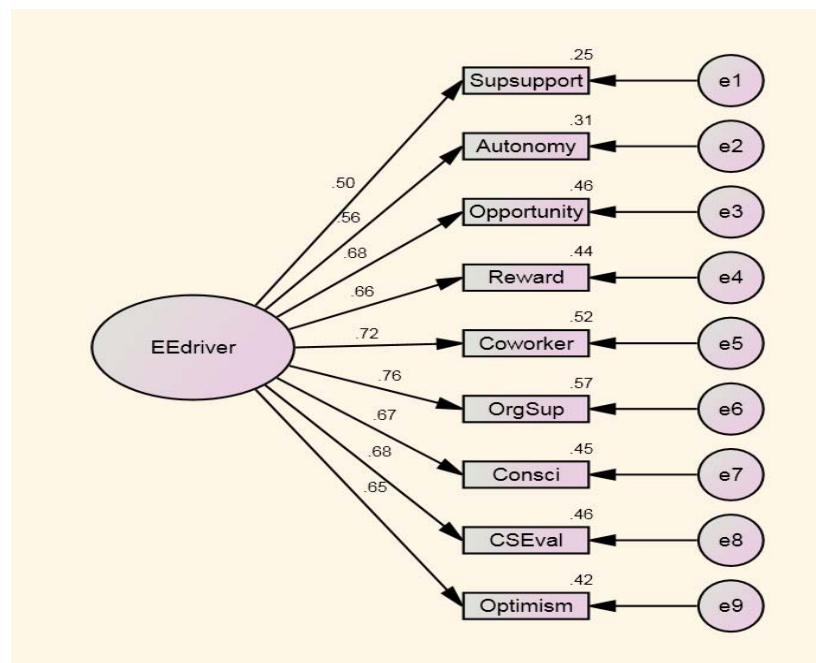


Figure 4.2 The Measurement Model of Employee Engagement Drivers

Note: Supsupport = Perceived supervisory support, Autonomy = Autonomy, Opportunity = Career opportunities and advancement, Reward = Benefit and Financial Reward, Coworker = Co-worker relations, OrgSup = Perceived Organizational support, Consci = Conscientiousness, CSEval = Core Self-Evaluation, Optimism = Optimism

Table 4.28 Goodness of Fit Statistics for Measurement Model of Employee Engagement Drivers

Index	Criteria Level	Measurement model of EE driver
CMIN/df	< 3.0	5.882
GFI	> 0.90	.918
RMSEA	< 0.08	.107
CFI	> 0.92	.909
NFI	> 0.90	.893
AGFI	> 0.90	.863

A starting point for re-specification often includes inspection of the correlation residuals and modification indexes (MI) (Kline, 2011: 240). MI represents the decrease in chi-square expected if factors were deleted or if the parameter were added to the model; in doing so reduces your degrees of freedom by 1. As that the goodness of fit index will improve. Reported in Table 4.29 are the 10 largest modification indexes computed by Amos for factor loadings and covariances that are fixed to zero in the original model. The modification indices report suggested that by removing four factors: perceived supervisory support, autonomy, benefit and financial reward, and core self-evaluation, will improve the goodness of fit result.

In addition, Table 4.30 reviewed standardized residual covariances of a nine factors structural model of employee engagement. The standardized residual covariance is the ratio of a covariance residual over its standard error, which is analogous to z scores and most should have a value under 2.00 (Manual: Running SEM in AMOS, 2002: 11). By examining the standardized residual covariances table, the correlation residual between core self-evaluation and optimism was above 2.00 (2.525). Therefore, either core self-evaluation factor or optimism factor needed to be amended.

Table 4.29 Ten Largest Modification Indexes for a Nine-Factor Structural Model of Employee Engagement Driver

	Path	MI
1	e8 <-> e9 (CSE<-> Optimism)	29.468
2	e1 <-> e8 (Supsupport <-> CSE)	18.325
3	e4 <-> e6 (Reward <-> Orgsup)	16.438
4	e8 <-> e1 (CSE<- Supsupport)	13.296
5	e4 <-> e8 (Reward <-> CSE)	11.744
6	e1 <-> e6 (Supsupport <-> Orgsup)	10.80
7	e2 <-> e3 (Autonomy <-> Opportunity)	10.630
8	e2 <-> e7 (Autonomy <-> Consci)	9.331
9	e2 <-> e4 (Autonomy <-> Reward)	9.311
10	e1 <-> e9 (Supsupport <-> Optimism)	9.037

Note: Supsupport = Perceived supervisory support, Autonomy = Autonomy, Opportunity = Career opportunities and advancement, Reward = Benefit and Financial Reward, OrgSup = Perceived Organizational support, Consci = Conscientiousness, CSE = Core Self Evaluation, Optimism = Optimism

Lastly, comparing the factor loading scores of all nine factors, supsupport, autonomy and reward were the least scores among all variables, .50, .56 and .66, respectively (See Figure 4.2). As the result, the researcher deducted four factors: perceived supervisory support, autonomy, benefit and financial reward, and core self- evaluation, and then evaluated the re-specification measurement model of the employee engagement (See Figure 4.3).

The overall fit of the re-specified measurement model of employee engagement driver as illustrated in Table 4.31, the goodness of fit indices indicated a good fit between the measurement model and data. The goodness-of fit measures showed the CMIN/df at 1.836, which was smaller than 3.0. The absolute fit measures were reported as follows: the goodness of fit index (GFI) was .992 and the Root Mean Square Error of Approximation (RMSEA) was .044 that only both values

appeared to meet with the level of criteria. In addition, Incremental fit indices were illustrated as follows: the Normal Fit Index (NFI) was .986 and the comparative Fit Index (CFI) was .994, while the NFI and CFI greater than .090 were desirable. Lastly, parsimony fit indices showed that the Adjusted Goodness of Fit Index (AGFI) was .975. The re-specified model indicated a good fit and can be proceed to structural model evaluation. Table 4.31 compared the goodness of fit statistics between two models.

Table 4.30 Standardized Residual Covariances of a Nine Factor Structural Model of Employee Engagement Drivers

	Optimism	CSEval	Consci	OrgSup	Coworker	Reward	Opportunity	Autonomy	Supsupport
Optimism	.000								
CSEval	2.525	.000							
Consci	.710	1.142	.000						
OrgSup	-.622	-1.483	-.470	.000					
Coworker	.162	.740	-.635	.247	.000				
Reward	-.917	-1.556	.601	1.564	.545	.000			
Opportunity	-.419	-.368	.073	.196	-.730	-.701	.000		
Autonomy	-.547	1.475	-1.630	-.414	.485	-1.644	1.719	.000	
Supsupport	-1.771	-2.402	.128	1.574	-1.436	1.247	1.672	.821	.000

Table 4.31 The Comparison of the Goodness of Fit Statistics for Employee Engagement Driver

Measurement	Abbreviation	Measurement model of EE driver	Re-specified Model
Chi-square/df	CMIN/DF	5.882	1.836
Goodness of fit index	GFI	.918	.992
Root mean square error of approximation	RMSEA	.107	.044
Comparative fit index	CFI	.909	.994
Non-nomad fit index	NFI	.893	.986
The Adjusted Goodness of Fit Index	AGFI	.863	.975

According to Hair et al., (2010), apart from testing the goodness of fit level, finding specific evidence of construct validity including convergent validity and discriminant validity, is another key important of measurement model validity. Convergent validity of employee engagement driver was accessed by the factor loadings score and their statistical significance level. Table 4.32 shows the estimate standardized factor loading, critical ratio (C.R.) and squared multiple correlations (SMC) between each variables, along with the AVE and construct reliability value.

The results recognized the agreeable convergent validity of employee engagement drivers as the results of all standardized loading estimates exceed 0.5 (range between .666-.753). Therefore, the factor is explaining more than half the variation in the items (Hair et al., 2010: 709). Moreover, the average variance extracted (AVE) is calculated for employee engagement driver construct. The result of AVE showed 0.50 that suggested adequate convergent validity (Hair et al., 2010: 695). Furthermore, construct reliability value is often used in conjunction with SEM models, The CR value of employee engagement driver was 0.8 in which exceed the

rule of thumb by Hair et al, 2010: 695 (more than 0.70). High construct reliability indicated that internal consistency existed.

Table 4.32 CFA Results for Employee Engagement Driver

	Estimate	C.R.	Std. Factor Loading	SMC
Opportunity and advancement	1.000	-	.666	.443
Coworker relation	1.180	11.906	.712	.507
Perceived organizational support	1.051	12.359	.753	.567
Conscientiousness	.973	11.276	.662	.439
Optimism	1.105	11.079	.648	.420
AVE				0.5
CR				0.8

Noted: All standardized factor loading are significant at $p < .001$

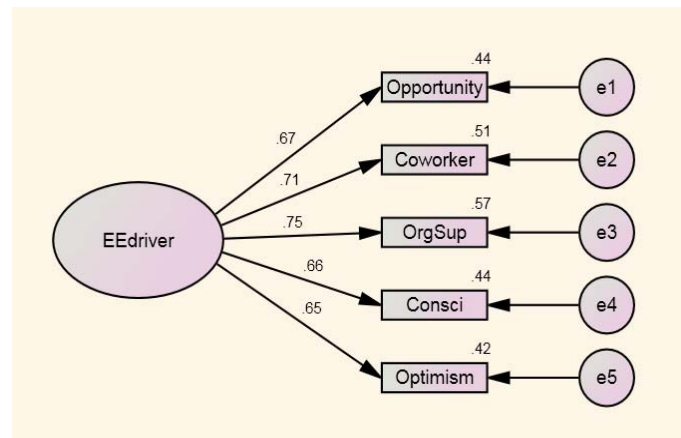


Figure 4.3 The Re-Specified Measurement Model of Employee Engagement Drivers

Note: CMIN/DF = 1.83, GFI=.992, AGFI= .975, CFI= .994, NFI= .986, RMSEA=.044 Opportunity = Career opportunities and advancement, Coworker= Co-worker relations, OrgSup = Perceived Organizational support, Consci = Conscientiousness, Optimism = Optimism

2) Measurement Model for Employee Engagement Outcomes

The researcher identified four factors acknowledged by the literature reviews and theory. The four factors (Observed, endogenous variables), job satisfaction, job performance, organizational citizenship and turnover intention, were included into the employee engagement outcomes construct based upon the literacy reviews and academic research articles that were examined using CFA. The overall fit results provided the following overall fit indices: CMIN/DF= 1.883, CFI = .997, NFI = .995, GFI = .996, AGFI = and RMSEA = .044. Thus, all of the indexes were acceptable and the model fit the data well (See figure 4.4 and Table 4.33).

Table 4.33 Goodness of Fit Statistics for Measurement Model of Employee Engagement Outcomes

Index	Criteria Level	Measurement Model of EE outcomes
CMIN/df	< 3.0	1.883
GFI	> 0.90	.996
RMSEA	< 0.08	.044
CFI	> 0.92	.997
NFI	> 0.90	.995
AGFI	> 0.90	.978

The convergent validity employee engagement outcomes were tested by the factor loading estimate score and their statistical significance level. Table 4.34 summarized the standardized loading estimate scores and critical ratio scores which all factors exceeded 0.50 and 1.96, respectively. Moreover, the average variance extracted (AVE) was applied to test for the construct validity. Result of the AVE of employee engagement outcomes was 0.6, which is greater than 0.50 that was indicated by Hair et al., 2010: 709. The employee engagement outcomes construct indicated a high level of convergent validity. Besides the construct reliability value was above 0.7 (0.8) indicated that internal consistency existed.

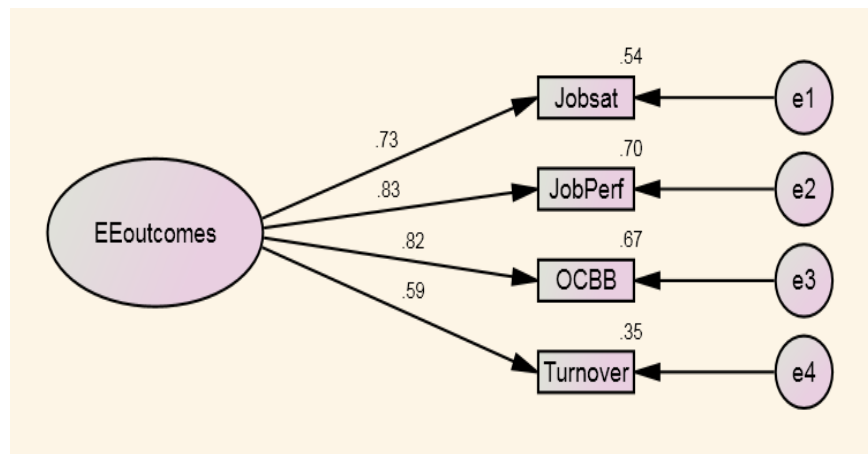


Figure 4.4 The Measurement Model for Employee Engagement Outcomes

Note: CMIN/DF = 1.88, GFI=.996, AGFI= .978, CFI= .997, NFI= .995, RMSEA=.044 Jobsat = Job Satisfaction, JobPerf = Job Performance, OCBB = Organizational Citizenship Behavior, Turnover = Turnover Intention

Table 4.34 CFA Results for Employee Engagement Outcomes

	Estimate	C.R.	Std. Factor Loading	SMC
Job satisfaction	1.00	-	.732	.535
Job performance	1.218	15.446	.834	.696
OCB	1.165	15.314	.820	.672
Turnover intention	1.236	11.355	.593	.351
AVE				0.6
CR				0.8

Note: All standardized factor loading are significant at $p < .001$

4.6.2.2 Structural Model Assessment

As the measurement model was found to be acceptable, the hypothesized structural model can be evaluated. The structural model was tested using all the sample data (N=429). As indicated in the conceptual framework, the structural

model aimed to assess the hypothesized theoretical relationships between employee engagement drivers and employee engagement outcomes. Employee engagement drivers were proposed to be exogenous variables, and employee engagement outcomes to be endogenous ones. The proposed structural model was tested using AMOS 20 software package, and the results of its estimates are shown in Figure 4.5.

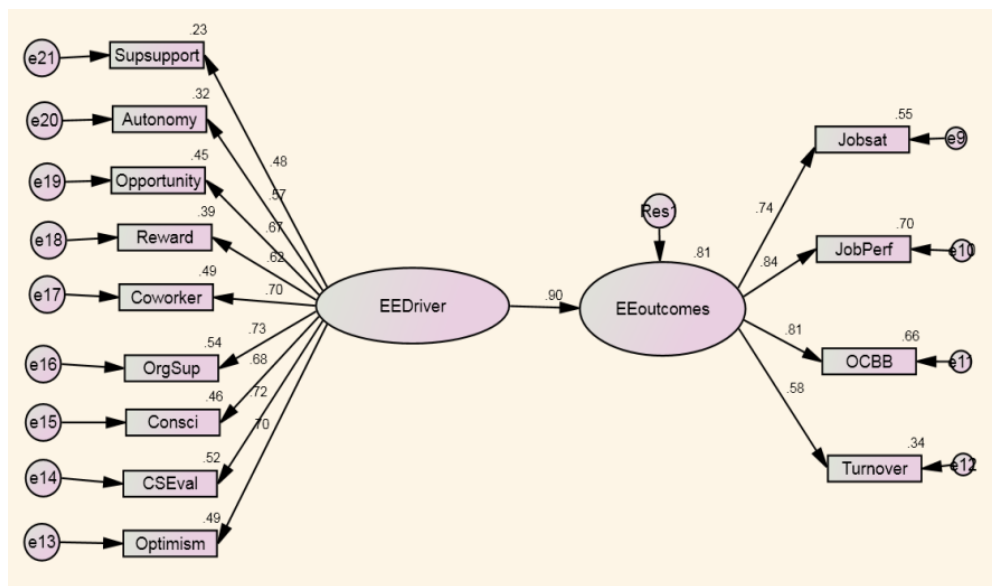


Figure 4.5 Proposed Conceptual Structural Model

Note: CMIN/DF = 4.51, GFI=.894, AGFI= .849, CFI= .913, NFI= .892, RMSEA=.091, Supsupport = Perceived supervisory support, Autonomy = Autonomy, Opportunity = Career opportunities and advancement, Reward = Benefit and Financial reward, Coworker = Co-worker relation, OrgSup = Perceived Organizational support, Consci = Conscientiousness, CSEval = Core Self Evaluation, Optimism = Optimism, Jobsat = Job Satisfaction, JobPerf = Job Performance, OCBB = Organizational Citizenship Behavior, Turnover = Turnover Intention

The model fit indices were as follows: a Chi-Square of 288.448, with 64 degrees of freedom, making the CMIN/df at 4.507, which was larger than 3.0 indicating a poor fit (Kline, 1998). The Normal Fit Index (NFI) was .892 and the comparative Fit Index (CFI) was .913. The Goodness of Fit Index (GFI) was .894 and

the Adjusted Goodness of Fit Index (AGFI) was .849, which was below the level of criteria. The Root Mean Square Error of Approximation (RMSEA) was .091 which was greater than the cut off value indicated. Based upon the results of the model fit indices, all goodness of fit statistical values were below the satisfactory level (See Table 4.35). Therefore, we specify the proposed model should be done in order to achieve a better or best fit.

Table 4.35 Goodness of Fit Statistics for Conceptual Structural Model

Index	Criteria Level	Conceptual Structural Model
CMIN/df	< 3.0	4.507
GFI	> 0.90	.894
RMSEA	< 0.08	.091
CFI	> 0.92	.913
NFI	> 0.90	.892
AGFI	> 0.90	.849

4.6.2.3 Structural Model Re-Specification

Weston and Gore (2006), pointed out that the proposed model is rarely the best-fitting model, therefore model modification may be required. The model was revised by applying the measurement model of employee engagement driver (EEdriver) and the measurement model of employee engagement outcomes (EEoutcomes). The re-specification conceptual model, which included five factors/drivers that are recommended by the CFA were examined. According to the re-specified structural equation model for this second step, it indicated that the goodness of fit indices were better than the initial model (See Table 4.36). The result of goodness of fit indices demonstrated as follows: CMIN/DF = 2.792 which were below the guidelines. The value of the absolute fit measures was accepted as good fit, including the Goodness of Fit Index (GFI) was .962 and the Root Mean Square Error of Approximation (RMSEA) was .065. Moving to incremental fit indices, the Normal Fit Index (NFI) was .959 and the Comparative Fit Index (CFI) was .973 that exceeded

the guidelines of greater than .92. The parsimony index of AGFI has a value of .934, which reflects a good model fit. The comparison of the goodness of fit statistics between two models is demonstrated in table 4.37.

Table 4.36 Goodness of Fit Statistics for Re-Specified Structural Model

Index	Criteria Level	Re-Specified structural model
CMIN/df	< 3.0	2.792
GFI	> 0.90	.962
RMSEA	< 0.08	.065
CFI	> 0.92	.973
NFI	> 0.90	.959
AGFI	> 0.90	.934

Table 4.37 The Comparison of the Goodness of Fit Statistics

Measurement	Criteria Level	Conceptual Framework Model	Re-Specified Model
CMIN/DF	< 3.0	4.507	2.792
GFI	> 0.90	.894	.962
RMSEA	< 0.08	.091	.065
CFI	> 0.92	.913	.973
NFI	> 0.90	.892	.959
AGFI	> 0.90	.849	.934

Table 4.38 demonstrated that all standardized estimates were statistically significant and the effect of employee engagement driver toward the employee engagement outcomes was 0.91 that showed the strong effects of the predictor power. Focusing on the employee engagement driver, the predictor power of the employee engagement included perceived organizational support, optimism,

co-worker relation, conscientiousness and career opportunity and advancement (the effected power of 52%, 51%, 45%, 45% and 43%, respectively). The significant predictors, based on the highest factor loading scores were organizational support (loading = 0.719), optimism (loading = 0.715), co-worker relations (loading = 0.673), conscientiousness (loading = 0.672), and career opportunity and advancement (loading = 0.656).

Table 4.38 Results for Re-Specified Structural Model

	Estimate	C.R.	Std. Factor Loading	SMC
EEdriver -> EEoutcomes	.756	13.053**	.911	.830
EEdriver -> Coworker	.915	12.882**	.673	.453
EEdriver -> Opportunity	.808	12.569**	.656	.431
EEdriver -> OrgSup	.822	13.714**	.719	.517
EEdriver -> Consci	.809	12.852**	.672	.451
EEdriver -> Optimism	1.000	-	.715	.512
EEoutcomes -> Jobsat	1.000	-	.739	.546
EEoutcomes -> JobPerf	1.211	16.798**	.838	.702
EEoutcomes -> OCB	1.149	16.414**	.817	.668
EEoutcomes -> Turnover	1.195	11.495**	.578	.335

Noted: ** standardized factor loading are significant at $p < .001$ Opportunity = Career opportunities and advancement, Coworker = Co-worker relations, OrgSup = Perceived Organizational support, Consci = Conscientiousness, Optimism = Optimism, Jobsat = Job Satisfaction, JobPerf = Job Performance, OCB = Organizational Citizenship Behavior, Turnover = Turnover Intention

As for the consequences of employee engagement, the predictor power of the employee engagement outcomes were job performance, organizational citizenship behavior, job satisfaction and turnover intention (the effected power of

70%, 67%, 55%, 51% and 33%, respectively). The significant predictors, based on the highest factor loading scores were job performance (loading = 0.838), organizational citizenship behavior (loading = 0.817), job satisfaction (loading = 0.739), and turnover intention (loading = 0.578).

Figure 4.6 illustrated the re-specified conceptual model of employee engagement. Five antecedent factors were included along with four consequences of employee engagement. The predictor power of the employee engagement included perceived organizational support, optimism, co-worker relation, conscientiousness and career opportunities and advancement, respectively. Whereas, the predictor power of the employee engagement outcomes were job performance, organizational citizenship behavior, job satisfaction and turnover intention.

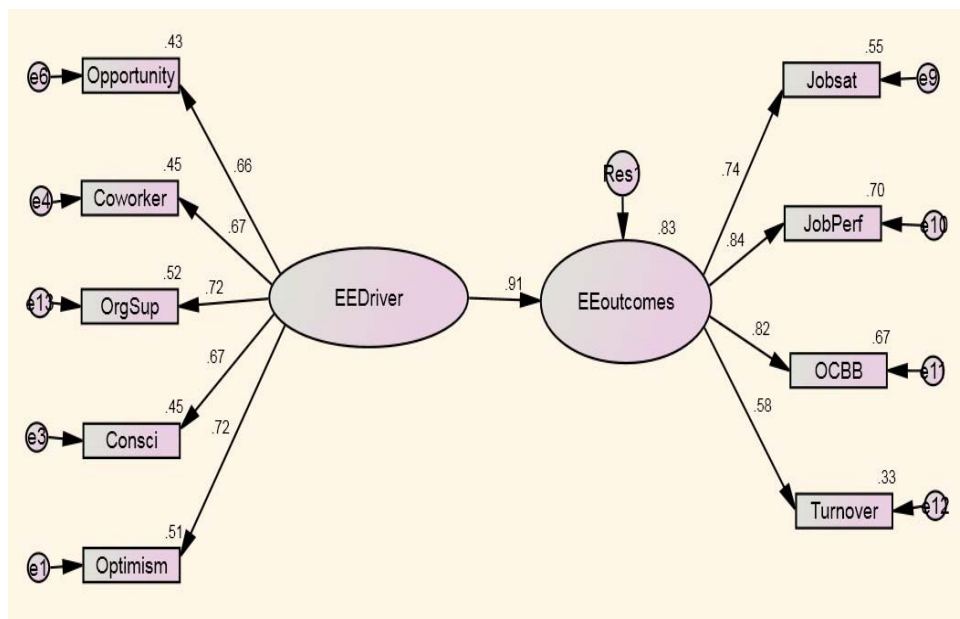


Figure 4.6 The Re-Specified Conceptual Model of Employee Engagement

Note: CMIN/DF = 2.79, GFI=.962, AGFI= .934, CFI= .973, NFI= .959, RMSEA=.065, Opportunity = Career opportunities and advancement, Coworker = Co-worker relations, OrgSup = Perceived Organizational support, Consci = Conscientiousness, Optimism = Optimism, Jobsat = Job Satisfaction, JobPerf = Job Performance, OCBB = Organizational Citizenship Behavior, Turnover = Turnover Intention

CHAPTER 5

QUALITATIVE RESEARCH RESULTS

In the previous chapter, the researcher presented the results of the quantitative research that showed the model of the employee engagement that consisted of five antecedents of the independent variables and four consequences of the dependent variables. This chapter presents the findings of qualitative in-depth interviews of the executive and top management positions, as well as the human resources management positions in the hotel business. There are fundamental research questions to pose. What are the HRM practices, organizational approaches that may stimulate employee engagement for hotel employees in Thailand? How can employee engagement be managed? Which HRM practices and/or organizational approaches would be used in order to maximize or optimize employee engagement? There are two main parts in this chapter. It begins with the interview summary of five respondents that enhanced the validity of the quantitative findings. The latter part was the classification of the descriptive information that formed five main themes.

The five interviews were conducted with the selected key informants in order to gain a deeper understanding on the focus of the inquiry and to contribute important knowledge to this field. The content analysis that was used in this study started from transcribing the collected data from each expert participant. Subsequently, the researcher grouped collected data into smaller portions of the data and placed the coding into each portion. After reviewing information from all experts, these codes were placed into similar categories and counted. Lastly, the overarching themes were introduced as the key concepts of analysis. Therefore, the HRM practices and/or organizational approaches that were utilized in order to maximize or optimize employee engagement for the Thai hotel industry were presented.

5.1 The General Information of the Interviewees

Five in-depth interviews were conducted during July – August 2014 based upon the purposive sampling. The standards used for selecting the participants were as follows: 1) all participants were from the hotel industry and over 30 years old, 2) had a minimum 5 years of experience, 3) males and females from different backgrounds and with different educational levels, and 4) worked in a hotel that was listed with the Department of tourism, Ministry of Interior. In order to enhance the validity of qualitative research, data triangulation was used by collecting a variety of data sources. As a result, the respondents were divided into three groups based on their positions, including positions in the hotel's top management, the human resources managers, and the hotel line managers. The group members share some similar relevant characteristics (e.g., gender, age range and educational level). Moreover, the interviewees were chosen from different types of hotels including those establishments with individual ownership and hotel chains, as well as the size of the hotels that range from less than 60 rooms to more than 150 rooms. Table 5.1 indicated the details of the participants.

The researcher developed a semi-structured interview guideline to assure that relevant topics included in the conversation that can provide reliable, comparable qualitative data. In the semi-structured interviews, the researcher begins with giving interviewees the relevant information about the study such as the research objectives, the proposed employee engagement model, and others. The questions related to those critical antecedent factors that were the results from the SEM analysis, resulting in the proper HRM practice and/or organizational approaches that could possibly stimulate employee engagement in the hotel business. Since semi-structured interviews often contain open-ended questions and discussions may diverge from the interview guide, it is generally best to tape-record interviews and to transcribe these tapes for analysis later.

Table 5.1 Detailed of Respondents

Respondent Code	Age Range	Gender	Range of years in industry	Educational Level	Position	No. of rooms	Hotel Ownership	Date of Interview
A	40-45	M	15-20	Bachelor degree	Front office manager	More than 150	Individual ownership	August 9, 2014
B	40-45	F	20-25	Bachelor degree	Executive Housekeeping	More than 150	Individual ownership	August 9, 2014
C	50-55	M	30-35	Vocational school	Restaurant manager	More than 150	Individual ownership	August 10, 2014
D	55-60	M	More than 35	Bachelor degree	General Manager	Less than 60	Individual ownership	August 22, 2014
E	35-40	M	5-10	Master degree	Training Manager	More than 150	Chain	August 22, 2014

5.2 The Results of the In-Depth Interviews

This following part of the chapter presents related ideas of the individual interviewees. However, not every word spoken by the interviewees is presented; only a representative sample of what was said by the interviewees is provided to verify the claims made in each of the tables. Two broad central questions were asked to explore the antecedent factors of employee engagement in the hotel industry and the proper HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel industry. Descriptions of five key informants are illustrated in Table 5.1.

5.2.1 Interview Summary for Participant A

The interview of participant A. was conducted on August 9, 2014 at his hotel property. Participant A worked in an individually owned hotel as the front office manager. Participant A was considered as middle management at the hotel. He has about 15 years of experience in this industry, and surprisingly, that he has been working at the same hotel since the beginning of his career. The interview lasted for 1 hour and 9 minutes. It was aimed at verifying the employee engagement model from the analysis of structural equation model, as well as finding the appropriate HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel business.

From the interview, the following factors were listed according to their influence, as perceived by the respondent:

- 1) Optimism: Respondent replied to this as one of the most important factors that influence the level of employee engagement in the hotel. The respondent felt that employees who have positive thinking and an open-mind have a chance to be engaged in their job and the organization. These engaged employees tended to think positively about a particular problem. For example, they perceived the complaint that came from the supervisor would result in comments that would help them perform better.

2) Conscientiousness: Employees who are dutiful, responsible and efficient are important in the hotel industry. Respondent A felt that the employees who are conscientiousness will work happily and be able to balance their work and their lives, and consequently be engaged to the organization. They will service the customer as their own family member.

3) Perceived organizational support: The hotel supports employee involvement by creating a proper working environment and communicating goals and objectives to employees through management meetings. As a result, the management will have a clear perception on organizational policy and practice, before it is communicated to their staff. Also, the hotel offers the ability for employees to voice their opinions regarding their work and well-being. Therefore, the general manager occasionally has meetings with employees in order to communicate organizational goals, as well as to get employee feedback.

4) Career opportunities and advancement: Providing employees' self-development and learning programs can enhance employee engagement. Training in both on the job training and off the job training is crucial to support the employee advancement. Additionally, job enlargement and special assigned projects are special tools to develop the employee capacity. Respondent A also mentioned about the mentoring and coaching technique that helped employees to identify their goals with hands-on training and to develop their knowledge and skills.

5) Co-worker relations: The respondent perceived that having a good relationship with colleagues can directly affect the level of their engagement. By that meaning, the employees can have supportive feelings both about the job and about personal issues. By having good co-worker relations influenced the effectiveness of teamwork as well. Team building activity can be used to generate intra-department relations.

In addition, the respondent also suggested additional factors that may influence employee engagement's development. These included perceived supervisory support and financial rewards. Respondent claimed that even though salary is important to employees, the attitude of employees have greater influence on the employee engagement construct. At the end of the interview, the respondent

provided the following suggestions for the practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel industry.

1) Two-way communication within the hotel: the employee and management will have aligned in organizational visions, goals and missions. The employees will have clear understanding about their tasks through weekly department meetings.

2) Human resource development through job rotation, job enlargement, seminars and trainings would support career opportunity and advancement. For in-house training, the human resource department could design an attitude adjustment class that would result in refining the employees' perspective. Respondent also suggested creating a job assignment for talented employees that could further develop their skills for advancement.

3) Coaching, counseling, and mentoring techniques could develop the employee capacity and also build relationships among them.

4) Building an appropriate working environment with supportive and affective feelings within and between departments. Team building is a technique that the respondent suggested to conduct inter-department relationship management.

5.2.2 Interview Summary for Participant B

The interview of participant B was conducted on August 9, 2014 at her hotel property. Participant B worked in an individually owned hotel as the Executive Housekeeper. Participant B was considered as middle management in the hotel. She has about 20 years of experience in this industry, and surprisingly, she has been working at the same hotel since the beginning of her career. Participant B started working in the hotel as a cashier in the front office department before being transferred to the housekeeping department. The interview lasted about 45 minutes. It was aimed at verifying the employee engagement model from the analysis of structural equation model, as well as finding the appropriate HR practice and/or organizational strategies that could possibly stimulate employee engagement in the hotel business. According to the respondent, there were 27 employees in her department and more than 95% of employees worked in the hotel more than five years. B also stated that employees under her supervision were engaged in their work

and to the organization. From the interview, the distinct influential factors on employee engagement are reviewed as follows.

1) Optimism about their work: most of them are happy with their work, and they perceived that it was not only the job that provided them with a monthly salary, but also allowed them to adjust their professional skills at home or even be able to teach to other people.

2) Co-worker relations were also recognized as a distinct factor. Respondent B mentioned that co-worker relations including support among employees about their job and their lives. Having good relations affected their engagement in the work and the organization as B mentioned that some of her employees are attached to their colleagues. As a result, the relationship goes beyond being colleagues but friends.

3) Conscientiousness: From the view of Respondent B, she declared that her subordinates were engaged. She pointed out the traits of her subordinates as being responsible, hardworking, willing to achieve and self-disciplined. Cleaning 15 rooms per day was quite a tough job, yet they were pleased with their work and tried their best to complete it.

4) Perceived organizational support: Respondent B mentioned that the employees' ability to voice their ideas or feedback was the key to perceived organizational support. The employees felt comfortable discussing matters with the general manager. Also, the perception of employees that the hotel values and supports them was important to build engagement. For example, the hotel recognized employees' skills and values thereby the social activities were supported by the hotel including voluntary service to set up flowers in the temple, and other activities.

5) Career opportunities and advancement is also important factor to engagement. Employees who consider that they have continued learning and self-development in their career tend to be engaged in the workplace. Respondent B mentioned that on the job training and off the job training are effective tools to encourage employees to increase their skills and knowledge.

In addition, Respondent B included suggestions based on her 20 years of experience in the industry. She revealed that holding morning briefings within the department was a powerful approach to communicate and alter employees' attitudes.

Moreover, it gave opportunities for employees to voice their ideas regarding the work process, conflict and improvement. Activities not regarding work could be created in order to display concerned for their value. Voluntary activities could be used to build employee relationships, as well as to stimulate employees' sense of sharing and positivism.

5.2.3 Interview Summary for Participant C

The interview of Participant C was conducted on August 10, 2014 at his hotel property. Participant C worked in an individually owned hotel as the Restaurant and Catering manager. There were 20 employees in his department, separated into 2 work shifts. He claimed that the employees in his hotel are engaged and most of them have been working there for over 10 years. Participant C has a vocational degree from a culinary art school in Thailand. He has started working in the hotel industry since he was 19 years old, with about 30 years of experience in the industry. He holds Swiss and Thai citizenships, so he has attained hotel experience in both eastern and western working environment contexts. The interview lasted about 1 hour and 20 minutes. The following five main antecedent factors were pointed out during the interview.

1) Optimism: Participant C mentioned that using training techniques helped employees enjoy their work in a family-like working environment that promoted a sense of pride and optimism about their work. As respondent C articulated that “working in the hotel is a decent and honored job, I always tell my restaurant staff that you have chances to serve and get close to many well-known celebrities, politicians, and superstars, while other type of works could not.”

2) Perceived organizational support: Communication about the organizational culture policy and practice is considered as the tool to generate employee participation. By having the same culture, the employees would have shared values with the organization. As a result, the employees perceived that the hotel values and support them. Moreover, the leaders are one of the crucial influences of employee perception toward the support of the organization. Respondent C stated that supportive and transformative leaders were considered necessary to the industry.

3) Career opportunities and advancement: Respondent felt that career development was important to build up the employee engagement because most of his

staffs did not have any working experience in a restaurant before. On the job training technique was used to increase their knowledge, skills and attitude through their supervisors coaching and through job rotation. There are also practices, which encourage development for potential staff, and include career promotion.

4) Conscientiousness: The respondent perceived that training activities was a technique to support employees' conscientiousness. Once employees were aware of with their role and duty, the employees would try their best to achieve success with the work.

5) Co-worker relations: The respondent found that co-worker relations usually developed through different kinds of communication activities, such as training and social events after work. He mentioned that by having family like environment make employees to feel like it is home and are more attached to their work and colleagues.

5.2.4 Interview Summary for Participant D

Interviewed on August 22, 2014

Participant D is the general manager of an individually owned hotel that is considered as a small sized hotel with less than 60 rooms located in the heart of Bangkok. He started working part time in hotel industry since he was in university. After he graduated, he worked as the catering staff in one of the best hotels in Thailand. He shifted his workplace to the airline and cruiseline industries for a while, before returning to the hotel business. He mentioned that he had fantastic chances to work in many departments such as sales and marketing, restaurants and catering, and front office division. Without a doubt, he deserved to be promoted as the general manager of the hotel, in which he had to be involved with employee employer relations. The interview lasted about 47 minutes. The following five main antecedent factors were pointed out, according to their influence as perceived by the respondent.

1) Perceived organizational support: participant felt that the work environment with support, value, trust and participation would enhance the employees' perception of being supportive from the organization. He gave some examples of the activity that the organization could do to uphold that perception, such as providing a birthday cake and card from the company that shows that they

recognize each employee and their value toward the company. Communication activity was also revealed in the conversation, so that the employee will understand company policy, culture and enhance the feeling of participation.

2) Co-worker relations: having a family-like environment enhances the employees' satisfaction with their work. They would feel that their colleagues help and support each other, so everyone felt it was their responsibility to help each other to accomplish tasks. Teambuilding activity is one of the tools recommended by the respondent. Besides, the other sport activities can be promoted to build relationships among workers, such as ping-pong, chess and draught game. These activities need to be done continuously so the relationship would continue to grow.

3) Career opportunities and advancement: As respondent mentioned that every employee wanted to get promoted for their advancement. However, not everyone can be chosen. He talked about the process of identifying the potential or talented employees, and developed their skills and knowledge through several work design activities, for example job enlargement, job enrichment and an assigned work project.

4) Optimism: Respondent discussed that optimism is based on an individuals' disposition. A hotel with optimistic staff would possibly relate to job performance and job satisfaction. Therefore, the human resource department should have an effective selection process to recruit employees with positive traits. However, he mentioned that the hotel itself needs to concern itself about how to create a workplace environment that can sustain optimism. Supervisors were an important key to promote a positive attitude through showing that they care and have sympathy.

5) Conscientiousness: Respondent believed that employees' behavior as being responsible, hardworking, dependable, and dutiful could be built through positive internal communication between managers and employees. He recommended some internal communication strategies, including face-to-face interaction communications, such as coaching, morning briefing that could motivate employees and provide employees with the information that they need to do their job.

5.2.5 Interview Summary for Participant E

The interview of participant E was conducted on August 22, 2014 at his hotel property. He started working as the management trainee in a well-known hotel chain in Pattaya and later transferred to the marketing department. Right now, he is the training manager of a global hotel chain in Bangkok. He has more than 5 years of experience in the field. The interview lasted for 1 hour and 40 minutes. Starting from the question to verify the employee engagement model from the structural equation model analysis, the participant confirmed that all five antecedent factors aligned with the global hotel chain business context. Apart from that, the participant gave some comments on the practices, tools and issues that are crucial to employee engagement building as follows:

1) Career opportunities and advancement: participant interestingly separated good performing employees into 2 groups; high potential employee and high value employee. The high potential employees are staff that have good performance and have the urge to develop selves to grow through the career planning, while high value employees are staff that have good performance, but not much concern in career advancement. Participant suggested many human resource practices to retain those employees, including succession planning, career path program, talent management, educational development and job enlargement. He felt that if the organization used the right practice for the right people, the engagement level of employees will increase.

2) Perceived organizational support is also an important key to the engagement. He mentioned that every year the hotel will launch a survey online in order to evaluate the work environment and at the same time give the employees' an opportunity to provide feedback to the hotel. It was a global campaign that was directed by a third party company, so that the result of the survey will be ensured with the reliability and validity. Moreover, support from the organization can be requested through a welfare committee meeting. In this case, some conflicts between employees and employers were solved, along with the employee perception of organizational support. Participant E mentioned that the hotel used to get complaints from employees about the choice of food in the canteen. In order to solve this problem, the welfare committee, consisting of an employee and an employer

representative concluded that each department had a responsibility to list the monthly menu and each department took turns to do so. By doing this the employee felt that the hotel valued and supported them.

3) Conscientiousness: Participant E shared their practice on building employee's conscientiousness. Soft skills training activities can improve one's attitude and behavior about the work, the participant claimed. He also mentioned a hotel program, called the Human Truth. In this training program, there are five foundational topics about the human that employees need to understand clearly: the need to be understood, the want to belong, the desire to feel special, to crave for control over their lives and dreams of reaching their potential. Employees needed to be involved in this training program to craft their attitudes and behaviors. Moreover, the special campaign was designed and implemented to build up employees' conscientiousness. Do the right thing campaign is one of the examples he had given. The campaign was aimed to communicate the good working behavior through training classes, posters, among many others. The result of this campaign influences good behavior and more responsibility to employees' work as well as build up organizational core values.

4) Optimism: Participant E agreed that employees with optimistic attitudes tend to be engaged to their work and the organization. However, he pointed out that each employee has different beliefs and traits, so that it is quite complicated to change. Most of the time, the optimism trait is inherent to the individual. In the Participant's point of view, he suggested that the hotel should focus on the recruitment process that could attract and select optimistic employees into the organization. As for the development and to motivate the optimistic perception, he proposed a communication activity through soft skills training. Also, the five basic foundations of human could be adopted as part of the optimism building session.

5) Co-worker relations: Participant said that relationship among co-worker in the department is related to turnover intention. Once employees have a conflict with their colleagues, and the supervisor or HR are not aware of the conflict, there is a greater chance that employees would leave their job. Relationship management is key to build up and develop co-worker relationships inside and outside department. Team building was the basic technique that the Participant used to gain

the inter-departmental relationship. Respondent E claimed that the more employees knew each other from other departments, the easier the work got done. In addition, he advised that relationship building is not the thing to be done just on occasion, it needs continue practices often to enhance the sense of companionship, trust and supportive.

In order to enhance the validity of the quantitative findings, the findings from the quantitative approach have been combined through confirming the finding of those of the qualitative approach. All five respondents confirmed that five antecedents of employee engagement: career opportunities and advancement, perceived organizational support, co-worker relations, conscientiousness, and optimism, are related to the four consequences of the employee engagement. The results contributed to the inclusion of the findings will be used to further investigate a human resources approach, practice or tool that supports employee engagement in the hotel industry will proceed.

5.3 Classification of the Descriptive Information

After the employee engagement model had been verified by respondents, the second part of the interview was scrutinized. The use of coding analysis helped the researcher analyze the data by identifying similar words or passage of text. The descriptive codes were then analyzed and put into categories, the theoretical level of coding. Themes were formed according to related categories that provide similar or adjacent issues. The researcher formed themes based upon the result from the structural equation models, and consisted of five antecedent factors that influenced employee engagement. The categories inserted in the themes were analyzed based on the answers to questions about the appropriate HRM practice and/or organizational approaches that could possibly stimulate employee engagement in the hotel business. Based on the answers furnished by the hotel employee participants, the following five themes emerged:

Theme 1: Career Opportunities and Advancement

Theme 2: Co-Worker Relations

Theme 3: Perceived Organizational Support

Theme 4: Conscientiousness

Theme 5: Optimism

5.3.1 Theme 1: Career Opportunities and Advancement

As mentioned earlier that there were two broad central questions asked of the participants to identify the antecedent factors of employee engagement in the hotel industry and to propose the proper HRM practices and/or organizational approaches that could possibly stimulate employee engagement. After the participants confirmed that career opportunities and advancement was considered as one of the main driving factors for employee engagement, the question concerning the proper HRM practices and/or organizational approaches regarding career opportunities and advancement was raised. All participant comments were coded and then grouped into 5 categories as follows: providing training activities, appropriate job design, talent management, succession planning and effective performance appraisal.

Providing training activities: All 5 participants (100%) proposed that providing training supports would stimulate the employees' self-development and learning supported by their organization. There were five sub-categories including job rotation, coaching/mentoring, job instruction, in-house training and outward-bound training techniques. Comments from participants were as follows:

A: In case, employees were interested in training courses, the hotel would choose the potential employees to attend that so that they can develop their skills. One of the important policies that the organization should have is providing training activities because it not only develops the employees' potential, but also achieves the organization's sustainable growth.

B: Whenever there was new equipment set up in the housekeeping department, the training section would be formed in order to make sure that staff used it correctly and effectively. This training took place repeatedly every 3 months because the differences of the level of understanding and comprehension. I sometime sent my staff outside to learn about setting up flower techniques.

C: Most of my staff did not have any working experience in a restaurant before. They needed to be trained about the restaurant operation, the restaurant equipment, providing service, and so on. On the job training techniques were used to increase their knowledge, skills and attitude... A job rotation training technique was used to increase skills to a variety of employees.

D: Training is really important, especially in a large hotel and it should be done weekly. By doing so, the employees will surely feel engaged to their work.

E: You had to find out what direction each employee wanted to develop. For example if they wanted to develop their English, then you might send them to special course or provide a cross departmental training program so that they could use more English at work.

Appropriate job design: Three participants (60%) recommended that if an organization offered a variety of job designs, the employees would foresee their career opportunities and advancement. In this case, the job design included job enlargement, job enrichment and person-job fit as sub-categories. Comments from participants were as follows:

A: The hotel should try to bring out employees' potential by expanding their job or assigning the individual a work project so those employees will have opportunities to do things more challenging and become achievement driven. Also, the company should match up the employees' desire with the right job, so that they are satisfied with the job.

D: As for the potential employees, the hotel needs to develop their skills by assigning more job responsibility and empowering them to make decisions so they will be proud of what they are doing and feel engaged. The manager will constantly expand their knowledge and skills in order to prepare them to wait for an available position.

E: The career development program was designed to prepare selected employees to the next step of their career path. Those selected employees needed to learn about leadership competency and train other colleagues by rotating them to each job.

Talent management: Forty percent of participants mentioned talent management as a tool to influence employee engagement in the hotel. Participant C discussed only about the process on talent identification. Participant E clearly revealed the process of talent management. Comments from participants were as follows:

C: The supervisor and/or manager observed employee performance and they commented on 1-2 high potential employees. These talented employees would then be trained and prepared for the career transition.

E: Our hotel chain has a special program called Starwood Careers that received the Asia Pacific Award 2013 for Best Time Management Program. It's similar to talent management program. It is a one-year program for select talented employees to develop their competency for the next step of their career transition. Enrolling in this program, the selected talents required to be trained in several courses including leadership competency, knowledge and skills of other colleagues, knowledge and skills of select jobs outside their department, and other relevant courses designed by the human resources department. As I mentioned, that program is an astonishing stepping stone for the career advancement, however it's not for everyone, but only for talented employees.

Effective performance appraisal: Forty percent of respondents described that effective performance appraisal promotes the employee engagement. Comments of participants were as follows:

C: Normally, the hotel has a performance evaluation twice a year. The hotel set up the guidelines and rules for the employee evaluation in which all employees respect and accept as a principle guideline. The use of the merit system is very important. You should evaluate based upon their competence with fairness and equity. For the result of an appraisal, you should provide feedback to each employee with a reasonable explanation about their performance.

E: We have an effective performance appraisal that could identify an employees' potential, whether they are ready to be promoted or which competency that they may lack. First of all, each employee will do a self-evaluation which is the behavioral assessment. Afterward, their supervisor or manager will appraise them based on their performance. Having this effective system, we could reasonably assess employees' work performance in turn that employees could have a sense of opportunity and advancement in their career.

Succession planning: Only one respondent (E) who works in the global chain hotel suggested the succession planning program. He mentioned that by implementing succession planning in the hotel, it benefitted both the individual and organization. This plan applied to all employees with supervisory positions and above. He presented an example based on his experience as follows:

Everyone in the hotel with the job level as supervisor or above has their own successor. For example, in my case, my successor is Lar. My responsibility is to guide her to do her job as well of some of my jobs. At the same time, Lar has her own successor, Poy. Lar's duty is not only to develop herself but also to coach Poy in order to reach her potential to be able to replace Lar's position, in case she needed to be transferred or promoted. You will see that this program supports all employees to expand and develop their career. The hotel also benefits from this program because their employees attain their potential resulting in organizational performance.

Table 5.2 shows a breakdown of the categories related to this theme. Important practices and tools like training, job design, talent management, succession planning and effective performance appraisal facilitated the data for the table. There are solid comments in two categories that include providing training support and appropriate job design. Forty percent of participants mentioned talent management and effective performance appraisal, and twenty percent expressed using succession planning as a practice to provide career opportunities and advancement. Figure 4.1 displays the graphic summary of theme, categories and sub-categories of the career opportunities and advancement.

Table 5.2 Summary of Theme 1: Career Opportunities and Advancement

Categories (Sub-categories)	No. of Responses	Percentage
Providing training support	5	100
Appropriate job design	3	60
Talent management	2	40
Effective performance appraisal	2	40
Succession planning	1	20

Note: N = 5

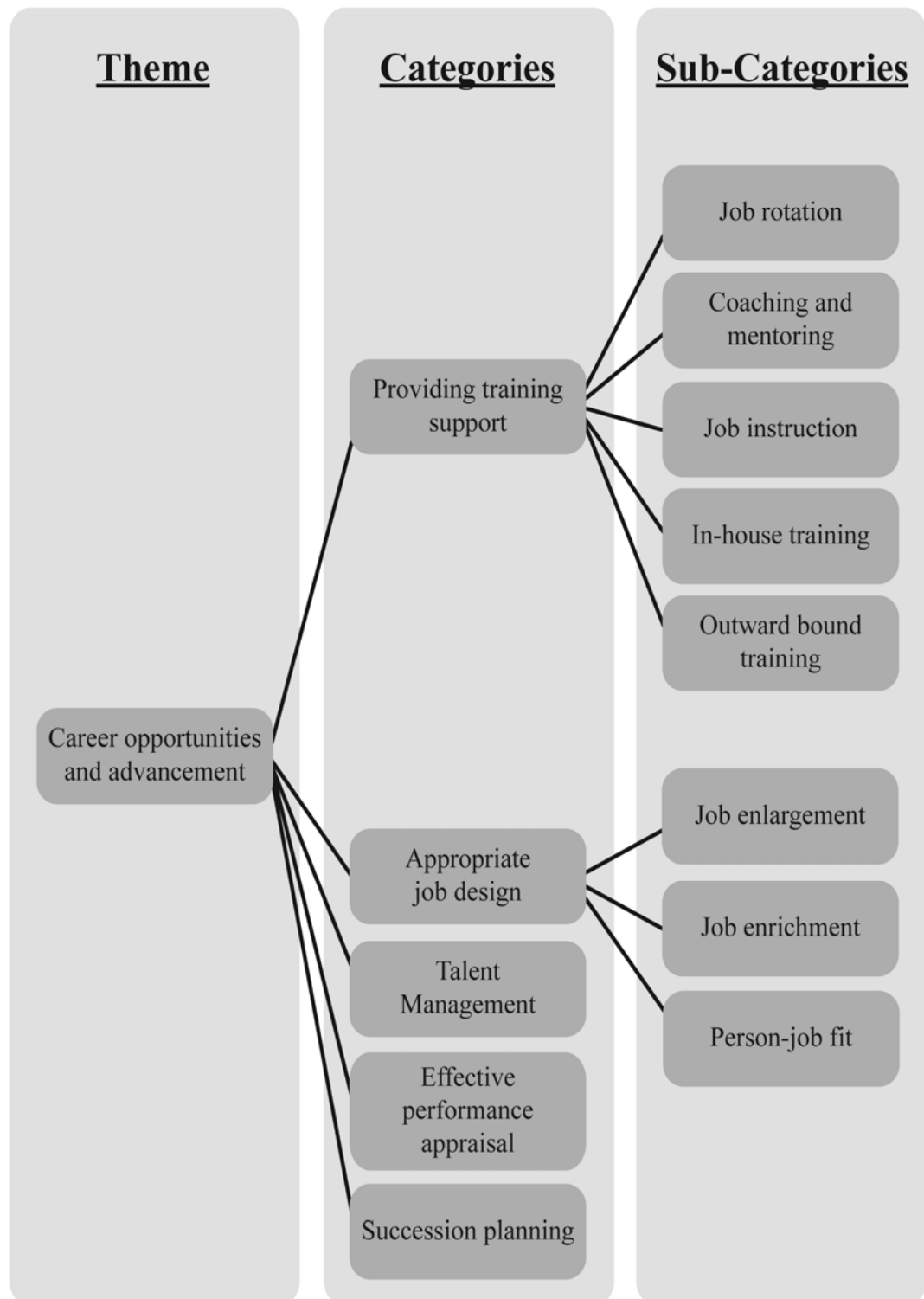


Figure 5.1 Graphic Summary of Theme 1: Career Opportunities and Advancement

5.3.2 Theme 2: Co-Worker Relations

All respondents confirmed that co-worker relations is one of the vital driving factors that stimulate the sense of employee engagement. During the interview, respondents raised some of the comments that could be implemented as the human resource strategies and practices. Those comments were coded and classified into three main categories, including internal communication activities, social activities and CSR, and creating a caring environment.

Internal communication activities: All five participants (100%) had the same opinion on using positive internal communication between manager and employee that leads to a good interpersonal relationship. The workplace relationships directly affect an employee's ability to succeed. Manager and supervisor play a crucial role as the intermediate that reconciles and brings employee relationships closer together. There are several activities suggested such as team building activities, meeting, morning briefing and training. Comments from participant were as follows:

A: Teamwork is very important to the hotels' success. Departmental meetings could provide employees with the information about the task and personal issues, as well as give them an opportunity to share their opinion. Therefore, they will have the same direction of the task and be able to support each other. In terms of a relationship with other departments, a team building activity could enhance better performance because they will know each other across departments and can collaborate.

B: Most of my staff is women, so sometimes there are problems with gossip and jealousy. Morning briefing activity can improve interpersonal communication because they have chances to discuss work and their feelings every morning. Employees' relationships become closer and familiar.

C: As the superior, one of the responsibilities is to conduct and encourage good relationships among employees. Briefings every morning can review the details of the daily job and express the employees' scope of duty. Also on the job training could motivate the

relationships among employees. In case one employee is absent, the other could substitute one's duty simultaneously. That creates the sense of being supportive.

D: The employees could feel a sense of companionship in the workplace. The sense of helping each other is essential. If one is absent, the other will be able to assume the duty. They believe that it's everybody job. Interpersonal communication is a key to this success. Team building activity also can motivate the workplace relationships. The departmental meetings could also tie in the relationships of staff.

E: Co-worker relations are important, because if one could not get along with the team, that person might leave. The training about the human truth can illustrate the understanding about social acceptance, openness and understanding of others.

Social activities and CSR: Four respondents mentioned having the social activities and CSR project that directly affected peers' interpersonal interaction. The activities building relationships exist and develop through several ways including staff parties, activities after work, community outreach activities, voluntary activities, and recreational activities. Comments were quoted as follows:

B: If the staff had finished their work early, they will gather around and go out to eat Esan food. During dinner, they can talk about what is going on with their work, the problems that they face and the solution to those troubles... We are so happy and pleased to do community outreach activities. These activities can be used as the building unity and as a tool for developing interpersonal relationships among co-workers. Occasionally, the temples ask for helpers to set up flowers. We volunteer to help. If there were an ordained ceremony, a Buddhism ceremony, and so on, whenever we finished working we will go to help out with cooking and other works. Moreover, sometimes we volunteer to train society about how to make up the bed professionally. By doing

those activities, not only improve interpersonal relationships, but also creates a sense of belonging, pride in the work, and positive thinking.

C: Generally, the hotel has a New Year ceremony that all employees can socialize and mingle. Besides, we also carry out voluntary activity whenever we have low occupancy levels. For example, we invited several government organizations and hotels and trained them about table manners and social etiquette. The sense of caring, pride and optimism gradually improves among employees.

D: Recreational activities provided by hotel could be used to build relationships along with employees' well-being such as sport activities, ping-pong, chess and draught game.

E: Some activities after work like going out drinking after work could build relationships among employees. They can learn more about each other.

Building a supportive work environment: Sixty percent of respondents mentioned that it would help to create a caring environment would encourage a sense of being supportive, effective and trusting among co-workers. Developing a caring working environment could emotionally attach and improve the sense of belonging and meaningfulness. Three respondents explained the ways to create the above-mentioned environment as follows:

B: Working in this hotel, it is more like living in a family. They are working happily within a supportive and cordial environment. Even though they have to clean all 150 rooms, they are still ok because they help each other work.... The supports not only come from the same level, but also from the vertical direction. The middle management managers of other departments are willing to help immediately if there are some problems with manpower. For example, if we are in high season with a high occupancy rate, the housekeepers are loaded and could not finish with the bed set up. The requests were sent out and the

help came quickly. This kind of bond kept the employees engaged to the work.

C: Our hotel culture is to understand what the customers really want. We never say no to the customer, therefore our employees need to be trained in 3 specific areas: service mindedness, conscientiousness to the job and the relationships among co-workers. They feel attached to their friends and the hotel because we work as a family. As a result, our hotel employees' tenure is more than 10 years.

D: Working in a supportive and caring environment whereas everyone helps each other is important. The employees will perceive that it is every ones' job and they need to help each other finish the task.

Table 5.3 summarized the theme two: Co-worker relations. All respondents provided positive comments on the use of internal communication activities. Eighty percent of respondents mentioned the activities that involved social activities and CSR. Lastly, sixty percent of respondents articulated the building of a supporting work environment could directly affect to the emotional attachment to the co-worker. Figure 5.2 shows the summarized diagram of theme two that demonstrates detailed categories and sub-categories.

Table 5.3 Summary of Theme 2: Co-Worker Relations

Categories	No. of Responses	Percentage
Internal communication activities	5	100
Social activities and CSR	4	80
Building a supportive work environment	3	60

Note: N = 5

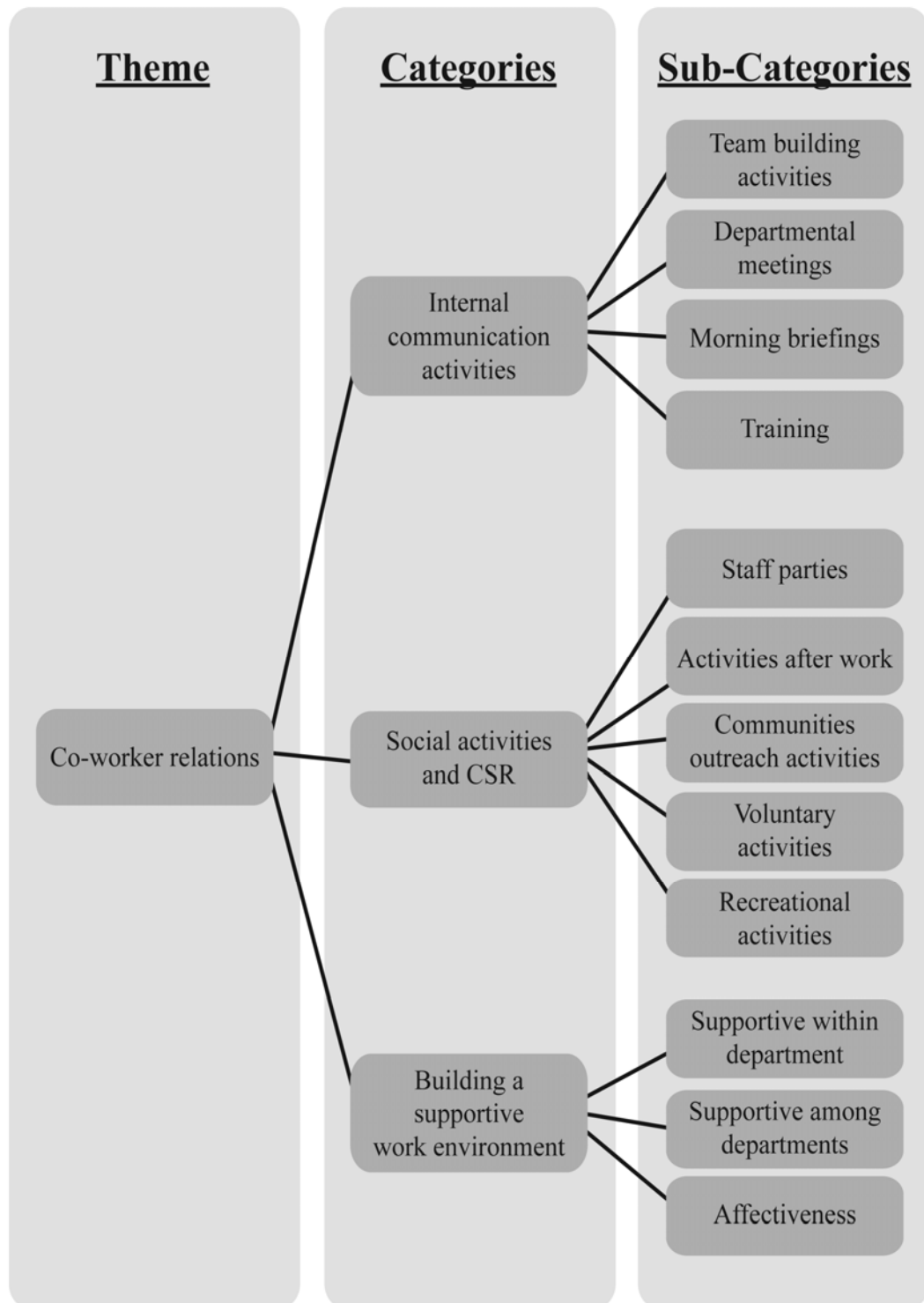


Figure 5.2 Graphic Summary of Theme 2: Co-Worker Relations

5.3.3 Theme 3: Perceived Organizational Support

Base on the quantitative analysis result, the factor loading score shows that perceived organizational support was the most powerful influential factor that predicted employee engagement. After interviewing the five respondents, all of them agreed that organizational support plays a very significant role to the level of employee engagement. Interesting ideas and practices were emphasized; therefore, the coding analysis technique was applied to group those ideas and practices into categories. There are three categories that fall into this theme including internal communication, the leaders' character, and building a supportive work environment.

Internal communication: Four respondents (80%) agreed that internal communication created a sense of community and trust between employees and organization. They suggested that the hotel should have different types of activities or tools to correspond with the company goal, and provide recognition and feedback to all employees. Besides, the shared value between the organization and employees, and the ability to give feedback will affect the degree of perceived organizational support. The internal communication activities include: the departmental meeting, town hall meeting, welfare committee, and recognition from the organization.

A: If the employees succeed with an assigned job, the hotel should show recognition to the accomplishment, such as a certificate of the success. As a result, those employees will feel that they are valued.... In order to communicate hotel policy and goals, team building activity could be used as a tool to pass on this portion of information. Therefore, the employee will understand and try to accomplish goal.

B: An executive team meeting could be conducted to communicate and revise those hotel goals and policies. The executives will have a clear goal and policy, so that they will be able to pass on this information to the staff.

D: The hotel should focus on the employees' detail. For example, a small birthday cake with a card will make the employee feel that they are special and are of value to the hotel. They will be proud of what they are and who they are.

E: How do we make the employees feel that they are part of the hotel and they are an important part that drive organizational success? The hotel turned the organizational chart upside down to put the general manager at the bottom and all the employees at the top. This shows how important the employees are, and in return they will sense that they are valued and essential to the organization... The welfare committee is formed with the representative from both sides; employees and employers. There was a case that an employee filed the complaint about the food in the canteen was not tasty and the menu was quite boring. The welfare committee members who are the representative from every department suggested that from now on the monthly menu list would be designed by the assigned department and took turn to every department in the hotel.

Leaders' character: All five participants stated the behavior and style of the leader influences the perception of employees. The meaning of leader in this context included executive, middle management and operational line management who are involved in establishing and maintaining relationships and support of employees. There are several sets of behavior and character that participants reviewed including being supportive, ability to solve problems, being consultative and kind. Having these earlier-mentioned leader characteristics could enhance the employees' feeling of being supported by the organization.

A: The general manager's responsibility is to control all the hotel departments. If there are any problems, employees can go to consult with him. The employees can suggest a solution to the problem, and sometimes, the general manager will improve the process of the work according to the discussion.

B: We are quite lucky that our GM supports all the activities that we requested. If one has a problem and goes to see him, for sure that he/she will come back with a solution... We used to have a student

trainee working in our hotel, and the general manager helped her to find an apartment to rent. His mobile phone is always on 24 hours.

C: The general manager is very supportive and kind. This characteristic somehow passes on to employees because they see him as a role model.

D: Hotel managers are people who stay in-between the organization and employees. Once the employee has trouble, I have to try my best to solve it. In case that problem could not be solved, a clear explanation needs to be sent to that employee. In my opinion, the leader needs to associate with all level of employees.

E: The general manager is here to back up and support every employee. This makes employees feel engaged because everyone wants to be valued and recognized.

Building a supportive work environment: Eighty percent of participants mentioned that supportive work environment is vital to employee perception on organizational support. The set of an aligned value and belief could be built through several approaches, including communicating organizational policy and practice, emergency support funds, and demonstrating a commitment to employees' well-being.

B: The hotel tries to support employees as much as they can. The department head just needs to send the request form to the GM. Normally, there are a policies and practices that we have done since the opening of the hotel. We are quite lucky that our GM supports all the activities that we requested. If one has problem and goes to see him, for sure that he/she will come back with a solution.

C: We need to build up the same organizational culture about the service to all employees. On the job training is the way to communicate with employees about the organizational policies and practices. They will finally understand that working in the hotel successfully really depends on teamwork. After a while, they will see the bigger picture

that there are many more departments that are involved with their jobs and that every department accounts for the hotel success.

D: As the general manager, my responsibility is to support what the employees need and want. In doing that, the employee would feel that the organization values and supports them and is sincerely interested in their well-being. Recreational activities provided by the hotel could be used to build relationships along with employees' well-being, such as hosting sport activities, ping pong, chess and draught game.

E: The hotel has an associate fund which is the funding that is used for emergency cases. Also, the hotel has a proactive support program that offers support to employees, when needed. Last year, when there was the political unrest in Bangkok, the hotel kindly offered the hotel rooms to the employees who had difficulty staying at home.

Table 5.4 represents a summary of theme three: perceived organizational support. All five respondents agreed that internal communication activities and leaders' character could be considered as a human resource practice to promote employee engagement. Additionally, building a supportive work environment that eighty percent of respondents mentioned is another approach that would be relevant to employee engagement. Figure 5.3 illustrates a graphic summary of theme three, consisting of categories and sub-categories.

Table 5.4 Summary of Theme 3: Perceived Organizational Support

Categories	No. of Responses	Percentage
Internal communication activities	4	80
Leaders' character	5	100
Building a supportive work environment	4	80

Note: N = 5

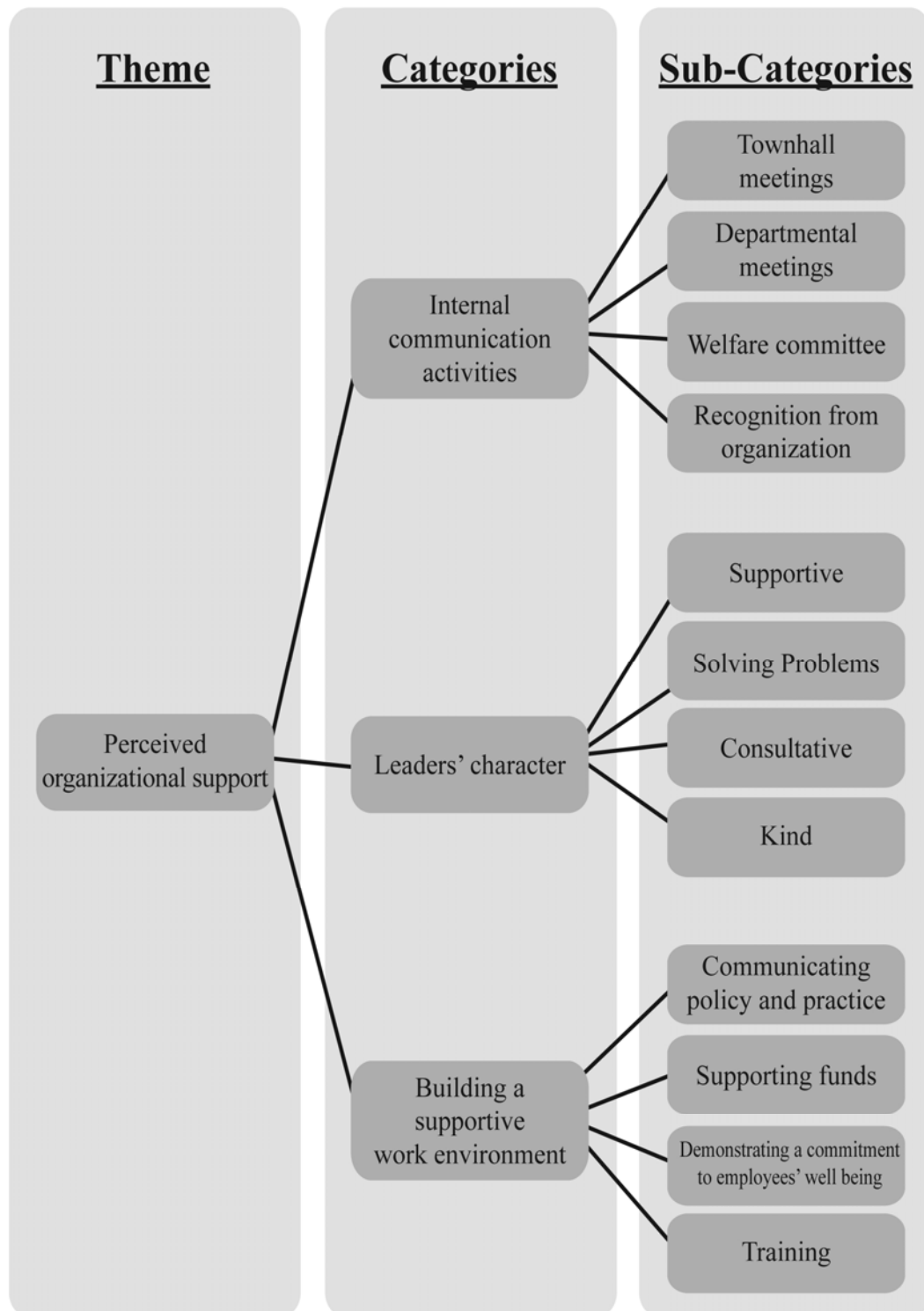


Figure 5.3 Graphic Summary of Theme 3: Perceived Organizational Support

5.3.4 Theme 4: Conscientiousness

Personal resources, conscientiousness, refer to the employees' work-related behavior such as being careful, organized, dutiful, responsible, dependable and willing to achieve. All respondents agreed that having conscientious employees positively related to employee engagement and in turn resulted in job satisfaction and job performance. Some respondents remarked that conscientiousness is an individual characteristic that is built upon during their life. Therefore, it is quite hard for the organization to change their disposition. One meaningful comment was the organization needed to focus on recruitment and selection process in order to get conscientious employees to the hotel. However, in case those employees are already with the organization, respondents proposed several practices for encouraging the level of conscientiousness including internal communication activities, and training activities. Constructive comments were as follows:

Internal communication activities: Four respondents pointed out that internal communication has two levels: organization-employee and supervisor-employee could build up the employees' sense of conscientiousness. Town hall meetings, executive meetings, department meetings, briefings and developing conscientious campaigns were used to stimulate employees' attitudes. The comments from respondents were as follows:

A: In order to build up good teamwork, the executive teams will have weekly meetings that correspond with the goal, vision and target, as well as refining their attitudes so that they can communicate effectively to their employees. ... As for the supervisors, they have to focus on the daily interaction with employees that represents support and care in both the job and personal matters. Whenever he/she assigns a task to an employee, he/she needs to well-explain about that task, so the employee would be able to achieve it effectively.

B: Morning briefings not only concern job related matters, but also refining employees' attitudes. During the session, the supervisor or manager can discuss daily tasks, problems, suggestions and give

employees some chances to voice opinions. It is the moment that one can show the sincerity and compassion to others.

E: As a global company, we have a compass that directs all the chain hotels around the world in the same direction. I could say that our employees have the same core values around the world. One of the practices that we use is “Do the right thing”. We communicate this practice to employees through several ways because we believe that if the employees understand this idea, the organization will be successful. We set up “Do the right thing campaign” to communicate to employees, for example we put some thoughtful and encouraging signs around the staff areas, to stimulate a sense of responsibility, and dutifulness.

Training activities: Eighty percent of respondents mentioned several kinds of training activities that could incorporate the motivating sense of conscientious. Most respondents suggested training activities to develop the employees’ skills, knowledge and attitude. Effective training activities that include seminars, work projects, training classes and coaching, the sense of conscientiousness could be taught and integrated with the training topics. The employees would develop the feeling of being careful, organized, dutiful, responsible, dependable and willing to achieve, along with the competence in job-related areas.

A: Attitudinal building could be done through the different kinds of training, seminars, and work projects. Meetings or discussions with executives to exchange ideas and information could also refine an employees’ attitude toward work.

B: We have to train and brief them regularly. We need to cross check their work. If we find some mistakes, do not go into hysterics. You need to talk and calmly make suggestions.

C: Our employees need to be trained in 3 specific areas: service mind, conscientiousness to the job and the relationship among co-workers.... Conscientiousness plays a very important role. The supervisor is the key to build up this kind of attitude by balancing employees’ work and

life. Coaching is a tool to train job related matters, as well as to get closer and talk about their lives so the employees will understand their roles and duties, and be able to serve the customer with courtesy.

E: We set up “Do the right thing campaign” to communicate to employees, for example we put some thoughtful and encouraging signs around the staff areas, to stimulate the sense of responsibility, and dutifulness. Additionally, we arrange training classes on this topic regularly. In the class, we will give employees a scenario, and let them figure out about the impacts toward actions. For example, if you are the cook, you know that there are pieces of sirloin in the freezer. You decide to cook it for yourself. That is a wrong action that will impact the hotels’ cost and revenue.

Table 5.5 shows the summary of theme four: conscientiousness. There are two main categories including internal communication activities and training activities. Nearly all respondents (eighty percent) provided some useful comments on internal communication activities including meetings, briefings and special campaigns. Moreover, eighty percent of participants agreed that training activities could be used as an integral part to build conscientiousness. Figure 5.4 demonstrates a graphic summary of theme four.

Table 5.5 Summary of Theme 4: Conscientiousness

Categories	No. of Responses	Percentage
Internal communication activities	4	80
Training activities	4	80

Note: N = 5

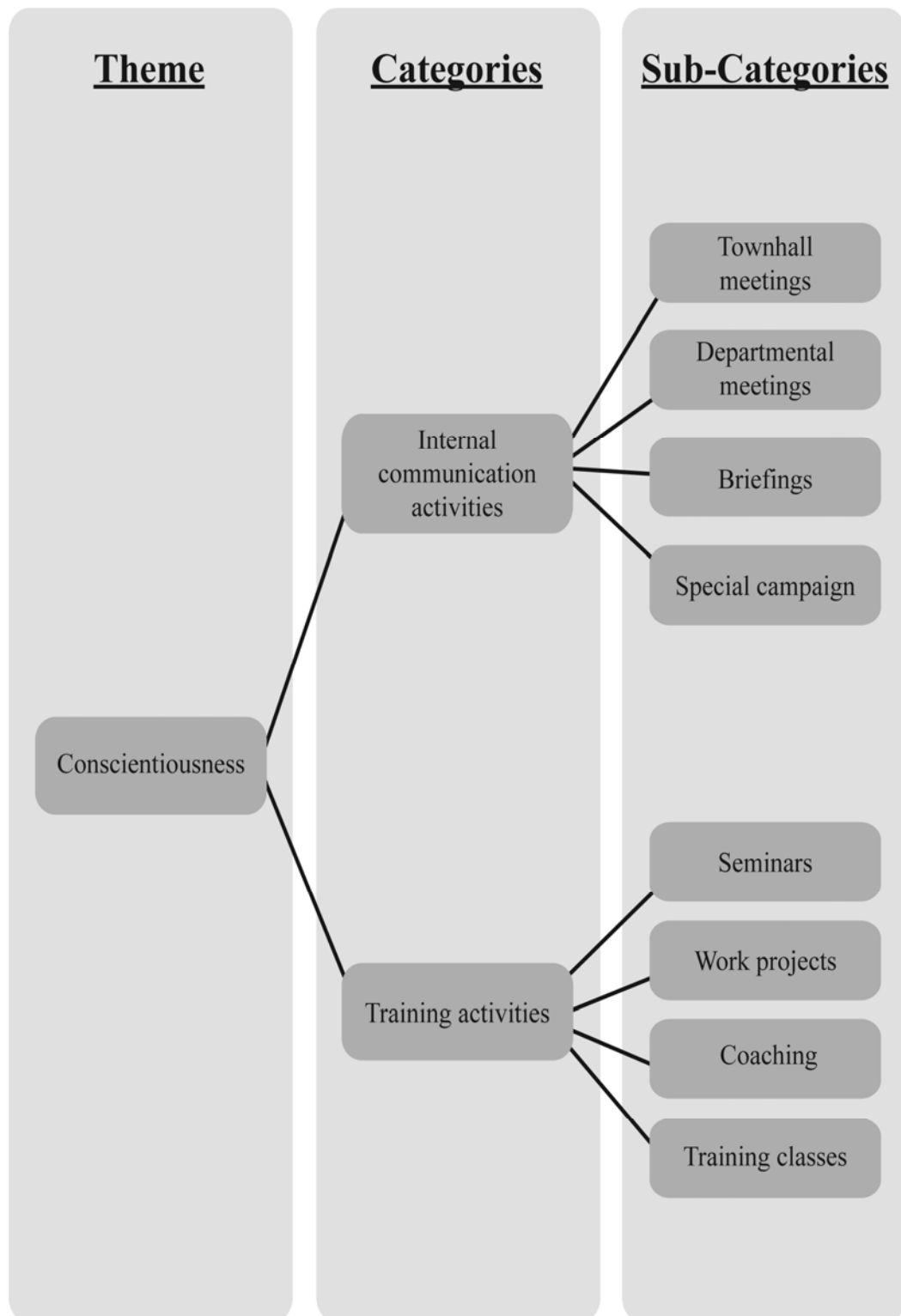


Figure 5.4 Graphic Summary of Theme 4: Conscientiousness

5.3.5 Theme 5: Optimism

Generally speaking, optimism is a positive mental attitude. Base on the first phase of the research, optimism was mentioned as the second influential factor that predicted employee engagement. Similar to all five respondents' opinion, they totally agreed that optimistic employees tend to work happily and that resulted in good performance. Respondents claimed that although the organization can not alter an individual's core personality, employees' attitude could be adjusted through a continuation of motivating activities. There were three practices that could be implemented to enhance optimism among employees, including internal communication activities, training activities, social activities and CSR.

Internal communication activities: Sharing information and knowledge transfer improve employees' relationships along with understanding organizational visions and goals that result in developing employee optimism. Three respondents agreed that internal communication activities could possible enhance employee optimism. Formal and informal communication could be applied to this context, including meetings, and formal messages that could build a sense of belonging among employees. Practical comments from respondents were stated as follows:

A: During the meeting, I always speak with staff about being optimistic. It's very important to the service business. If you have positive thinking, whenever you are faced with a problem you will look for the best in that situation. For example, the work is quite hard and complicated. The optimistic employees will perceive that it is challenging job and they will try their best to finish it. The supervisors play an essential role in this matter because they need to motivate, coach, and consult with their subordinates.

B: Meetings are very important. We use it to communicate within the department. I always talk with staff that working as a housekeeper is an honorable job. Not only do you get a salary, you also can adapt the job related skills and knowledge to your household or even teach someone else about cleaning agents.

E: Optimism is very difficult to teach. It's about understanding all employees. If there is a case that happens to take place in the hotel, a message needs to be sent out and it needs to be the same message to all employees. For example, our hotel policy provides a parking space for employees with a level 4 and above. There were issues about the unfair policy. As the HR manager, a message had to be sent to explain to them and it needed to be clear and understandable. Therefore, they will precisely get it and adjust their attitude toward that problem.

Training activities: Training interventions had been mentioned earlier in the theme of career opportunities and advancement and conscientiousness that concerned beneficial intervention to increase level of employee optimism. Two respondents mentioned using different kinds of training interventions for employee development, along with inserting a sense of optimism in that training program. Different training interventions were declared including on-the-job training, off-the-job training, job rotation, work project, coaching/mentoring, group discussion, and classroom training.

A: The managers need to motivate and inspire their employees in both job-related and personal issues. On the job training, such as job instruction, work projects, and coaching can be used to communicate and fine-tune employee optimism. By doing this, their subordinates will satisfy and understand their obligations, that lead to engagement.

E: The training about human truth, there are five foundational topics about the human that employees need to understand clearly: need to be understood, want to belong, desire to feel special, crave for control over their lives and dream of reaching their potential. Employees need to be involved in this training program to craft their attitude and behavior. The hotel utilizes this training program as a foundation to all employees that enhance caring of the others.

Social activities and CSR: As Philip Mirvis (2012: 94) mentioned that CSR is being used today as a tool to recruit, retain and engage employees. It acted in

accordance with three respondents that commented about using social activities and CSR as an approach to build employee optimism. Corporate volunteer activities and recreational activities not only enhance interpersonal interaction of employees, but also can raise a level of employee optimism. These lead to the understanding, caring, and collaborating among all employee levels. Three respondents pointed out various activities, including community outreach activities, volunteer activities and recreational activities. Comments were as follows:

B: We are so happy and pleased to do the community outreach activities. These activities can be used for unity building and as a tool for developing interpersonal relationships among co-workers. Occasionally, the temples ask for helpers to set up flowers. We volunteer to help. If there were an ordaining ceremony, a Buddhism ceremony, and so on, whenever we finished working we will go to help out with cooking and other works. Moreover, sometimes we volunteer to train society about how to make up the bed professionally. By doing those activities, not only improve interpersonal relationships, but also create a sense of belonging, pride in the work, and positive thinking.

C: Besides, we also carry out a voluntary activity whenever we have low occupancy rate. For example, we invited several government organizations and hotels and trained them about table manners and social etiquette. The sense of caring, pride and optimism gradually motivate improves among employees.

E: Team building activities and sport activities are events that happen all year round. Our hotel exploited these kinds of activities for many purposes including relationship building within and among departments, corporate culture building, and socialization. The employees have chances to blend in and exchange their thoughts and ideas, while the organization utilized these activities to communicate their vision, mission, and goals.

Table 5.6 demonstrated the summary of theme 5, including 3 main categories internal communication activities, training activities and social activities and CSR. Sixty percent of respondents mentioned internal communication activities. There are several kinds of communication including meetings and formal messages. Social activities and CSR were also discussed by three respondents (sixty percent). Numerous activities were included such as volunteer activities, community outreach activities and recreational activities. Lastly, forty percent of respondents referred to training activities that lead to employee optimism. Figure 5.5 shows graphic summary of theme 5: optimism.

Table 5.6 Summary of Theme 5: Optimism

Categories	No. of Responses	Percentage
Internal communication activities	3	60
Training activities	2	40
Social activities and CSR	3	60

Note: N = 5

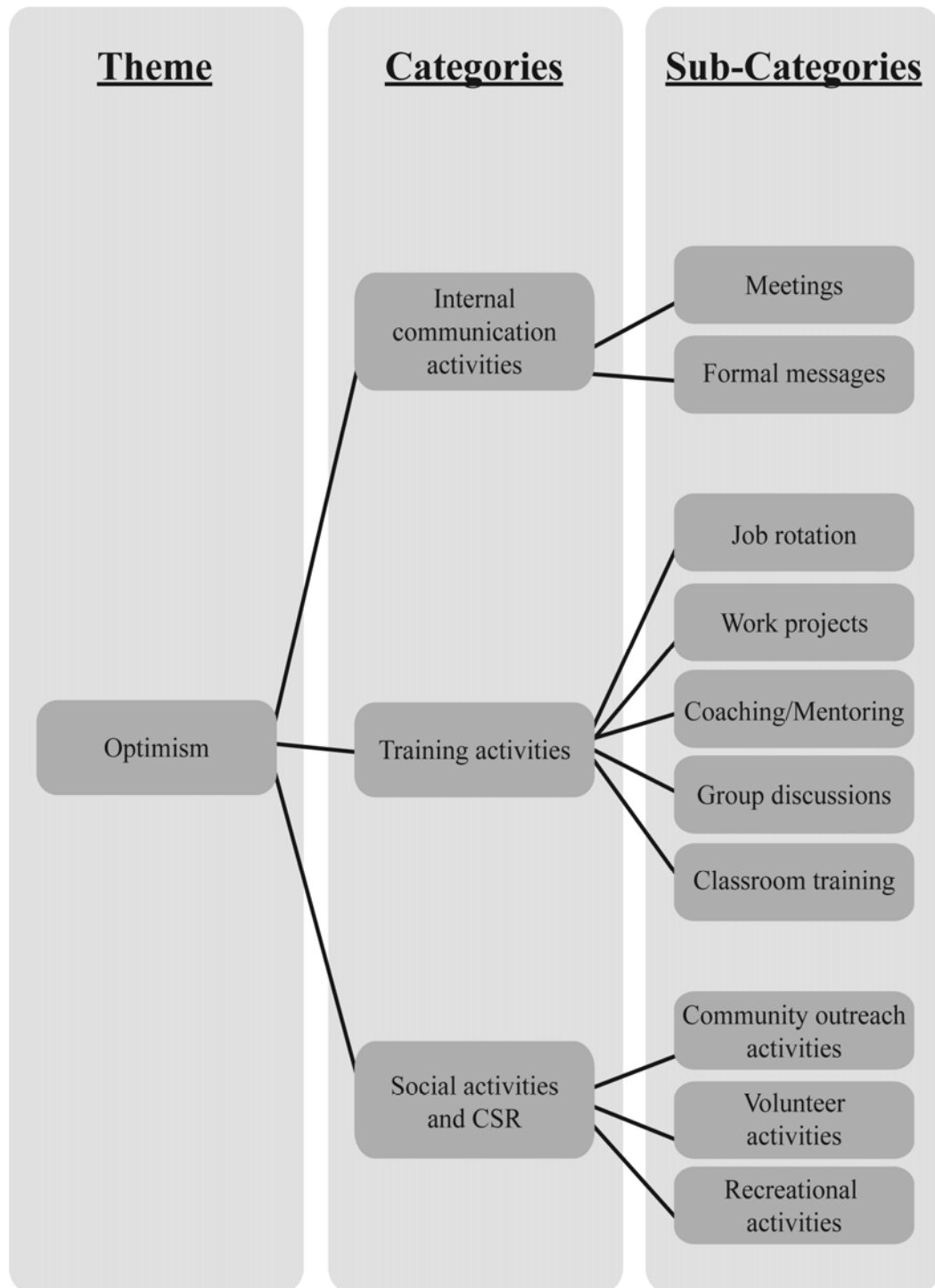


Figure 5.5 Graphic Summary of Theme 5: Optimism

CHAPTER 6

DISCUSSION AND RECOMMENDATIONS

This final chapter represents a summary, discussion and recommendation. In the beginning part of the chapter, the researcher will reaffirm the context of this study, including the research questions, research objectives along with a summary of findings in both quantitative and qualitative approaches. The next section discusses recommendations, implications of the findings, and limitations. Lastly, there are suggestions for further study.

6.1 Restatement of Research Questions and Objectives

The purpose of this study was to pinpoint hotel employees' perceptions about the critical leading factors and the potential consequences of employee engagement within the hotel industry in Thailand, along with the relationship among these variables. Moreover, this study develops a theoretical relationship model that consist both the potential driving factors (antecedents) and the consequences of employee engagement for the hotel industry. Moreover, the last objective of this study was to propose a HRM practice or organizational approach in order to maximize or optimize employee engagement for the Thai hotel industry. The study was designed to gain perspective and to analyze an industry model of employee engagement that may have the capacity to promote valuable information for administrators, practitioners, government agencies, researchers and business investors.

6.2 Overview

A curiosity and attentiveness in the notion of engagement has become widespread especially among human resources practitioners, organizational psychologists, and HR-oriented consultants. The research results from both academic

scholars and human resources practitioners confirmed that employee engagement directly influenced the employees' cognitive, affective and behavior. Additionally, the organization also benefitted from these engaged employees through their performance, organizational citizenship behavior and retention. From these vital results, various researchers and practitioners have examined the antecedents and consequences of employee engagement based on different fields of study. It is clear that these all factors would not fit into all the organizations that may have differences in cultural backgrounds, beliefs, industries, sociology and political background. It is clear that "one size does not fit all", as a result, there is essential to focus on employee engagement in specific areas and fields of business. Thus, this study contributed empirical knowledge regarding the perceptions of hotel employees toward employee engagement, why they were engaged and what are the HR practices or organizational approaches that could maximize or optimize employee engagement for the Thai hotel industry. The design of the study was a mixed method research in a two-phase design, starting with the collection and analysis of quantitative data before explaining the result in-depth by qualitative method.

In the beginning of the research, in order to answer the research objective about the antecedent and consequences of employee engagement in the service industry, documentary research was chosen. Secondary data from several sources including literature review, academic books and related dissertations were analyzed and extracted for the statistically significant relationship factors related to antecedent and consequences of employee engagement in the service industry. As a result, the proposed employee engagement model was constructed with nine antecedent factors and four consequence factors. This proposed employee engagement model was tested in phase one of the research.

In phase one of the research, self-administered questionnaires were used as a research tool to meet the purpose and objective of the study. Cluster sampling technique was applied that encompasses two stages of the sampling process. This technique broke down the population into smaller sections. In this case, the sample was conducted among groups of 400 hotel employees, and was equally broken down into 4 sub-groups based on regional areas; the North, the South, the Central and the Northeast.

Following with phase two of the research, the Explanatory design, the in-depth interview technique was used as a final research tool to verify the findings of the qualitative approach, as well as to propose with the appropriate human resource tools, practices and/or organizational strategy that would promote employee engagement. The purposive qualified samples were selected based on the professionals and their experiences. The five key informants who gave interviews were selected based on their specialties, experiences and position in the hotel, including hotel executives, managers of the hotel division, and a human resources manager. The semi-structured interview questions guideline served as the road map to the study.

6.3 Discussion of Research Questions and Hypotheses Testing

The summary and discussion of the findings from the data collected concern the three research questions as follows:

6.3.1 Research Question 1: What are the critical driving factors and the consequences of employee engagement for service industry?

As mentioned in chapter 2, employee engagement is the most modern construct which has been developed for positive management approaches in organizations, including attitudes, behaviors, personalities, and interpersonal relationships. Different employee engagement models were presented and stressed different antecedent and consequences factors. The searching for documents on the service-related industry and its concern on engagement, and related articles were sourced through an extensive collection of data. Based on more than fifty academic journals and other publications on engagement in the service industry, there are many factors listed regarding antecedent and consequences of employee engagement. The researcher scrutinized the antecedent and consequences factors based on the high frequency of factors tested in academic publications on engagement.

As a result, the antecedent of the employee engagement regarding the job resources factor that consisted of six variables based on an analysis of motivation toward the employees' perception included perceived supervisory support, autonomy,

opportunity and advancement, benefit and financial reward, co-worker relations, and perceived organizational support. Another antecedent of the employee engagement concerned with the personal resources. There were three variables that had been tested with significant results which are conscientiousness, core self-evaluation and optimism. Consequences of employee engagement examined in this study consisted of four variables including job satisfaction, job performance, organizational citizenship behavior and turnover intention.

6.3.2 Research Question 2: What are the relationships between the antecedents and consequences of employee engagement in hotel industry?

The mailings were sent to the respondents of random hotel employees throughout Thailand during December 2013 – January 2014. The number of returned questionnaires with usable data was 429, and had been separated based on four regions. The data was entered into the statistical database and examined for statistically significant relationships using multiple regression analysis and structural equation modeling analysis.

Hypothesis 1: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job satisfaction. The multiple regression analysis was conducted to examine the relationships. The coefficient of determination, R^2 is 0.46. The interpretation is that the model explained 46 percent of the variables in job satisfaction. Clearly, the result was statistically significant ($R^2 = .460$, Adjusted $R^2 = .448$; $P < .000$). The analysis results showed that eight factors: perceived supervisory support, autonomy and empowerment, career opportunity and advancement, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism, were found as significant predictors of job satisfaction. Looking closer to the power of predictor, the variables were utilized as follows: optimism, core self-evaluation, conscientiousness, perceived organizational support,

perceived supervisory support, career opportunities and advancement, autonomy, and co-worker relations respectively. Hypothesis 1 was therefore accepted.

According to the research findings of hypothesis one, it indicated that hotel employees considered these eight factors as the drivers of employee engagement in that influenced employees' job satisfaction. Based on these result findings it indicated that the three personal resources (Optimism, core self-evaluation and conscientiousness) were the top three factors that most influenced hotel employees to be engaged to their job and organization, and in turn they would experience satisfaction with their job. Xanthopoulou et al. (2007: 137) said that personal resources played a significant role in the JD-R model which contributed in explaining work engagement. These findings are also in accordance with motivational theory and the dual structure theory. The two focal continuum factors: motivation and hygiene factors affected employees' job satisfaction and dissatisfaction. Motivational factors from this result comprised career opportunities and advancement, and autonomy. Hygiene factors consisted of perceived organizational support, perceived supervisory support and co-worker relations. To use the dual structure theory in the hotel workplace, the hotel should remove any situations that may cause dissatisfaction (Hygiene factors). Unfortunately, once the dissatisfaction exists, the use of the motivation factors should be considered. Hence, it is important to match the employees' disposition and the job with the career goals of an employee so that he or she experiences satisfaction with their job (Abraham, 2012: 29).

Hypothesis 2: Job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and job performance. The multiple regression analysis was conducted to examine the relationships. All independent variables explained 52.4 percent of the variables in job performance. Clearly, the result is statistically significant ($R = .730$, $R^2 = .534$, Adjusted $R^2 = .524$; $P < .000$). The analysis results showed five variables including optimism, core self-evaluation, conscientiousness, career opportunity and advancement, and perceived supervisory support. These are

the unique contributors to the predictor of job performance. Hypothesis 2 was therefore accepted.

According to the research findings of hypothesis two, it indicated that those three personal resources (Optimism, Core self-evaluation and conscientiousness) again were the top three influencing factors leading to job performance. Starting with employee optimism, this finding supported the study of Green, Medlin, and Whitten (2004). These scholars claimed that employees with higher levels of optimism outperform those who are less optimistic and also there was a strong intuitive link between attitudinal optimism and employee performance (Green, Medlin, & Whitten, 2004: 108). Similarly, Van den Heuvel, Demerouti, Bakker, and Schaufeli (2010: 129) mentioned the PsyCap construct: optimism, hope, resilience and self-efficacy, that had been found to predict work-related performance.

The findings about positive relationship between conscientiousness and job performance was consistent with the study of Bakker, Demerouti, and Brummelhuis (2012) which found that conscientiousness qualifies the main effects of engagement on performance. As a result, the employees who scored high in conscientiousness translated their work engagement to increased job performance (Bakker, Demerouti, and Brummelhuis, 2012: 561).

As for the job resource factors, career opportunity and advancement and perceived supervisory support were considered as the last two factors influencing employee engagement to job performance. The study of Albrecht (2012) suggested that job resources including supervisory coaching and career development were positively associated with engagement and indirectly affected performance behavior and extra role performance. The pattern of findings supported the motivational JD-R model of work engagement by Bakker, and Demerouti, 2008. The provision of job resources and personal resources can serve to intrinsically motivate employees and result in role performance.

Hypothesis 3 stated job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee

engagement outcome and organizational citizenship behavior. The multiple regression analysis was conducted to examine the relationships. The coefficient of determination, R^2 is 0.485. The interpretation is that the model explained 48.5 percent of the variables in organizational citizenship behavior. Clearly, the result is statistically significant ($R = .696$, $R^2 = .485$, Adjusted $R^2 = .474$; $P < .000$).

The analysis results explained that four variables including perceived organizational support, optimism, core self-evaluation, and conscientiousness were the unique contributors to the predictor of organizational citizenship behavior. Hypothesis 3 was therefore accepted. According to the research findings of hypothesis three, it indicated that perceived organizational support was considered as the most influential factor to employee engagement that resulted in organizational citizenship behavior. These findings are consistent with a study by Saks (2006), Rich et al. (2010), Suthinee, and Bartlett (2012), and Rasheed, Khan, and Ramzan (2013) that indicated that employees' who perceived organizational support might become more engaged to their job and the organization as part of the reciprocity norm of SET (Saks, 2006: 605), and resulted in organizational citizenship behavior. Therefore, employees who perceived higher organizational support would in turn reciprocate with extra role behavior within the work context. The finding from this study emphasized the importance of organizational support in terms of presenting the help and support to employees' well-being.

The three personal resources including optimism, core self-evaluation and conscientiousness, were once more considered as an antecedent to employee engagement that affected organizational citizenship behavior. As mentioned in Bakker, and Demerouti (2008), engaged workers possess personal resources including optimism, self-efficacy, self-esteem, resilience and an active coping style that help them control and impact their work environment successfully, and to achieve career success (Bakker, and Demerouti, 2008: 214). The pattern of findings supported the motivational JD-R model of work engagement by Bakker and Demerouti, 2008. The provision of job resources and personal resources can serve to intrinsically motivate employees and result in extra role performance.

Hypothesis 4 stated job resources including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-

worker relations, and perceived organizational support; and personal resources including conscientiousness, core self-evaluation, and optimism in which influenced employee engagement is more likely to be partly positive related to employee engagement outcome and turnover intention. The multiple regression analysis was conducted to examine the relationships. The coefficient of determination, R^2 is 0.314. The interpretation is that the model explained 31.4 percent of the variables in turnover intention. Clearly, the result is statistically significant ($R = .560$, $R^2 = .314$, Adjusted $R^2 = .299$; $P < .000$). The analysis results demonstrated that four variables including core self-evaluation, optimism, autonomy, and perceived supervisory support are the unique contributors to the predictor of turnover intention. Hypothesis 4 was therefore accepted.

According to the research findings of hypothesis four, it indicated that four variables including core self-evaluation, optimism, autonomy and perceived supervisory support affected the organizational citizenship behavior. Core self-evaluation was the most influencing factor. This finding was consistent with literature as posited by Rich et al. (2010) and Shorbaji, Messarra, and Karkoulian (2011). Employees with high core self-evaluation including self-esteem, locus of control, self-efficacy and emotional stability, tended to work more effectively and happily and had a greater ability to deal with work demands that contributed positively to engagement.

Optimism was considered as the second influential factor toward employee engagement. Optimistic employees believed in the best possible outcome of a decision or action and expected that things would turn out well. It is not surprising that this trait would have an effect on the low turnover intention. The other two factors including autonomy and perceived supervisory support were job resource factors that drove the level of employee engagement and result in low turnover intention. According to Kgomo (2010), he studied the antecedent and consequence of the employee engagement model. The results came out that the work itself and relationships in the organization were parts of antecedent of employee engagement that affected employee retention. "The work itself referred to the extent to which the job provides the individual with ... autonomy...and the relationship means the helping each other i.e. the all employees as well as the supervisor" (Kgomo, 2010: 196). According to the international survey research quoted in Berry, and Morris (2008: 3),

there were several antecedents for turnover intent including the lack of... empowerment and supervisory issues. Surprisingly, no research produced findings to confirm the significant relationship among core self-evaluation, optimism, autonomy, perceived supervisory support and turnover intention.

Table 6.1 examined the employee engagement model based upon the multiple regression analysis. The analysis results showed that all independent variables explained 44.8% (adjusted R^2) of the variance in job satisfaction outcome with eight significant predictors. Next, all independent variables explained 52.4% (adjusted R^2) of the variance in job performance outcome with five significant predictors. As for organizational citizenship behavior, all independent variables explained 48.5% (adjusted R^2) of the variance with four significant predictors. Lastly, all independent variables explained 29.9% (adjusted R^2) of the variance in turnover intention outcome with four significant predictors.

Table 6.1 Summarizes the Determinant of Employee Engagement and Its Outcomes
Based on Multiple Regression Analysis

Variable	Job Satisfaction Adj. R^2 = 0.448	Job Performance Adj. R^2 = 0.524	OCB Adj. R^2 = 0.485	Turnover Adj. R^2 = 0.299
Supsupport	.125**	.082*	.000	-.134**
Autonomy	.110*	.053	.058	.192**
Opportunity	.119*	.116**	.073	-.029
Reward	-.035	.048	-.024	.006
Coworker	-.102*	.017	.083	.015
OrgSup	.130*	.073	.230**	.088
Consci	.153**	.123**	.097*	.038
CSEval	.179**	.198**	.186**	.247**
Optimism	.244**	.292**	.217**	.213**

Note: * Statistical Significance at .05 Level ** Statistical Significance at .01 Level

Comparing the significant predictors of four outcomes, two variables including core self-evaluation and optimism were two personal resources factor that predicted all employee engagement outcomes. According to Xanthopoulou and

Bakker (2007: 137), personal resources played a significant role in the JD-R model which contributed to explaining work engagement. The pattern of findings supported the motivational JD-R model of work engagement by Bakker and Demerouti, 2008. The provision of personal resources can serve to intrinsically motivate employees.

6.3.3 Research Question 3: How would an employee engagement model for the Thai hotel industry be?

Hypothesis 5 stated the nine employee engagement drivers including perceived supervisory support, autonomy, career opportunity and advancement, benefit and financial rewards, co-worker relations, perceived organizational support, conscientiousness, core self-evaluation, and optimism, influenced employee engagement outcomes as depicted in the conceptual model. The last hypothesis was examined by structural equation model analysis that is a highly flexible and comprehensive methodology. SEM is a multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) that provides an evaluation model fit. The structural equation model is a powerful multivariate analysis technique that studies causal relationships among constructs. The structural equation modeling techniques were applied to develop a suitable model for employee engagement and to test employee engagement drivers that examined the possible relationship between employee engagement drivers and employee engagement outcomes. There is a 4 step process that the researcher followed: evaluation of measurement model, re-specified measurement model, structural model assessment, and re-specified structural model. The structural model was tested using all the sample data (N=429). Employee engagement drivers were proposed to be exogenous variables, and employee engagement outcomes to be endogenous variables. The proposed structural model was tested using AMOS 20 software package. The results of model fit indices of the proposed model showed that all goodness of fit statistical values were below the satisfactory level. Therefore, the proposed model was re-specified in order to achieve a better of best fit. The re-specification conceptual model applied the five factors/drivers that are recommended by the CFA. According to the re-specified structural equation model for this second step, it indicated that the goodness of fit indices had done better than the initial model. The result of goodness of fit indices

demonstrated as follows: CMIN/DF = 2.792 which were below the guidelines. The value of the absolute fit measures was accepted as a good fit, including the Goodness of Fit Index (GFI) was .962 and the Root Mean Square Error of Approximation (RMSEA) was .065. Moving to incremental fit indices, the Normal Fit Index (NFI) was .959 and the comparative Fit Index (CFI) was .973 that exceeded the guidelines of greater than .92. The parsimony index of AGFI has a value of .934, which reflects a good model fit. The employee engagement model was illustrated in figure 6.1.

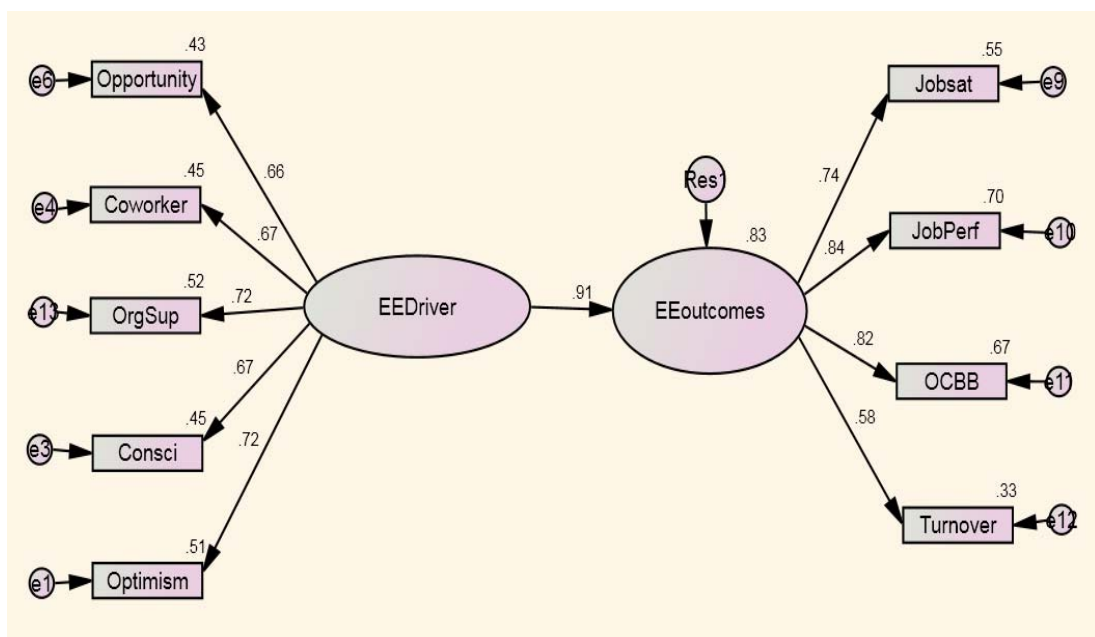


Figure 6.1 The Employee Engagement Model

Note: CMIN/DF = 2.79, GFI = .962, AGFI = .934, CFI = .973, NFI = .959, RMSEA = .065 Opportunity = Career opportunities and advancement, Coworker = Co-worker relations, OrgSup = Perceived Organizational support, Consci = Conscientiousness, Optimism = Optimism, Jobsat = Job Satisfaction, JobPerf = Job Performance, OCBB = Organizational Citizenship Behavior, Turnover = Turnover Intention

All standardized estimates were statistically significant and the effect of employee engagement driver toward the employee engagement outcomes was 0.91 that showed the strong effects of the predictor power. Focusing on the employee

engagement driver and the significant predictors, based on the highest factor loading scores were perceived organizational support (loading = 0.719), optimism (loading = 0.715), co-worker relations (loading = 0.673), conscientiousness (loading = 0.672), and career opportunity and advancement (loading = 0.656). As for the consequences of employee engagement, the significant predictors, based on the highest factor loading scores were job performance (loading = 0.838), organizational citizenship behavior (loading = 0.817), job satisfaction (loading = 0.739), and turnover intention (loading = 0.578).

Based on the fact that the research area under engagement seemed to be the attention-grabbing construct. However, there was little research about antecedents and outcomes of employee engagement (Shuck, 2010: 7). The employee engagement model for hotels in Thailand, therefore, was new to the academic and practitioner field. The results from the SEM presented a range of important factors necessary to develop employee engagement and in turn affected outcomes including the individual and organizational levels. In the re-specified structural equation model, the employee engagement variables were significant in the structural equation model that perceived organizational support, optimism, co-worker relations, conscientiousness, and career opportunity and advancement. Research findings reflected current conditions of employee engagement drivers and outcomes in the Thai hotel industry. Each driving factor was explained separately as follows:

Perceived organizational support: Perceived organizational support has a significant role for developing employee engagement and in turn influenced outcomes including job satisfaction, job performance, organizational citizenship behavior and turnover intention. This finding was consistent with the Social Exchange Theory (SET) as posited by John Thibaut and Harold Kelley. Whenever employees feel that their goodwill and value are matched with an organization, they would behave and respond positively to their organization that liked employee engagement. Thus, employees are more likely to exchange/repay their level of engagement for resources and benefits provided by their organization. In other words, employees will choose to engage themselves to varying degrees and in response that they receive from their organization (Kular et al., 2008: 6). Moreover, the studies by Saks (2006), Rich et al. (2010), Suthinee and Bartlett (2012), and Rasheed, Khan and Ramzan (2013) pointed

out that employees' who perceived organizational support might become more engaged to their job and the organization as part of the reciprocity norm of SET (Saks, 2006: 605), that results in organizational citizenship behavior. Thereby,, employees who perceive higher organizational support will in turn reciprocate with extra role behavior within the work context.

Optimism: Another important factor emerging from this study is optimism. Optimism is considered as the driver of personal resources referred in JD-R model of work engagement. Xanthopoulou et al. (2007: 137) said that personal resources played a significant role in the JD-R model that contributed in explaining work engagement. This finding also supported the study of Green, Medlin, and Whitten (2004). These scholars claimed that employees with higher levels of optimism do outperform those who are less optimistic and also there was a strong intuitive link between attitudinal optimism and employee performance (Green, Medlin, & Whitten, 2004: 108). Associated with Van den Heuvel, Demerouti, Bakker, and Schaufeli (2010:129) mentioned about the PsyCap construct: optimism, hope, resilience and self-efficacy, had been found to predict work-related performance.

Co-worker relations: Results of this study have confirmed that co-worker relation is a significant variable for the employee engagement driver in that affects four employee engagement outcomes. This finding was consistent with the Social Exchange Theory (SET). When employees perceived emotional and behavioral support from co-workers, they were more likely to reciprocate with engagement in their job and the organization. The findings from Andrew and Sofian (2012: 506) as well illustrated that co-worker relations significantly predicted employee engagement and in turn influenced work outcomes (job satisfaction, organizational commitment, intention to quit and organizational citizenship behavior). Therefore, the work environment with supporting and helping other employees definitely increased the level of engagement in the organization.

Conscientiousness: Another personal resource that emerged as the antecedent of employee engagement is conscientiousness. The finding about the positive relationship between conscientiousness and job performance was consistent with the study of Bakker, Demerouti, and Brummelhuis (2012) which found that conscientiousness qualifies the main effects of engagement on performance. As a

result, the employees who scored high in conscientiousness translated their work engagement in increased job performance, task performance and contextual performance (Bakker, Demerouti, and Brummelhuis, 2012: 561).

Career opportunities and advancement: Career opportunities and advancement also is a significant factor for developing employee engagement. The study of Albrecht (2012) suggested that career development was positively associated with engagement and indirectly affected performance behavior and extra role performance. These findings are also in accordance with motivational theory and the dual structure theory. The two focal continuum factors including motivation and hygiene factors affected employees' job satisfaction and dissatisfaction. Career opportunity and advancement is considered as a motivational factor that could be directed to job satisfaction and engagement. Employees become engaged when they find motivation in their work, thus their level of satisfaction and performance increased.

6.3.4 Research Question 4: What are the HRM practices, organizational approaches that may stimulate employee engagement for hotel employees in Thailand?

Five in-depth interviews were conducted during July – August 2014 based upon the purposive sampling. The respondents were divided into three groups based on their respective positions including the hotels' top management, human resources management, and the hotel line managers. All five respondents confirmed that five antecedents of employee engagement including career opportunities and advancement, perceived organizational support, co-worker relations, conscientiousness, and optimism, related to the four consequences of the employee engagement. Afterward, the employee engagement model had been verified by respondents. The second part of the interview was analyzed. The use of content analysis formed into five major themes based on the result from the structural equation models that consisted of five antecedent factors that influenced employee engagement. The categories inserted in themes were analyzed based on the answers to questions about the appropriate HRM practices and organizational approaches that could possibly stimulate employee engagement in the hotel business. Based on the answers furnished by hotel employee participants, the following five themes emerged.

HRM practices and organizational approaches were independently recommended in each theme as follows:

Theme 1: Career Opportunities and Advancement, All participant comments were analyzed and then grouped into 5 categories as follows; providing training activities, appropriate job design, talent management, succession planning and effective performance appraisal.

Theme 2: Co-Worker Relations: three mains categories were mentioned including internal communication activities, social activities and CSR, and creating a supportive environment.

Theme 3: Perceived Organizational Support: interesting ideas and practices were emphasized; therefore, the coding analysis technique was applied to grouping those ideas and practices into categories. There are four categories that fall into this theme including internal communication, leaders' character, building supportive organizational culture, and social activities and CSR.

Theme 4: Conscientiousness: all respondents agreed that having conscientious employees related positively to employee engagement and in turn resulted in job satisfaction and job performance. Some respondents remarked that conscientious is an individual characteristic that is built upon during their lives. Therefore, it is quite hard for the organization to change their disposition. One meaningful comment was that the organization needed to focus on the recruitment and selection process in order to get conscientious employees to the hotel. However, in case that employees that are already with the organization, respondents proposed several tools for encouraging conscientiousness including internal communication activities and training activities.

Theme 5: Optimism: respondents claimed that although the organization can not alter an individual's core personality, employees' attitude could be adjusted through continued motivating activities. There were three practices that could be implemented to enhance optimism among employees, including internal communication activities, training activities, and social activities and CSR.

Table 6.2 sorted out and presented the HRM practices and approaches that were revealed by five the respondents. The findings indicated that four out of the five respondents advised internal communication activities as the most important practice to promote employee engagement at hotel properties, especially in building co-worker

relations, perceiving organizational support, stimulating level of employees' conscientiousness and optimism. Having effective internal communication affects good interpersonal relationships that benefit both the individual and the organization. From the study, the results showed that various levels of internal stakeholder groups were involved including all employees, strategic management groups, day to day management groups and team management groups. As a result, several kinds of internal communication activities were applied including all levels of meetings, morning briefings, departmental meetings and town hall meetings. Additionally, providing training classes, setting up a communication campaign and forming welfare committees were used to enhance employee engagement. These findings are consistent with studies as posited by, Robertson-Smith, and Markwick (2009: 53-54), Abraham (2012: 34-35), Mishra et al. (2012: 187), and OPC (2014: 1-3) that providing appropriate communications activities can stimulate employees to be engaged to the organization. Pounsford (2007 quoted in Mishra et al., 2012: 184) found that communication strategies such as storytelling, informal communication, and coaching led to greater employee engagement, as well as increased levels of trust in the organization and increased revenue due to greater customer satisfaction.

Another practice that could encourage the level of employee engagement is by providing training support. Three out of five themes that include career opportunities and advancement, conscientiousness and optimism, had been cited about exploiting this practice to build employee engagement. As suggested by Markos, and Sridevi (2010: 93-94) and SHRM (2014b: 1-2), using management practices to enhance engagement such as appropriate training activities were recommended. A range of training activities were suggested from experts and were separated into two groups: on the job training technique and off the job training technique. On the job training technique including job rotation, coaching and mentoring, job instruction and work project were applicable to maximize employees' skills and knowledge. As the result, employees perceived that they have career opportunities and advancement. During these training activities, the managers could simultaneously attach the issues on job-related responsibility, self-discipline, socialization and positive thinking, thus, the sense of conscientiousness and optimism would gradually become widespread among employees. Off the job training technique was also affirmed such as seminar, training

classes, and outbound training. Specific topics including job related tasks and attitudinal development were delivered as in-house training programs, as well as outbound training classes. Offering good training support is among the best ways to ensure employees' productivity, satisfaction and dedication that would likely to engage employees fully in their work (SHRM, 2014b: 3).

Social activities and CSR, and supportive work environment were commented as approaches to build employee engagement. Two out of five themes displayed social activities and CSR as an approach to build co-worker relations and employee optimism. Social activities could occur inside and outside organization, and be arranged by both the organization and/or the individual. Social activities recommended in this study including staff parties, recreational activities, team building, activities after working hours, and so one. The formal and informal social activities create opportunities for employees to know each other and develop interpersonal relationships (Wildermuth, and Pauken, 2008: 210). CSR activity was another approach to promote interpersonal relationships along with employee optimism. This finding is consistent with studies as posited by Philip Mirvis (2012) that many companies committed to good employee relations and social responsibility in turn made employees engaged. Community outreach activities such as volunteer activities were used to build relationships among employees and also increase the level of employee optimism that in turn affected employee engagement outcomes. This finding complied with a study of Drizin (2007 quoted in Gillis, 2011: 74) that indicated 7 of 10 employees who favorably viewed their employers' community support stated they would remain with the company for two year longer than those who did not have favorable views.

A supportive work environment was mentioned as an approach to build employee engagement from two out of five themes; co-worker relations and perceived organizational support. Providing employees a feeling of belonging is important to the level of engagement. The research findings demonstrated the details of a supportive work environment as acknowledging organizational policies, practices, goals and values; providing supporting funds; demonstrating commitment to employees' well-being; offering support from managers who are charismatic and altruistic; and getting support from peers. Companies that promoted a supportive

work environment would not only keep their existing employees engaged but also they enable the new incoming employees with this spirit of work culture (Markos, & Sridevi, 2010: 94).

Appropriate job design, effective performance appraisal, talent management, and succession plan were recommended as practices to enhance career development. Wildermuth, and Pauken (2008: 209-210), Robertson-Smith, and Markwick (2009: 53-54), Markos, and Sridevi (2010: 94), and SHRM (2014b: 3) also pointed out that career development as an employer practice remarkably influenced employee engagement. Appropriate job design including job enlargement, job enrichment and person job fit motivated employees to gain their sense of meaningfulness and advancement. Researchers have also identified effective performance appraisals, such as 360 degree appraisal, performance based appraisal, self-assessment and individual feedback, encouraged the work performance as well as to employee advancement. Talent management and succession plan were also recognized as the tools to improve level of employee engagement, as well as to retain high potential employees (Markos, & Sridevi, 2010: 94).

A leaders' character is also vital to promote the sense of engagement. A successful organization needs not only a great leader, but also people with leadership skills. The leader in this research focused at executive management due to the key drivers in building engagement in the workforce. The research findings analyzed the character of the leadership as being supportive, cordial, ability to solve problems and being kind that stimulates employees' performance, creativity, satisfaction and engagement. These findings are consistent with studies as posited by the research from the Kenexa Research Institute (KRI) claimed that senior leadership team has a significant impact on overall engagement levels, which have been linked to both earnings per share and total shareholder returns (Wiley, 2010: 47). The development of people management skills and leadership character should be a focus in the organization in order to create an environment of trust, openness, and belonging.

Table 6.2 Summary of the HRM Practices and Organizational Approaches That Promote Employee Engagement

HRM practices and organizational approaches	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
Providing training support	√			√	√
Appropriate job design	√				
Talent management	√				
Effective performance appraisal	√				
Succession planning	√				
Internal communication activities		√	√	√	√
Social activities and CSR		√			√
Building a supportive work environment		√	√		
Leaders' character			√		

6.4 Framework of Employee Engagement for the Thai Hotel Industry

The framework of employee engagement for the Thai hotel industry was constructed in Figure 6.2 to be as a guideline model for industry administrators, practitioners, academic researchers, government agencies and related associations. The five critical drivers of employee engagement and four consequences were included in the model, along with the HRM practices and approaches that suggested as the stimulation tools to increase the level of engagement. The employee engagement framework consisted of three main overlapped circles which had an effect from the entire research study.

The explanatory sequential mixed methods design that was applied in this study started with quantitative research design then qualitative research design. The first phase was to find the relationship among antecedents and consequences of employee engagement 429 questionnaires were collected, analyzed and tested with 5 hypotheses. The results of the multivariate analysis were conducted into an employee

engagement framework. The smallest red inner circle represented the employee engagement outcomes, namely job satisfaction, job performance, organizational citizenship behavior and turnover intention. The middle circle with five employee engagement variables were perceived organizational support, co-worker relations, optimism, conscientiousness, and career opportunities and advancement was built upon the structural equation model analysis that represented the causal relationship among five employee engagement drivers and four employee engagement outcomes.

The blue outer circle was a finding from the qualitative research-illustrated HRM practices and approaches that would enhance the level of employee engagement. Based on the five in-depth interviews with purposive hotel employees, the most recommended practice that could promote employee engagement was effective internal communication activities among various stakeholder groups. Several kinds of activities that offer advice include departmental meetings, morning briefings, town hall meetings, in-house training, communication campaigns, and welfare committees. Providing training support was the second approach that had been proposed including both on the job training and off the job training technique. Moreover, social activities and CSR activities were mentioned for promoting interpersonal relationships along with employee optimism. Also, building a supportive work environment that includes providing supporting funds, demonstrating compassion for an employee, and getting support from the superior and peers alike, could enhance the employee's sense of belonging as well as engagement. A leadership program was another approach to be considered. Since the research finding affirmed that leaders were supportive, cordial, had the ability to solve problems and were being kind could stimulate employee's performance, satisfaction, organizational citizenship behavior and turnover intention. Therefore, the leadership program should be provided in order to train people at the executive management level. Lastly, career development should be a focus including appropriate job design, effective performance appraisal, talent management and a succession plan.

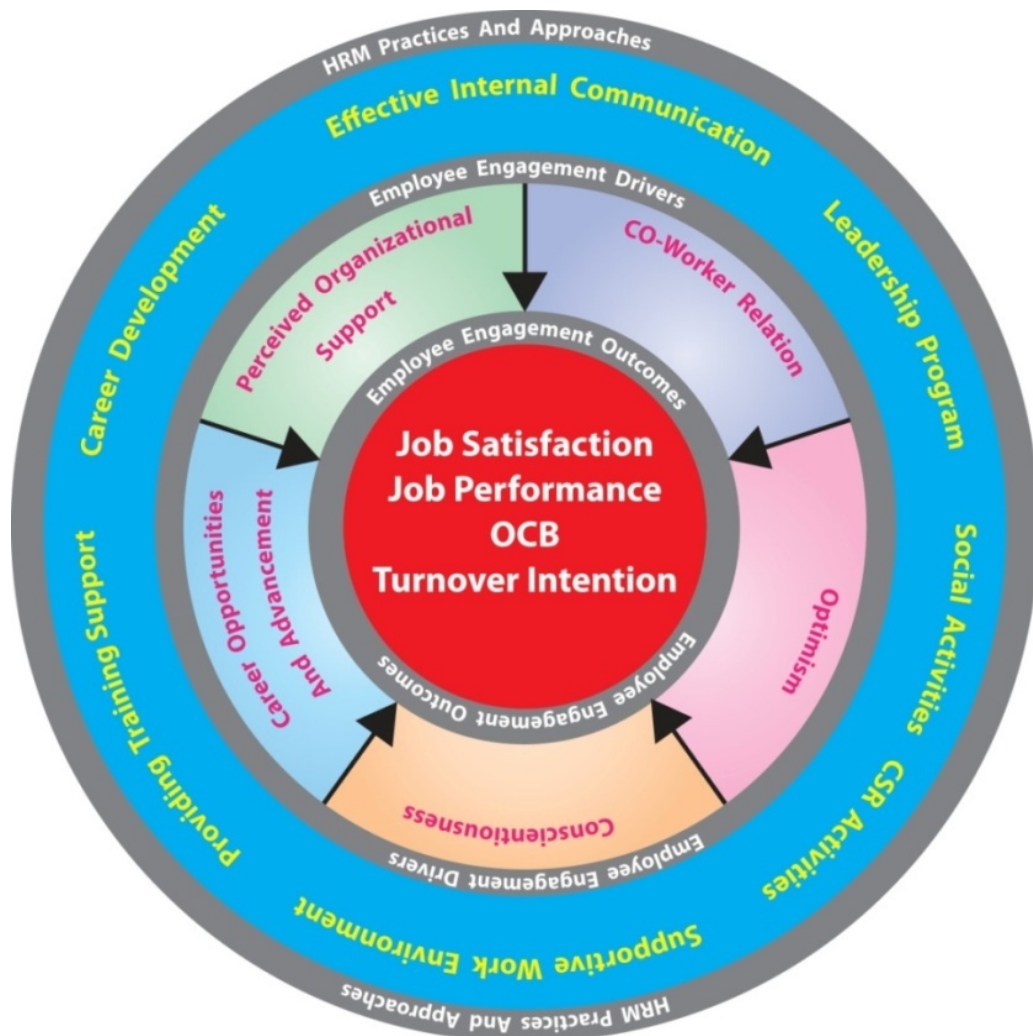


Figure 6.2 Employee Engagement Framework for Thai Hotel Industry

6.5 Recommendations

The recommendations derive from the research findings along with the documents gathered for this research. The Thai hotel employees confirmed that employee engagement is essential for the hospitality industry that led to an increased level of job performance, job satisfaction and organizational citizenship behavior, as well as lessen turnover intention. Based on the findings, the recommendations were

proposed into 4 parts based upon the group of beneficiaries including hotel organizations, academic scholars, government agencies and hotel investors.

As for hotel administrators, practitioners and employees, developing practices, strategies or approaches would actually improve the sense of engagement in their hotels. Base on the results of this research, there were 7 recommendations as follows:

1) Based on the quantitative research findings that perceived organizational support and optimism demonstrated powerful influences on employee engagement. One of the important approaches recommended to hotel organizations was effective internal communication. Thus, it is recommended that hotels must manage communications effectively amongst internal stakeholder groups. Executive management should consider communicating organizational vision, goals and strategies through occasional town hall meetings, and executive meetings. The share vision and value alignment will influence the sense of belonging and engagement. Moreover, the day-to-day management that involved the supervisor, middle management, line manager and team leader should also pay a great deal of attention to the power of internal two-way communications because the capacity to engage concerns with motivation will come from them. Management, therefore, should maintain constant communication that is clear, supportive and caring to all in the internal stakeholder group. In essence, the communication channels should be a two-way process, formally, informally, and easily accessible.

2) Not only effective internal communication plays a significant role in supporting the sense of engagement, but also effective training programs. Industry leaders should conduct internal training programs concerning four main areas: effective communication, career development, attitudinal development and leadership development. Effective communication programs should be designed to train both managements and skilled workers.

3) The leadership development program should be highlighted in order to develop leaders with multidimensional perspectives, such as improving communication skills, collaborating and coaching skills, and trustworthiness and benevolence character as this study revealed for maintaining good relationships among management teams and employees is essential.

4) The hotels should consider using personality and attitude tests in the recruitment process. An imperative recommendation is to attract conscientious and optimistic workers and to instill the organizational culture to them. Recruiting and selecting workers with these personalities would be advantageous for all stakeholders, including co-workers, managers and customers.

5) Focus on career development: employees need motivation from an organization. Thus, hotels should set out clear policies and practices about career development. Using a merit system, performance based appraisal, 360 degree assessment could support high potential employees for growth and advancement. Talent management and succession plan could be great strategy to retain those high potential employees with a realistic positive action.

6) Encouraging relationship building activities: The study revealed good relationships among management and employees is important. Industry practitioners should create lifelong relationships with employees, which could lead to employee engagement. Executive support on policies and practices regarding social activities and CSR activities could build bonds among workers and communities.

7) Another recommendation is the systematic implementation of an employee engagement program that is not only about the engagement survey. Hotels that are well-organized should continuously employ the employee engagement process; measure, manage and monitor. Crafted HR practices based on the result from the hotel's employee engagement survey results would be best fit for that organization.

The second group of beneficiaries includes tourism researchers and academic scholars who can use the result of this study to pinpoint the importance of employee engagement in the business context, as well as the causal relationship among variables. In order to contribute the knowledge-based employee engagement, there were 4 recommendations as follows:

1) As mentioned earlier about the vague definition of employee engagement, the academic scholar should conclude the universal meaning of engagement. It could be a valuable guideline for subsequent studies.

2) On the basis of the findings, this study conducted only in the Thailand context. Tourism researchers could use the research framework and replicate

the study in the hotel industry in other countries. The comparative of employee engagement model results among different nations would be constructive for the tourism field. It could be the academic innovative breakthrough comprehension of its kind. Moreover, the academic researcher may conduct similar research studies in other tourism-based businesses and other service-related businesses. It is highly recommended for interested scholars to conduct further research by utilizing this model and contribute to the body of knowledge based on this study.

3) The qualitative results demonstrating that effective internal communication was a major practice enhanced the sense of engagement. The academic scholar should profoundly scrutinize the role and process for the internal exchange of information among stakeholders at all levels within the hotel. Moreover, corporate social responsibility (CSR) also found relevance to employee engagement. However, few research articles focused on the linkage of these constructs. Using CSR to engage employees could be a ground-breaking motivating scheme for academic scholars.

4) Our conceptualization of personal resources focused on three specific personal resources. The quantitative findings demonstrated that two specific personal resources, namely conscientiousness and optimism positively related to employee engagement and its outcomes. Tourism researchers and academic scholars should pay attention on the power of individual differences. Additional personal resources variables should be examined, such as resiliency, hope, organization-based self-esteem, and others.

Additionally, government agencies and related associations such as the Tourism Authority of Thailand, the Ministry of the Interior, the Thailand Hotel Association, among others, could exploit this research finding. There were 3 recommendations derived as follows:

1) The government agencies should appreciate the importance of employee engagement. Therefore, the employee engagement framework should be exploited as the industry indication for developing a hotel industry action plan. Priority concerns should be considered to enhance industry performance. For example, the different kinds of support programs would be established to train the trainer program and a leadership development program.

2) In order to apply effective systematic implementation of an employee engagement program, government agencies should take action as a legal representative in developing the employee engagement survey. The employee engagement survey will be useful as a tool for all hotels that register with the government to measure the level of employee engagement. Government agencies will have the benefit by gathering information nationwide, analyzing data and launching yearly reports of employee engagement level for the hotel industry. Not only would government agencies get the benefit from the survey results, but also the hotels, especially hotels that are not concerned about engagement. These hotel administrators will recognize the importance of employee engagement that relates to the hotels' performance.

3) The government agencies and related associations could allocate the research funding the researchers to conduct similar research studies in other tourism-based businesses. Moreover, the research findings should be distributed freely through several channels to increase the employee engagement's awareness.

Lastly, in order to be successful with the hotel business in the ever-evolving competitive environment, new business investors need to be fully aware that employees are one of the major keys to business achievement. Further, the human resource management is crucial to the organizational performance. The findings of this research led to 4 recommendations as follows:

1) The concept of employee engagement should be well defined and comprehended among the stakeholders. The employee engagement framework could be applied as information for all stakeholders to realize what they will have to confront with and what are the antecedents and consequences. Moreover, the continuous systematic implementation of the employee engagement program should be employed including measure, manage and monitor.

2) The research findings can be used to develop the employee engagement approaches and strategies as follows:

(1) The recruitment and selection approaches, personality and attitude tests should be applied as part of the recruitment process. An imperative recommendation is to attract conscientious and optimistic workers and instill the organizational culture to them. Recruiting and selecting workers with these traits

would be advantageous for all stakeholders, including co-workers, managers and customers.

(2) The training strategy should be focused on internal training programs in both on-the-job training and off-the-job training that focus on four main areas: effective communication, career development, attitudinal development and leadership development. The training budget should be well managed and targeted in mentioned areas.

(3) As this study reveals a good relationship among management teams and employees is essential, the leaders' character is one of the keys to drive employee engagement. A benevolent leaders' character could enhance trustworthiness, work environment and sense of belonging. The leadership recruitment process should be thoroughly managed, such as using a personality test, attitude test, simulation, a case study and STAR interview technique.

(4) Clear policies and practices about organizational objectives, goals, career development, and performance appraisal could be directed to engagement. Using the merit system, performance based appraisal, 360 degree assessment could support high potential employees for growth and advancement. Talent management and succession plan could be a great strategy to retain those high potential employees with a realistic positive action.

6.6 Limitations of the Study

The first limitation in this study is the usage of the research result. This study focuses on predicting only the hotel industry in Thailand, which has a different system related to organizational culture, beliefs, politics, socio-culture, value, management style and the economy from other countries. As a result, the employee engagement model would be acceptable only in Thailand.

Another limitation regarded the definition of employee engagement, from 2002 until now, there are up-to-date definitions and interpretations of the employee engagement concept that have come primarily from business, organizational psychology, and human resource management literature. Each definition represented

unique viewpoints of the time and field. The definitions defined by HR consulting companies typically are shaped by the way they want to promote and to use a novel, catchy label, while academic researchers are influenced by their own disciplines and theoretical orientations (Albrecht, 2010: 63). In this study, employee engagement concerns the individual level construct with the individual-organizational relationship. The researcher defines employee engagement from the business point of view and adopted the definition from Kahn, Schaufeli et al., Macey and Schneider, and Rich, Lepine et al. The definition of employee engagement may vary from others, yet somehow it is suitable with hotel businesses in Thailand.

The next limitation concerns the population of this research. In this study, the researcher used the report of The 2012 Hotels and Guest Houses Survey by the Statistical National Office, Thailand which indicated 9,865 hotels and guesthouse businesses in Thailand with 265,906 hotel workers and 255,658 hotel workers who receive a monthly salary. Due to the insufficient information about the name list of all 255,658 hotel workers, the researcher, therefore, decided to use the hotel property listings as a sampling unit to reach into research samples. Unfortunately, the name list of all hotels and guesthouses properties could not be found in the publication. For that reason, the researcher used the 7,464 registered hotels name list from the Department of Tourism, Ministry of Interior as a research sampling unit. Lastly, the cluster sampling technique was used to collect 429 hotel samples that generated into 4 regional based systems. Within each cluster the samples were selected based on their readiness, availability and convenience rather than being considered with the hotel size.

6.7 Suggestions for Further Study

Although the results of the analyses from the data obtained produced favorably foreseen key determinants and outcomes of employee engagement, certain limitations exist in this research. Thus, several directions for future research are summarized as follows:

First, the researcher investigated the perceptions of the hotel employees only in management positions. Therefore, hotels' entry level positions and skilled workers should be conducted for further study in order to compare the differences between them and those that have management positions.

Secondly, apart from the proposed driving factors in this dissertation, there are other interesting driving factors that can possibly play crucial roles in building employee engagement. For example, procedural justice, distributive justice, leader member exchange, work-life balance, and trait competitiveness are variables that should be brought into future research to examine their predicting potential regarding employee engagement. Additionally, more employee engagement outcomes should be examined, such as safety, innovative behavior, and organizational profitability.

Furthermore, the employee engagement survey should be designed to fit with Thai hotel culture and environment. This survey should be freely published and used nationwide. Therefore, hotels can assess their level of engagement and manage it effectively. Lastly, this study has brought about knowledge and understanding of the employee engagement model for the Thai hotel industry and it can be applied to other businesses. Thus, replication of this study in other industries would be useful.

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APPENDICES

APPENDIX A

QUESTIONNAIRE (THAI VERSION)

แบบสอบถามเพื่อการวิจัย

เรื่อง

รูปแบบความทุ่มเทใจต่อองค์กร (Employee Engagement Model) การศึกษาเชิงสำรวจเกี่ยวกับปัจจัยต้นเหตุและผลที่ได้รับในอุตสาหกรรมโรงแรม

แบบสอบถามนี้จัดทำเพื่อประกอบการทำวิทยานิพนธ์ของนักศึกษาปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ สถาบันบัณฑิตพัฒนบริหารศาสตร์ โดยมีวัตถุประสงค์เพื่อศึกษาปัจจัยต้นเหตุและผลที่ได้รับของความทุ่มเทใจต่อองค์กร (Employee Engagement) เพื่อพัฒนารูปแบบความทุ่มเทใจต่อองค์กรของอุตสาหกรรมโรงแรมไทย (Employee Engagement Model) และเพื่อเสนอแนะแนวทางในการส่งเสริมให้พนักงานโรงแรมมีความทุ่มเทใจต่อองค์กร

โดยคำว่า ความทุ่มเทใจต่อองค์กร (Employee Engagement) ในงานวิจัยชิ้นนี้ หมายถึง “ความรู้สึกและพฤติกรรมของพนักงานต่องานในเชิงบวกต่องานและต่อองค์กรของตน โดยพนักงานจะมีความมุ่งมั่น ทุ่มเท อุทิศตนในการปฏิบัติหน้าที่เพื่อให้บรรลุจุดมุ่งหมายขององค์กร โดยจะเสียสละทั้งพลังงาน พลังใจ และพลังความคิดให้แก่การทำงาน โดยตระหนักถึงบริบทของธุรกิจ และเต็มใจที่จะพัฒนาตนเองและพัฒนางานเพื่อให้เกิดประโยชน์สูงสุดต่อองค์กร”

ในการตอบแบบสอบถามฉบับนี้ทุกข้อความตามความเป็นจริง ทั้งนี้จะไม่มีการระบุชื่อผู้ตอบ ผู้วิจัยจะเก็บข้อมูลของท่านไว้เป็นความลับ โดยจะไม่มีผลกระทบต่อการทำงานของท่าน และขอขอบคุณทุกท่านที่ให้ความร่วมมือมา ณ ที่นี้

ผู้วิจัย

สุภาภรณ์ ประสงค์ทัน

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ตอนที่ 1 ข้อมูลเกี่ยวกับลักษณะบุคคลและลักษณะธุรกิจของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงใน ☐ ให้ตรงกับความเป็นจริงที่เกี่ยวกับตัวท่านและองค์การของท่านมากที่สุด

ข้อมูลส่วนบุคคล

1. เพศ
☐ ชาย ☐ หญิง
2. อายุ
☐ 20-30 ปี ☐ 31-40 ปี ☐ 41-50 ปี
☐ 51-60 ปี ☐ 61 ปีขึ้นไป
3. ระดับการศึกษา
☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรีหรือเทียบเท่า
☐ ปริญญาโท ☐ สูงกว่าปริญญาโท
4. ตำแหน่งงาน
☐ ผู้บริหาร ได้แก่ ผู้จัดการทั่วไป ผู้อำนวยการ หัวหน้าฝ่ายต่าง ๆ เป็นต้น (ยกเว้นผู้บริหารงานฝ่ายทรัพยากรมนุษย์)
☐ ผู้บริหารงานฝ่ายทรัพยากรมนุษย์
☐ รองหัวหน้าฝ่ายและผู้ช่วยหัวหน้าแผนกต่าง ๆ ได้แก่ อาหาร เครื่องดื่ม ห้องพักรับ บุคคล การเงิน และช่าง เป็นต้น
☐ อื่นๆ โปรดระบุ _____
5. ระยะเวลาในการปฏิบัติงาน
☐ 1-5 ปี ☐ 6-10 ปี ☐ 11-15 ปี
☐ มากกว่า 15 ปี
6. รายได้เฉลี่ยต่อเดือน
☐ 15,000-24,999 บาท ☐ 25,000-34,999 บาท
☐ 35,000-44,999 บาท ☐ 45,000 บาทขึ้นไป

ข้อมูลเกี่ยวกับองค์การ

7. จำนวนห้องพัก
☐ น้อยกว่า 60 ห้อง ☐ 60-149 ห้อง ☐ มากกว่า 150 ห้อง
8. จำนวนพนักงาน
☐ น้อยกว่า 100 คน ☐ 100-199 คน ☐ 200-299 คน
☐ มากกว่า 300 คน

9. สถานที่ตั้งของโรงแรม

- ☐ ภาคเหนือ โปรดระบุจังหวัด _____
- ☐ ภาคกลาง โปรดระบุจังหวัด _____
- ☐ ภาคอีสาน โปรดระบุจังหวัด _____
- ☐ ภาคใต้ โปรดระบุจังหวัด _____

10. ลักษณะความเป็นเจ้าของ

- ☐ เจ้าของกิจการดำเนินการเองโดยเอกเทศ (Individual Ownership)
- ☐ เจ้าของกิจการให้ผู้อื่นเข้าดำเนินการ (Management Contact)
- ☐ เจ้าของกิจการจ้างบริษัทบริหารในระบบแฟรนไชส์ (Franchise)
- ☐ เจ้าของกิจการดำเนินการด้วยระบบเครือข่าย (Chain)
- ☐ อื่นๆ โปรดระบุ _____

ตอนที่ 2 แบบสอบถามเกี่ยวกับปัจจัยต้นเหตุที่มีอิทธิพลต่อความทุ่มเทใจต่อองค์กร (Employee Engagement)

คำชี้แจง โปรดทำเครื่องหมาย **O** ล้อมรอบระดับความคิดเห็นที่ตรงกับความเห็นของท่านมากที่สุด

การตอบคำถามต้องการให้ท่านแสดงระดับความคิดเห็น เกี่ยวกับความสำคัญของแต่ละปัจจัย

ที่ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร โดยไม่อ้างอิงถึงสภาพแวดล้อมปัจจุบันในที่ทำงานของท่าน

ท่านคิดว่าปัจจัยต่อไปนี้ส่งผลต่อการเกิดความทุ่มเทใจต่อองค์กร (Employee Engagement) ในระดับใด

ปัจจัยต้นเหตุด้านลักษณะงาน		ระดับความคิดเห็นเกี่ยวกับการมีอิทธิพลต่อความทุ่มเทใจต่อองค์กร				
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
		5	4	3	2	1
ส่วนที่ 1 การสนับสนุนช่วยเหลือจากหัวหน้างาน (Perceived Supervisory Support)						
1	การที่หัวหน้างานใส่ใจในข้อคิดเห็น และข้อเสนอแนะที่พนักงานนำเสนอ ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
2	การที่หัวหน้างานใส่ใจในเรื่องสวัสดิภาพ ความอยู่ดีมีสุข ให้เกียรติ และมองเห็นถึงคุณค่าความสำคัญของพนักงาน ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
3	การที่หัวหน้างานมีความยุติธรรมในการตัดสินปัญหาต่างๆ ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อ	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง

ปัจจัยด้านคุณลักษณะงาน		ระดับความคิดเห็นเกี่ยวกับการมีอิทธิพลต่อ ความทุ่มเทใจต่อองค์กร				
		เห็นด้วย อย่างยิ่ง 5	เห็นด้วย 4	ไม่แน่ใจ 3	ไม่เห็น ด้วย 2	ไม่เห็นด้วย อย่างยิ่ง 1
	องค์กร					
4	การที่หัวหน้างานแสดงพฤติกรรมเชิงบวกกับพนักงาน เช่น การช่วยแก้ไข้ปัญหา, การสนับสนุนให้เกิดการพัฒนาทักษะการทำงาน, ยกย่องการทำดี ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 2 ความอิสระในการทำงานและการมอบอำนาจในการทำงาน (Autonomy)						
5	การที่พนักงานมีอิสระในการวางแผนงาน การปฏิบัติงาน หรือเสนอแนะเกี่ยวกับวิธีการปฏิบัติงาน อย่างเต็มที่ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
6	เมื่อเกิดปัญหาในการทำงาน พนักงานจะได้รับโอกาสในการแก้ไขปัญหาด้วยตัวเองซึ่งส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
7	การที่พนักงานได้รับมอบหมายงานที่สอดคล้องกับความสนใจของพนักงาน ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
8	เมื่อใดก็ตามที่ผู้บังคับบัญชาไม่ก้าวก่ายงานของพนักงาน ขอเพียงให้งานบรรลุตามเป้าหมายที่ตั้งเอาไว้ จะส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 3 ความก้าวหน้าและโอกาสในการเจริญเติบโตของพนักงาน (Career Opportunities and advancement)						
9	การที่พนักงานได้รับการสนับสนุนให้เข้ารับการฝึกอบรม สัมมนา ดูงาน และศึกษาเพิ่มเติมเพื่อพัฒนาความรู้ความสามารถอย่างเพียงพอและเป็นธรรม ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
10	เมื่อองค์กรมีการสร้างระบบความก้าวหน้าทางสายอาชีพอย่างชัดเจน (Career Path) มีการประชาสัมพันธ์ และจัดทำแผนในการเลื่อนตำแหน่งที่ชัดเจน ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
11	การที่พนักงานได้รับโอกาสในการวางแผนพัฒนา	เห็นด้วย	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น	ไม่เห็นด้วย

ปัจจัยต้นเหตุด้านลักษณะงาน		ระดับความคิดเห็นเกี่ยวกับการมีอิทธิพลต่อ ความทุ่มเทใจต่อองค์กร				
		เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
		5	4	3	2	1
	ตนเอง (Individual Development Plan) ส่งผลให้ พนักงานเกิดความทุ่มเทใจต่อองค์กร	อย่างยิ่ง			ด้วย	อย่างยิ่ง
12	องค์กรมีกลไกในการประเมินผลงานอย่างเป็นธรรม และ Feedback งานที่ทำเพื่อนำมาใช้พัฒนา ปรับปรุงการทำงานอย่างชัดเจน ส่งผลให้พนักงาน เกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 4 ค่าตอบแทน สวัสดิการ ผลประโยชน์ และการแสดงว่าเห็นถึงคุณค่าของพนักงาน (Benefit and Financial reward)						
13	การได้รับค่าตอบแทนที่เหมาะสม ส่งผลให้พนักงาน เกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
14	การได้รับสวัสดิการและสิทธิประโยชน์จากองค์กร เช่น กองทุนสำรองเลี้ยงชีพ ทุนการศึกษาบุตร ค่า รักษาพยาบาลบิดามารดา เงินช่วยเหลือพนักงานใน โอกาสต่างๆ ส่งผลให้พนักงานเกิดความทุ่มเทใจ ต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
15	องค์กรการประเมินผลการปฏิบัติงานเพื่อปรับอัตรา ค่าตอบแทนพนักงานอย่างเป็นระบบและโปร่งใส ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
16	พนักงานได้รับการชื่นชมอย่างจริงใจจาก ผู้บังคับบัญชาจากการทำงานที่ประสบความสำเร็จ ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 5 การสนับสนุนช่วยเหลือจากเพื่อนร่วมงาน (Co-worker relation)						
17	หากพนักงานมีเพื่อนร่วมงานที่ความช่วยเหลือและให้ คำแนะนำการทำงานเมื่อประสบปัญหา ส่งผลให้ พนักงานเกิดความทุ่มเทใจต่อองค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
18	หากพนักงานมีเพื่อนร่วมงานที่รับฟังความคิดและ แลกเปลี่ยนความคิดเห็นทั้งในเรื่องงานและเรื่อง ส่วนตัว ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อ องค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
19	บรรยากาศการทำงานที่มีมิตรไมตรี สามัคคี เชื่อใจ ระหว่างเพื่อนร่วมงาน เปรียบเสมือนเครือญาติ ส่งผล	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง

ปัจจัยต้นเหตุด้านลักษณะงาน		ระดับความคิดเห็นเกี่ยวกับการมีอิทธิพลต่อ				
		ความทุ่มเทจิตใจต่อองค์การ				
		เห็นด้วย อย่างยิ่ง 5	เห็นด้วย 4	ไม่แน่ใจ 3	ไม่เห็น ด้วย 2	ไม่เห็นด้วย อย่างยิ่ง 1
	ให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ					
20	การยอมรับในความแตกต่างระหว่างเพื่อนร่วมงาน และเห็นคุณค่าของปัจเจกบุคคล ส่งผลให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 6 การสนับสนุนช่วยเหลือจากองค์การ (Perceived Organizational support)						
21	องค์การดูแลเอาใจใส่ในเรื่องเรื่องสวัสดิภาพ ความยุติธรรมของพนักงาน ส่งผลให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
22	วัฒนธรรมการทำงานที่เปิดรับฟังความคิดเห็นและเปิดโอกาสให้พนักงานมีส่วนร่วมในการตัดสินใจ ส่งผลให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
23	หากองค์การพร้อมช่วยเหลือพนักงานในกรณีที่มีปัญหาเกิดขึ้น ส่งผลให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
24	การที่องค์การมองเห็นถึงคุณค่าความสำคัญและจุดมุ่งหมายของพนักงาน ส่งผลให้พนักงานเกิดความทุ่มเทจิตใจต่อองค์การ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 7 บุคลิกภาพแบบมีจิตสำนึก (Conscientiousness)						
25	พนักงานที่มีความทุ่มเทจิตใจต่อองค์การ มีลักษณะต้องการความสำเร็จ (Achievement Striving) โดยมักจะวางแผนการทำงานล่วงหน้าเพื่อให้เกิดประสิทธิภาพในการทำงานสูงสุด	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
26	พนักงานที่มีความทุ่มเทจิตใจต่อองค์การ มักมีความรอบคอบและคิดไตร่ตรองอย่างถี่ถ้วนให้บริการลูกค้าหรือก่อนการตัดสินใจ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
27	พนักงานที่มีความทุ่มเทจิตใจต่อองค์การ มีความรับผิดชอบในหน้าที่ (Dutifulness, Responsibility) ต่อเพื่อนร่วมงาน และ ต่อลูกค้า	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
28	พนักงานที่มีความทุ่มเทจิตใจต่อองค์การ มีลักษณะขยัน อดทน สู้งานหนัก (Hardworking)	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 8 การประเมินแก่นแท้ของตนเอง (Core Self-Evaluation)						

ปัจจัยด้านเหตุลักษณะงาน		ระดับความคิดเห็นเกี่ยวกับการมีอิทธิพลต่อ ความทุ่มเทใจต่อองค์การ				
		เห็นด้วย อย่างยิ่ง 5	เห็นด้วย 4	ไม่แน่ใจ 3	ไม่เห็น ด้วย 2	ไม่เห็นด้วย อย่างยิ่ง 1
29	พนักงานที่มีความทุ่มเทใจต่อองค์การจะรับรู้ถึงความสามารถของตนเอง และเชื่อว่าความสามารถที่ตนเองมีอยู่ จะทำให้ทำงานได้สำเร็จลุล่วง (Self-efficacy)	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
30	พนักงานที่มีความทุ่มเทใจต่อองค์การ จะมีความมั่นใจ ความศรัทธา ภาควุมใจในตัวเองว่าสามารถทำงานได้สำเร็จตามเป้าหมาย(Self-esteem)	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
31	พนักงานที่มีความทุ่มเทใจต่อองค์การจะสามารถควบคุมอารมณ์ สุขุม รับแรงกดดันได้ดี (Emotional Stability)	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
32	พนักงานที่มีความทุ่มเทใจต่อองค์การ มีความเชื่อมั่นว่าตนเองเป็นผู้กำหนด/ควบคุมสถานการณ์ต่างๆ ได้ (Locus of control)	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 9 การมองโลกในแง่ดี (Optimism)						
33	พนักงานที่มีความทุ่มเทใจต่อองค์การ มีความคิดว่า จะเกิดสิ่งที่ดีกับตนเอง หากดำรงตนเป็นคนดีและตั้งใจทำงาน	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
34	เมื่อพบเจอปัญหาพนักงานที่มีความทุ่มเทใจต่อองค์การ จะมองว่าเป็นโอกาสและความท้าทายที่จะแก้ไขให้สำเร็จลุล่วง	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
35	พนักงานที่มีความทุ่มเทใจต่อองค์การจะยอมรับความเปลี่ยนแปลงด้วยเหตุผลและสติ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง

ตอนที่ 3 แบบสอบถามเกี่ยวกับผลที่ได้รับจากการที่พนักงานมีความทุ่มเทใจต่อองค์กร (Employee Engagement)

คำชี้แจง โปรดทำเครื่องหมาย ○ ล้อมรอบระดับความคิดเห็นที่ตรงกับความเห็นของท่านมากที่สุด
การตอบคำถามต้องการให้ท่านแสดงระดับความคิดเห็น เกี่ยวกับความสำคัญของแต่ละปัจจัย
ที่ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร โดยไม่อ้างอิงถึงสภาพแวดล้อมปัจจุบันในที่ทำงานของท่าน

ท่านคิดว่าปัจจัยต่อไปนี้ เป็นผลที่ได้รับจากการที่พนักงานมีความทุ่มเทใจต่อองค์กร (Employee Engagement) ในระดับใด

ปัจจัยผลที่ได้รับ		ระดับความคิดเห็นเกี่ยวกับผลที่ได้รับจากการที่พนักงานมีความทุ่มเทใจต่อองค์กร				
		เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
		5	4	3	2	1
ส่วนที่ 10 ความพึงพอใจในงาน (Job Satisfaction)						
36	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานรู้สึกพึงพอใจในงานที่ได้รับมอบหมาย	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
37	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานมีความเต็มใจและยินดีทำงานให้แก่ผู้บังคับบัญชา	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
38	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานรู้สึกมีความสุข และรู้สึกกระตือรือร้นในการเริ่มต้นการทำงานในแต่ละวัน	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
39	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานรู้สึกต้องการส่งมอบบริการที่ประทับใจให้แก่ลูกค้า เพื่อตอบสนองคำตอบแทนและผลประโยชน์ที่ทางองค์กรมอบให้	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 11 การปฏิบัติงานเพื่อให้บรรลุเป้าหมายขององค์กร (Job Performance)						
40	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานแสดงศักยภาพในการทำงานอย่างเต็มที่	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
41	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานให้บริการลูกค้าได้อย่างมี	เห็นด้วย	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย

ปัจจัยผลที่ได้รับ		ระดับความคิดเห็นเกี่ยวกับผลที่ได้รับจากการที่พนักงานมีความ ทุ่มเทใจต่อองค์กร				
		เห็นด้วย อย่างยิ่ง 5	เห็นด้วย 4	ไม่แน่ใจ 3	ไม่เห็น ด้วย 2	ไม่เห็นด้วย อย่างยิ่ง 1
	ประสิทธิภาพและน่าประทับใจ	อย่างยิ่ง			ด้วย	อย่างยิ่ง
42	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานมีความเข้าใจและเห็นอกเห็นใจ ลูกค้ามากขึ้น	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
43	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้ลูกค้ามีความพึงพอใจในการบริการ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 12 พฤติกรรมการเป็นสมาชิกที่ดีขององค์กร (Organizational Citizenship Behavior: OCB)						
44	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานช่วยเหลือเพื่อนร่วมงาน/ลูกค้า ถึงแม้จะไม่ใช่งานของตนเอง	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
45	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานให้ความร่วมมือด้วยความสมัคร ใจในการเข้าร่วมประชุม การปฏิบัติตาม กฎระเบียบขององค์กร	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
46	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานหาวิธีและแนวทางการทำงาน ใหม่ๆ เพื่อพัฒนาคุณภาพบริการ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
47	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานสนับสนุนและปกป้ององค์กร เพื่อให้เกิดภาพลักษณ์ที่ดีต่อบุคคลภายนอก	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
ส่วนที่ 13 ความต้องการคงอยู่ในงาน (Turnover intention)						
48	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานไม่มีความคิดเกี่ยวกับการลาออก จากงาน	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
49	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานไม่มีความโน้มในการมองหางาน ใหม่	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
50	การที่พนักงานมีความทุ่มเทใจต่อองค์กร ทำให้พนักงานมีความปรารถนาจะปฏิบัติงาน ในองค์กรต่อไป	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
51	การที่พนักงานมีความทุ่มเทใจต่อองค์กร	เห็นด้วย	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น	ไม่เห็นด้วย

ปัจจัยผลที่ได้รับ		ระดับความคิดเห็นเกี่ยวกับผลที่ได้รับจากการที่พนักงานมีความ ทุ่มเทใจต่อองค์กร				
		เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็น ด้วย	ไม่เห็นด้วย อย่างยิ่ง
		5	4	3	2	1
	ทำให้เกิดสมดุลภาพระหว่างชีวิตและการทำงาน	อย่างยิ่ง			ด้วย	อย่างยิ่ง

ตอนที่ 4 ข้อเสนอแนะและความเห็นที่เป็นประโยชน์ในการสร้างความทุ่มเทใจต่อองค์กร (Employee Engagement)

- ท่านคิดว่ามีปัจจัยอื่นใดอีกที่ส่งผลให้พนักงานเกิดความทุ่มเทใจต่อองค์กร (Employee Engagement)

- ท่านคิดว่ามีผลลัพธ์ด้านใดอีกบ้างที่เกิดจากการที่พนักงานมีความทุ่มเทใจต่อองค์กร (Employee Engagement)

**** ขอขอบพระคุณในความร่วมมือในการตอบแบบสอบถาม ****

APPENDIX B

QUESTIONNAIRE (ENGLISH VERSION)

Questionnaire
Research Title
“Employee Engagement Model: An Explanatory Study
Of Antecedents and Consequences for Thai Hotel Industry”

This questionnaire is part of a dissertation for a Doctoral Degree in Integrated Tourism Management, The Graduate School of Tourism Management, National Institute of Development Administration (NIDA). The objectives of the study were (1) To examine the relationship between the antecedents and consequences of employee engagement in hotel industry, (2) To develop the causal relationships model among the predicted antecedent variables and the consequences of employee engagement for the Thai hotel industry, and (3) To propose the HR practices or organizational approaches in order to maximize or optimize employee engagement for the Thai hotel industry. Data obtained from this questionnaire will be employed only in conducting this dissertation research as a part of the study. The researcher ensures that there will be no effect to participant performance in the organization and all data will be stored secretly without reviewing the status of the participants.

In this study employee engagement refer as employees' experience during their role performance with a positive, fulfilling, enthusiasm, passion, inspiration, pride, excitement and challenge. Engaged employees immerse themselves into work without noticing that time fly. Engaged employees invest their hand, head and heart energy during their role performance. Moreover, engaged employees have affirmative connection to their organization, thus they will talk about organizations positively and works to improve performance within the job for the benefit of the organization.

Supaporn Prasongthan
S_prasongthan@hotmail.com

Part 1: Demographic data about your company. Please put a ☒ in an appropriate box and fill in the bank the information that corresponds to the current reality of yourself and your company.

Personal demographic information

1. Gender

☐ Male
 ☐ Female
2. Age

☐ 20-30 years old
 ☐ 31-40 years old
 ☐ 41-50 years old
 ☐ 51-60 years old
 ☐ More than 60 years old
3. Educational Level

☐ Below Bachelor degree
 ☐ Bachelor degree or equivalent
 ☐ Master degree
 ☐ Above Master degree
4. Position

☐ Executive and manager
☐ HR manager
☐ Assistant manager and supervisor
☐ Other, please identify _____
5. Tenure with the organization

☐ 1-5 years
 ☐ 6-10 years
 ☐ 11-15 years
 ☐ More than 15 years
6. Monthly income

☐ 15,000-24,999 baht
 ☐ 25,000-34,999 baht
 ☐ 35,000-44,999 baht
 ☐ More than 45,000 baht

Organizational characteristic information

7. Number of rooms

☐ Less than 60 rooms
 ☐ 60-149 rooms
 ☐ 150 rooms and more
8. Number of employees

☐ Less than 100 employees
 ☐ 100-199 employees
 ☐ 200-299 employees
 ☐ 300 employees and more

9. Location of the hotel

- ☐ North Please identify the name of the province _____
- ☐ Central Please identify the name of the province _____
- ☐ Northeastern Please identify the name of the province _____
- ☐ South Please identify the name of the province _____

10. Type of hotel ownership

- ☐ Individual Ownership
- ☐ Management Contact
- ☐ Franchise
- ☐ Chain
- ☐ Other Please identify _____

Part 2: The Antecedents of the Employee Engagement

Please consider the following sentences and put a ○ in an appropriate descriptive word that corresponds to your opinion about the antecedent of employee engagement. The answers are based on your experience rather than the current reality of your company

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
<i>Perceived Supervisory Support</i>						
1	Supervisor really cares about employee's opinions and is willing to listen to work-related issues.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
2	Supervisor cares about employee's welfare, well-being and considers	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	employees' value and dignity.					
3	Supervisor treats fairly when judging a problem.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
4	Supervisor shows positive behavior toward employees, such as providing help and support, praising good work and encouraging employees to develop new skills.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Autonomy						
5	Employees exercise good judgment to perform, and carry out their tasks.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
6	Employees have autonomy to solve problems.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
7	The tasks are congruent with employee interest.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
8	Supervisor or manager would not interfere with employees as long as	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	employees can complete their goals.					
<i>Career Opportunities and advancement</i>						
9	Employees were supported to participate in training, seminars, and/or additional courses to develop their skills.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
10	Hotel offers career path management and development, and succession planning which support employee's advancement.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
11	Employees have their own development plan.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
12	Hotel has a reasonable performance appraisal system and provides feedback to employees for their improvement.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
<i>Benefit and Financial reward</i>						
13	Employees receive fair pay.	Strongly Agree	Somewhat	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
			Agree			
14	Employees receive welfare and benefits, such as provident funds, child educational funds, medical fees for parents and other grant-in-aids.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
15	Hotel has systematic job appraisal in order to raise the salary.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
16	Employees receive appreciation and recognition from their superior once they accomplish their tasks.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Co-worker relation						
17	Employees can count on their co-workers when they come across difficulties in their work.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
18	Co-workers are willing to listen and share both work-related and personal issues.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
19	Workplace climate is full of friendliness,	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	unity, trust, and kinship among employees.					
20	Co-workers comply with individual differences and value each individual.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Perceived Organizational support						
21	Organization cares about their employees' well-being.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
22	Organizational culture offers employees opportunities for discussion and participation.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
23	Organization is willing to help their employees, in case of a difficulty situation.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
24	Organization perceives employees values, importance and goals	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Conscientiousness						
25	Engaged employees generally strived toward achievement. They	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	normally plan ahead in order to achieve effectiveness.					
26	Engaged employees are vigilant and considerate before take action.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
27	Engaged employees are dutiful and responsible toward their colleagues and customers.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
28	Engaged employees are hardworking.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Core Self-Evaluation						
29	Engaged employees make-up the characteristic of self-efficacy. They believe in their own abilities to complete goals.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
30	Engaged employees will have a positive evaluation of themselves. They have high self-esteem which give them the belief that	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	they are capable, worthy and proud.					
31	Engaged employees have a high level of emotional stability. They are stable, balanced and have emotional resilience.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
32	Engaged employees believe that they can control events that affect them.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Optimism						
33	Engaged employees believe that if they are dedicated to their work and are being a good person, they will get some good things in return.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
34	When facing problems, engaged employees will perceive it as an opportunity and challenge to resolve it.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Antecedent of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
35	Engaged employees manage changes rationally and consciously.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Part 3: The consequences factors of the Employee Engagement

Please consider the following sentences and put a ○ in an appropriate descriptive word that corresponds to your opinion about the outcomes of employee engagement. The answers are based on your experience rather than the current reality of your company

Consequences of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
<i>Job Satisfaction</i>						
36	Engaged employees are satisfied with their jobs.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
37	Engaged employees are willing to work for their superior and their organization.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
38	Engaged employees will come to work every day with happiness and enthusiasm.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Consequences of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
39	Engaged employees will provide impressive service delivery to customers, in order to reciprocate with the pay and benefit received from the hotel.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Job Performance						
40	Engaged employees will perform with their full work-potential.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
41	Engaged employees are able to deliver the service to the customer effectively and impressively.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
42	Engaged employees try to recognize specific need of customers.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
43	Engaged employees can deliver customer satisfaction.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Organizational Citizenship Behavior: OCB						
44	Engaged employees help out their co-workers and customers even though it is not their responsibility.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
45	Engaged employees are willing to participate in the	Strongly Agree	Somewhat	Neutral	Somewhat Disagree	Strongly Disagree

Consequences of employee engagement		Level of opinion				
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
		5	4	3	2	1
	organizational meeting and comply with the rules and regulation.		Agree			
46	Engaged employees offer ideas to improve the operation of the organization.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
47	Engaged employees defend the organization and attempt to promote a good organizational image.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Turnover intention						
48	Engaged employees do not consider quitting their job.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
49	Engaged employees are not looking for a new job.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
50	Engaged employees have a desire to continue working in the organization.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
51	Engaged employees have their work-life balance.	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree

Part 4: Open ended questions about the additional factors of the antecedents and consequences of employee engagement

- In your opinion is there any other antecedent factors that influence to the level of employee engagement

- In your opinion is there any other outcomes of employee engagement

**** Thank you very much ****

APPENDIX C

FORM FOR INTERVIEW (THAI VERSION)

แบบฟอร์มการสัมภาษณ์

ชื่อผู้ให้สัมภาษณ์

ตำแหน่ง.....

โรงแรม

โทรศัพท์..... Email:.....

1. รบกวนผู้ให้สัมภาษณ์ช่วยเล่าถึงการศึกษา ประสบการณ์การทำงานในธุรกิจโรงแรม
2. ท่านคิดว่าอะไรคือปัจจัยสำคัญที่ทำให้พนักงานโรงแรมเกิดความทุ่มเทใจต่อองค์กร (Employee engagement)
3. ท่านคิดว่าหากพนักงานมีความทุ่มเทใจต่อองค์กร (Employee engagement) จะส่งผลอย่างไร ทั้งด้านส่วนบุคคล และต่อองค์กร
4. เพื่อให้พนักงานเกิดความทุ่มเทใจต่อองค์กร (Employee engagement) ท่านคิดว่าโรงแรมควรมีแนวทาง/กลยุทธ์/เครื่องมือ/แนวปฏิบัติ อย่างไร ในประเด็นดังต่อไปนี้

- การส่งเสริมเพื่อให้เกิดความก้าวหน้าและโอกาสในการเจริญเติบโตของพนักงาน (Career Opportunities and advancement)
- การส่งเสริมเพื่อให้เกิดการสนับสนุนช่วยเหลือจากเพื่อนร่วมงาน (Co-worker relations)
- การส่งเสริมเพื่อให้เกิดการสนับสนุนช่วยเหลือจากองค์กร (Perceived Organizational support)
- การส่งเสริมเพื่อให้พนักงานมีจิตสำนึกที่ดี มีสติ รอบคอบ และรับผิดชอบ (Conscientiousness)
- การส่งเสริมเพื่อให้พนักงานมองโลกในแง่ดี (Optimism)

APPENDIX D

FORM FOR INTERVIEW (ENGLISH VERSION)

FORM FOR INTERVIEW

Name

Position.....

Company.....

Telephone..... **Email:**

1. Ask the interviewees to talk about their biography such as work experience, educational background, and their understanding about employee engagement.
2. What are the factors affecting the employee engagement in your opinion?
3. What are the outcomes of the employee engagement in your opinion?
4. In your perspective, what are the best ways to develop employee engagement and how? Which HR practices and organizational approaches would be used in order to maximize or optimize employee engagement regarding to 5 main factors listed below?

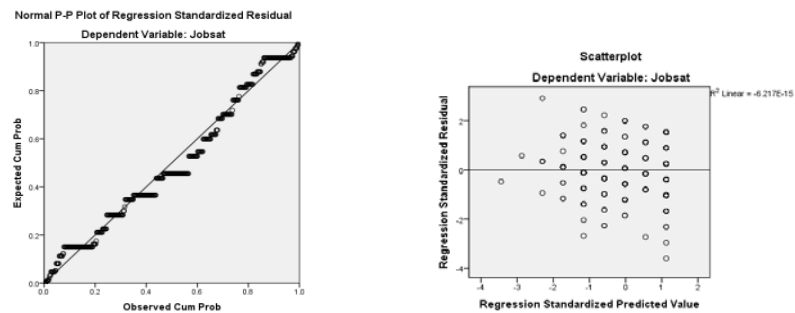
- Career opportunities and advancement
- Co-worker relations
- Perceived Organizational support
- Conscientiousness
- Optimism

APPENDIX E

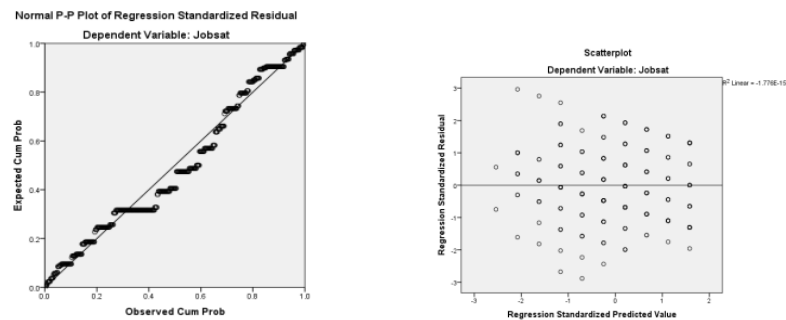
STATISTICAL RESULTS

STATISTICAL RESULTS

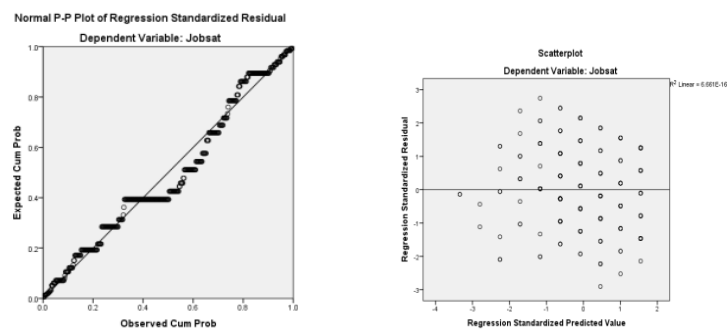
P-P Plot and Scatterplot between Job Satisfaction and Perceived Supervisory support



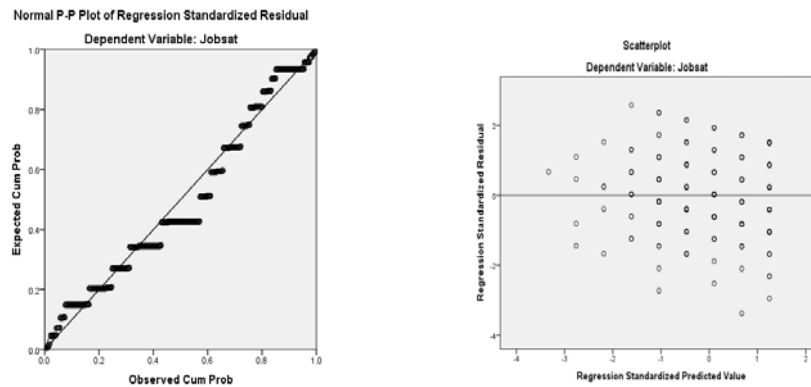
P-P Plot and Scatterplot between Job Satisfaction and Autonomy



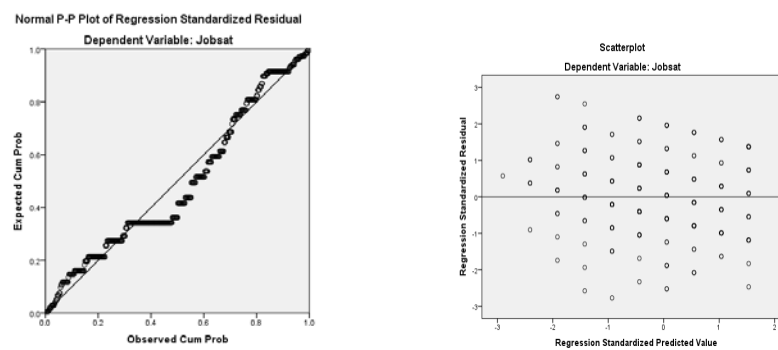
P-P Plot and Scatterplot between Job Satisfaction and Career Opportunities and Advancement



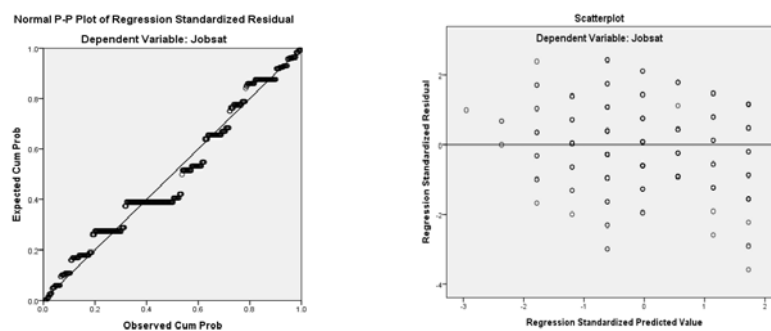
P-P Plot and Scatterplot between Job Satisfaction and Benefit and Financial Reward



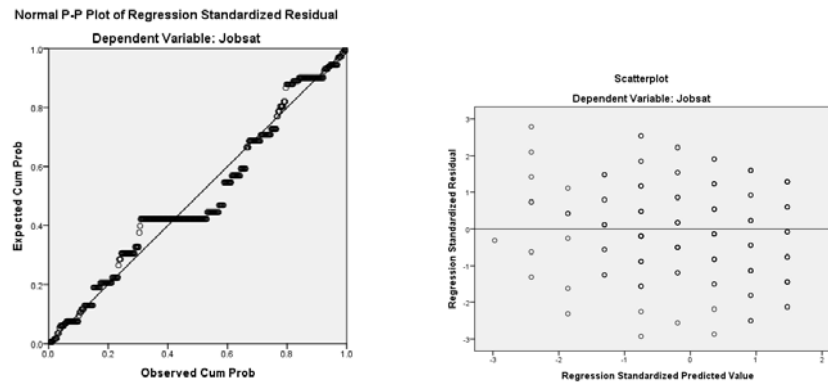
P-P Plot and Scatterplot between Job Satisfaction and Co-Worker Relation



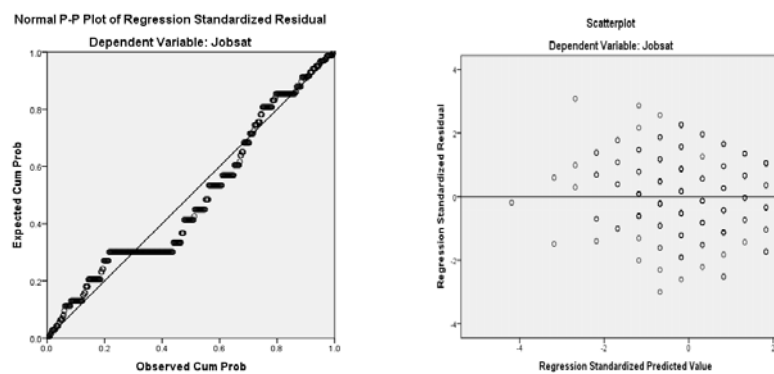
P-P Plot and Scatterplot between Job Satisfaction and Perceived Organizational Support



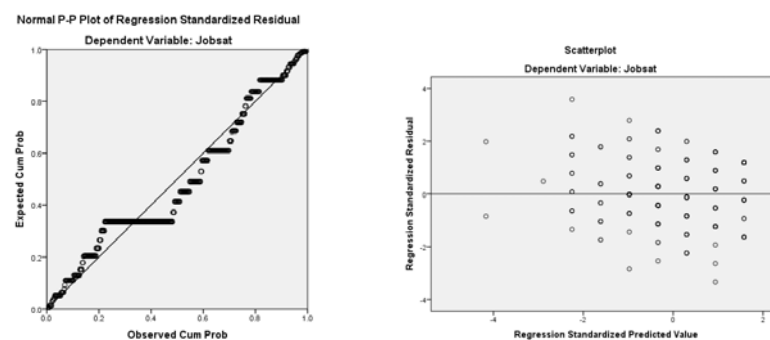
P-P Plot and Scatterplot between Job Satisfaction and Conscientiousness



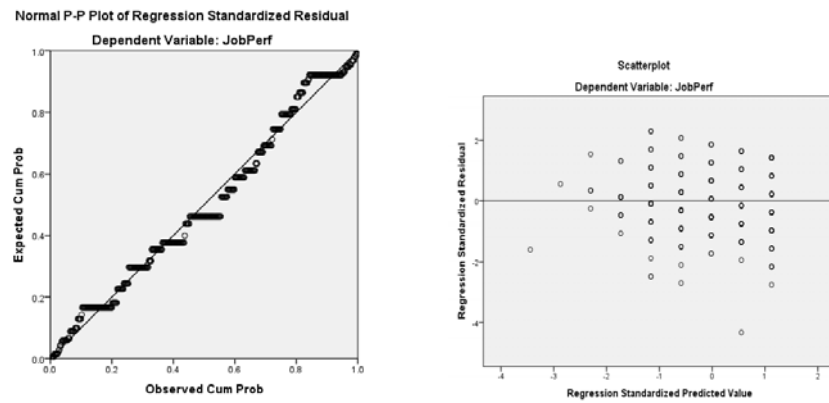
P-P Plot and Scatterplot between Job Satisfaction and CSE



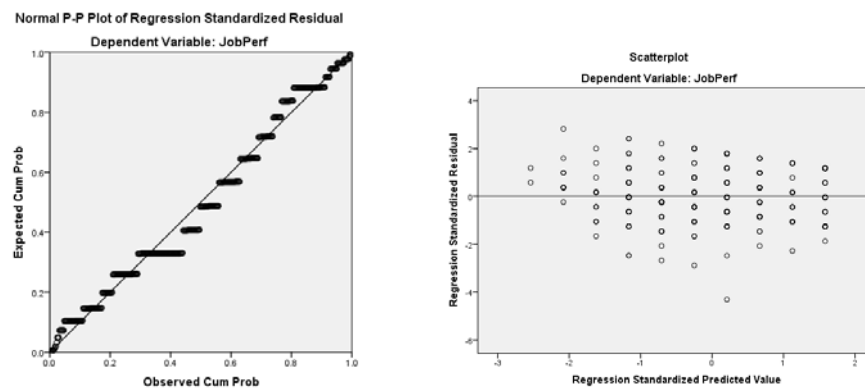
P-P Plot and Scatterplot between Job Satisfaction and Optimism



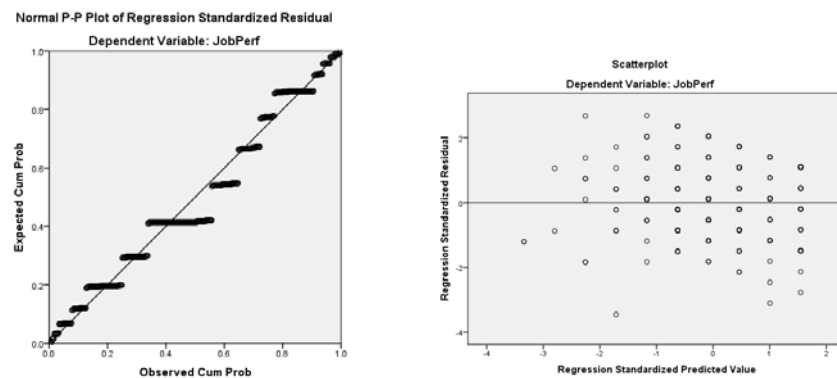
P-P Plot and Scatterplot between Job Performance and Perceived Supervisory Support



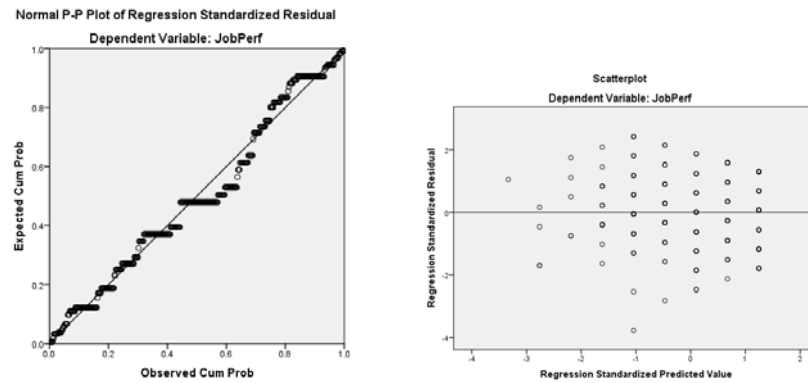
P-P Plot and Scatterplot between Job Performance and Autonomy



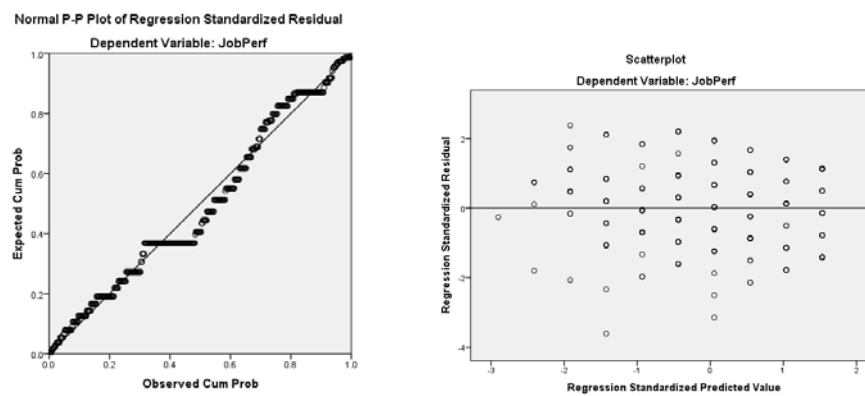
P-P Plot and Scatterplot between Job Performance and Career Opportunities and Advancement



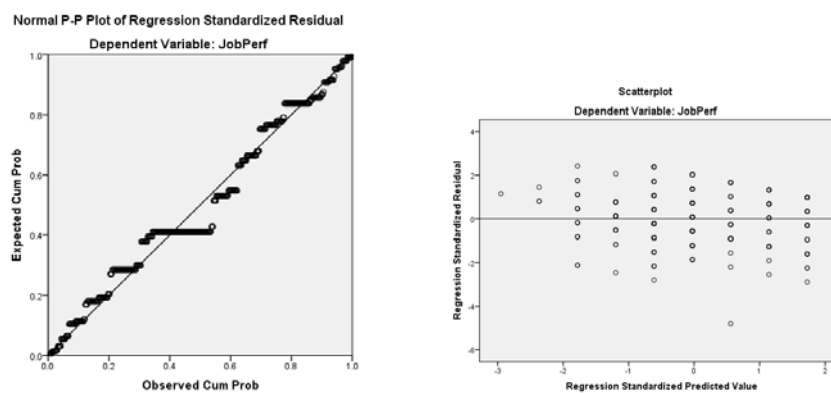
P-P Plot and Scatterplot between Job Performance and Benefit and Financial Reward



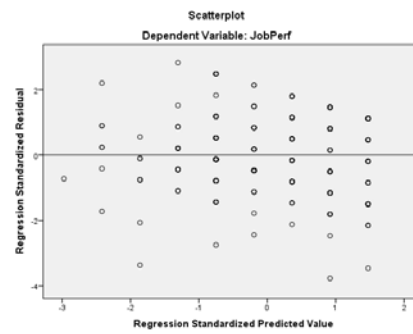
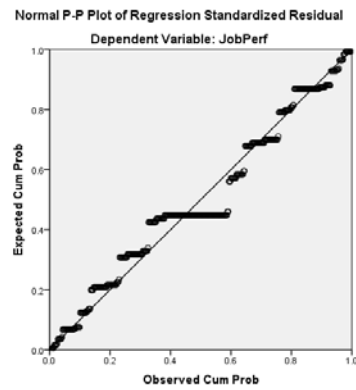
P-P Plot and Scatterplot between Job Performance and Co-Worker relation



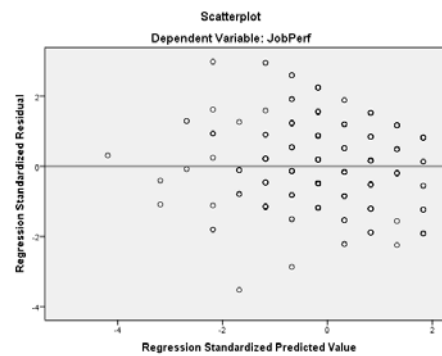
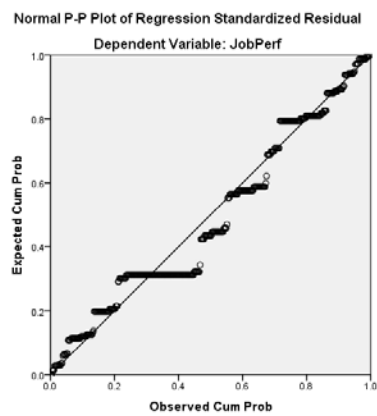
P-P Plot and Scatterplot between Job Performance and Perceived Organizational Support



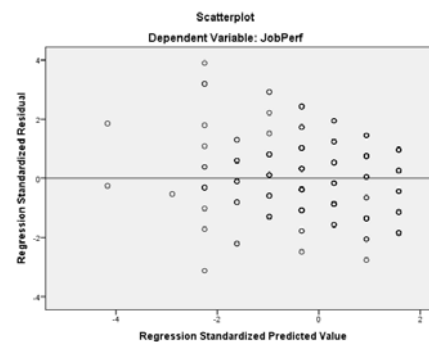
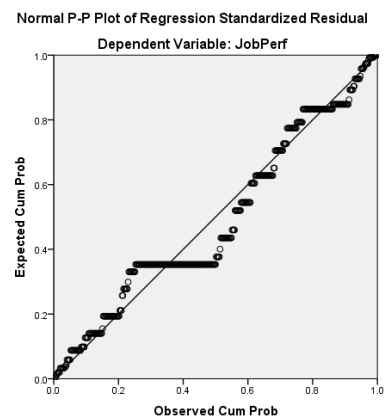
P-P Plot and Scatterplot between Job Performance and Conscientiousness



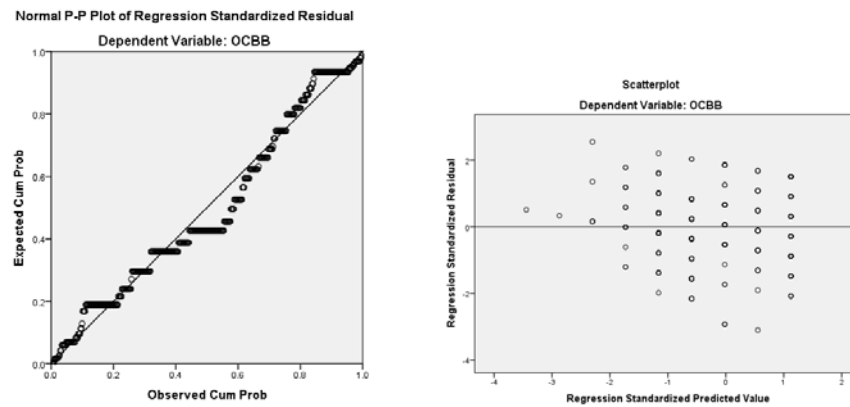
P-P Plot and Scatterplot between Job Performance and CSE



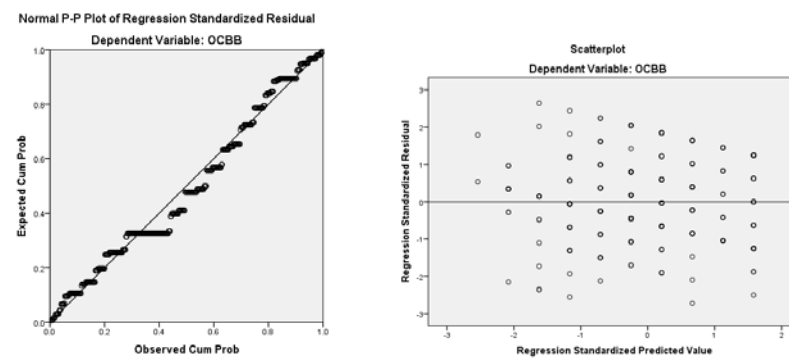
P-P Plot and Scatterplot between Job Performance and Optimism



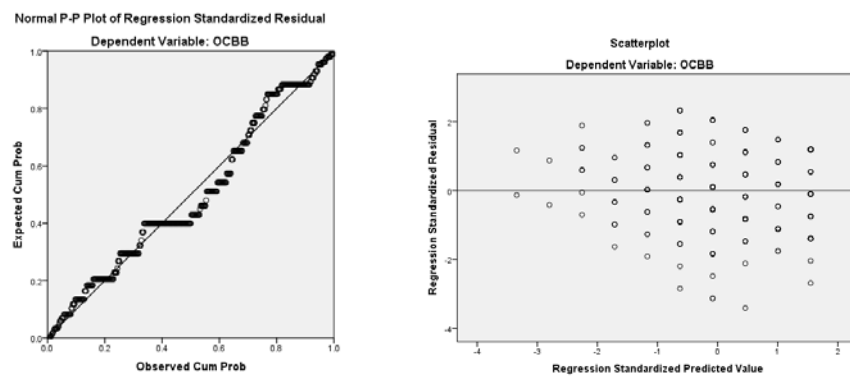
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Perceived Supervisory Support



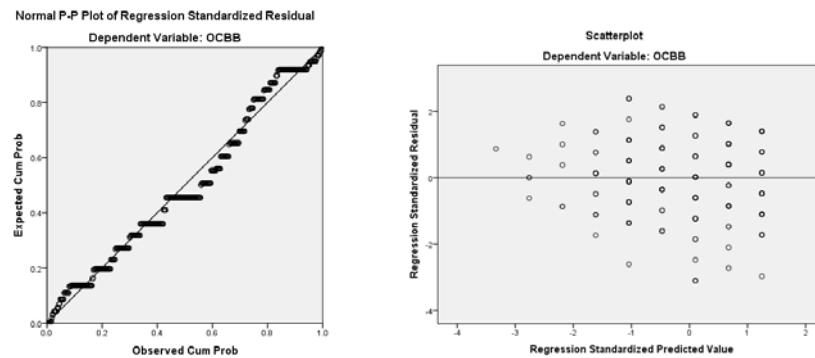
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Autonomy



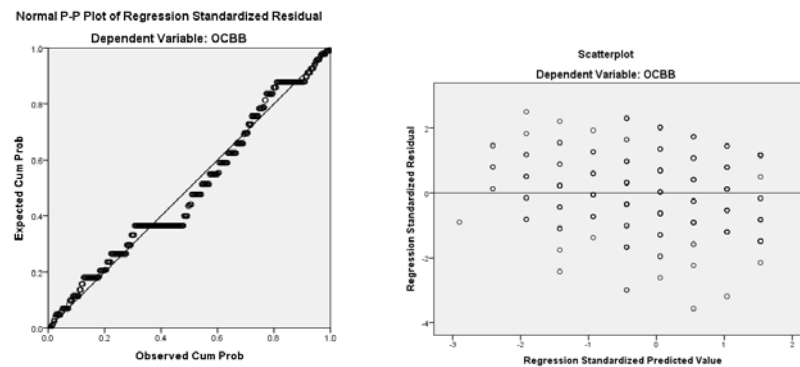
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Career Opportunities and Advancement



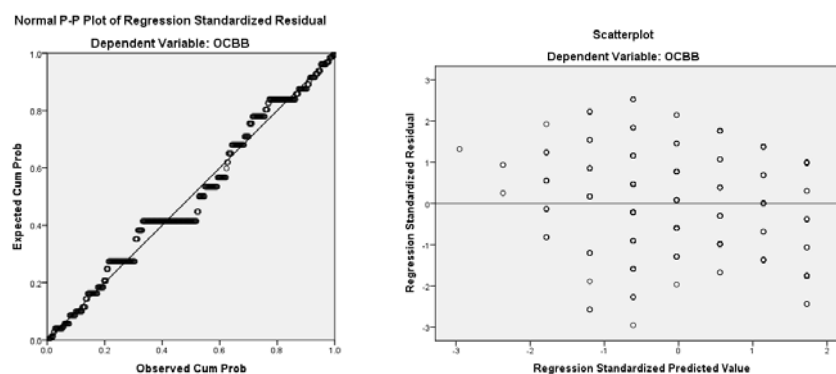
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Benefit and Financial Reward



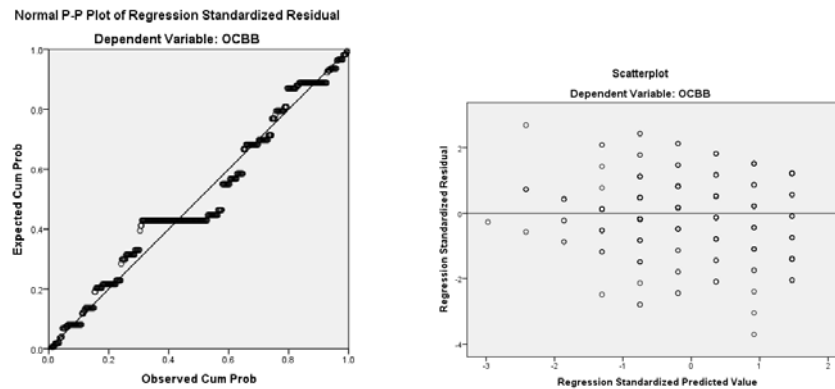
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Co-worker relations



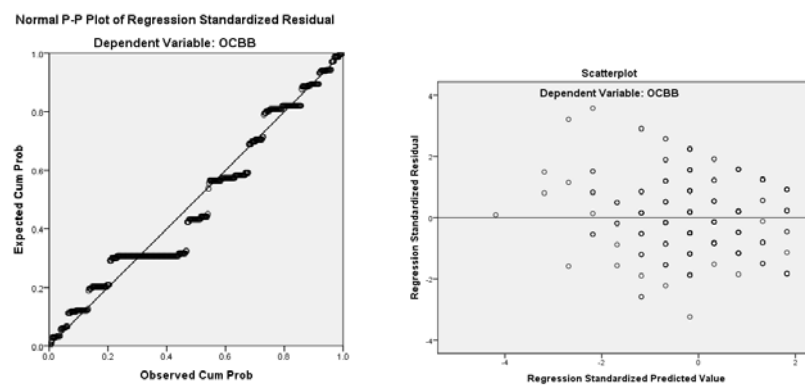
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Perceived Organizational Support



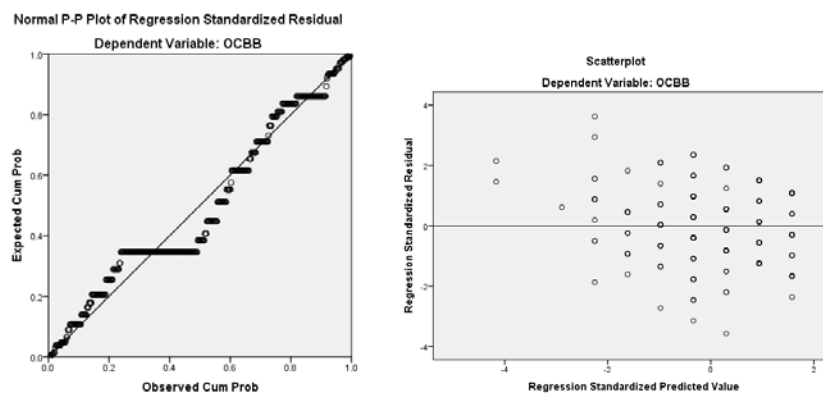
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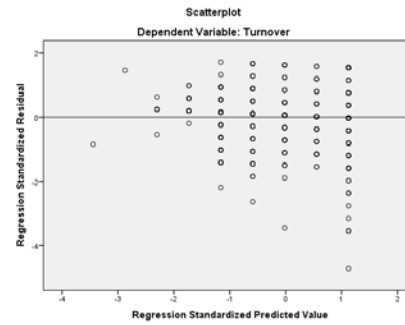
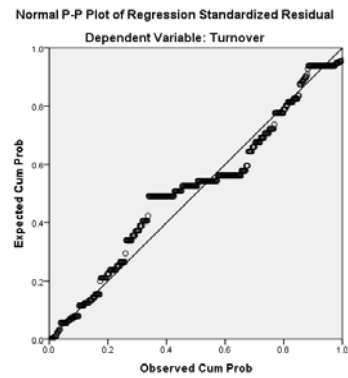
P-P Plot and Scatterplot between Organizational Citizenship Behavior and CSE



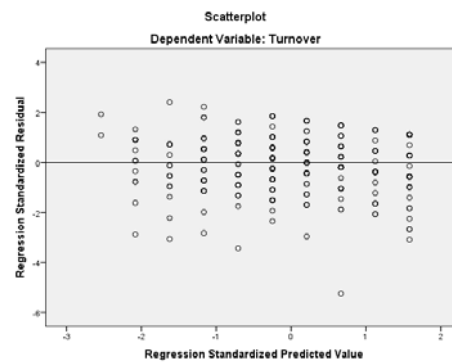
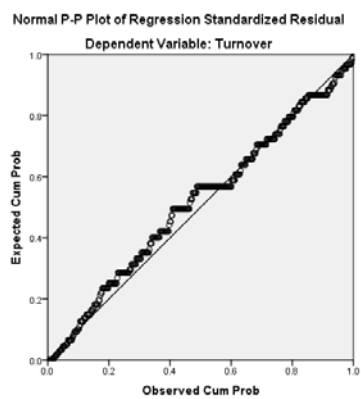
P-P Plot and Scatterplot between Organizational Citizenship Behavior and Optimism



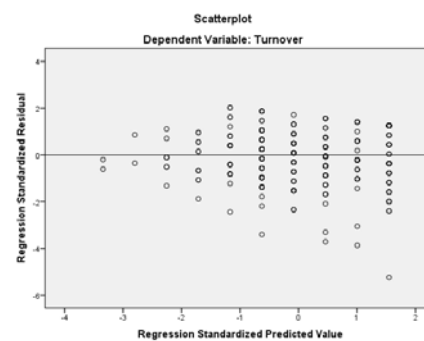
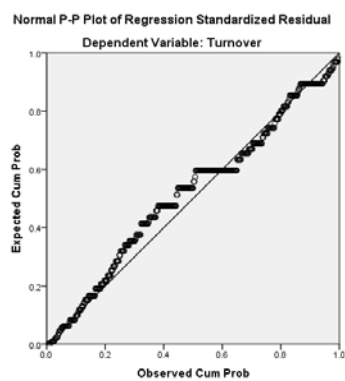
P-P Plot and Scatterplot between Turnover Intention and Perceived Supervisory Support



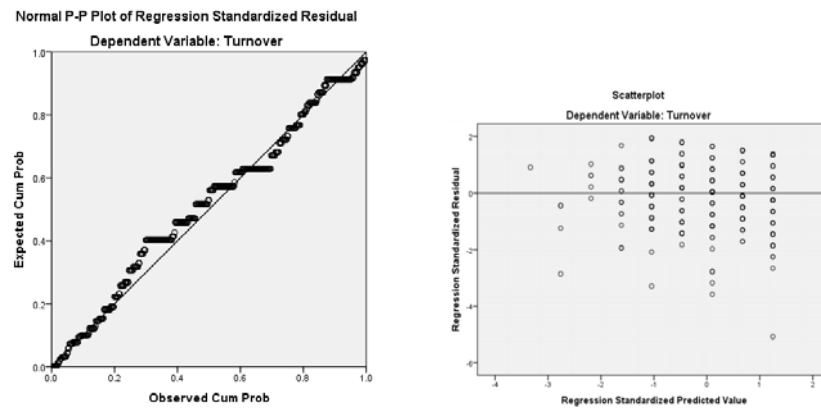
P-P Plot and Scatterplot between Turnover Intention and Autonomy



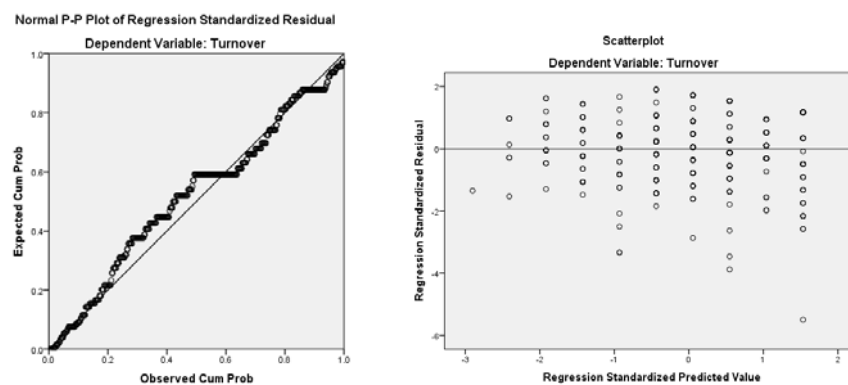
P-P Plot and Scatterplot between Turnover Intention and Career Opportunities and Advancement



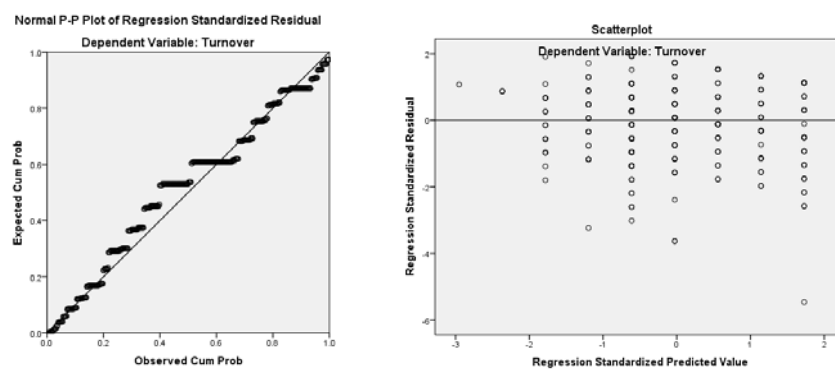
P-P Plot and Scatterplot between Turnover Intention and Benefit and Financial Reward



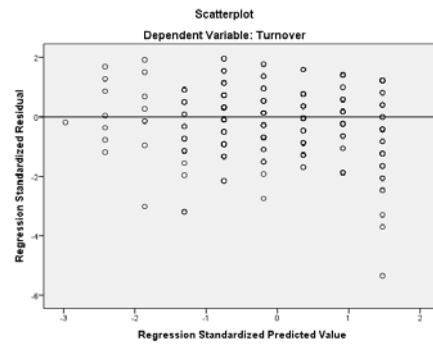
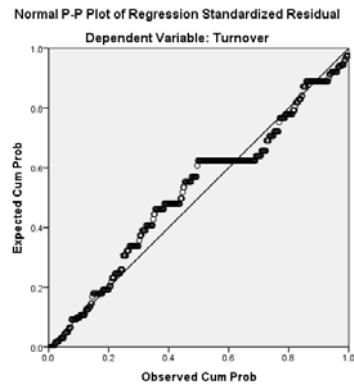
P-P Plot and Scatterplot between Turnover Intention and Co-worker relation



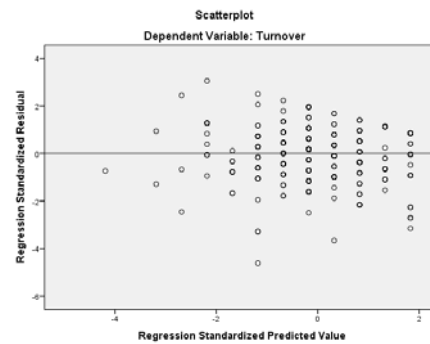
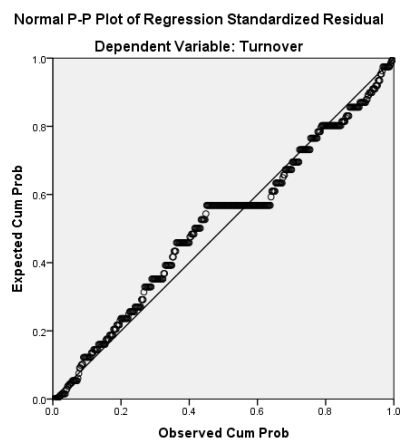
P-P Plot and Scatterplot between Turnover Intention and Perceived Organizational Support



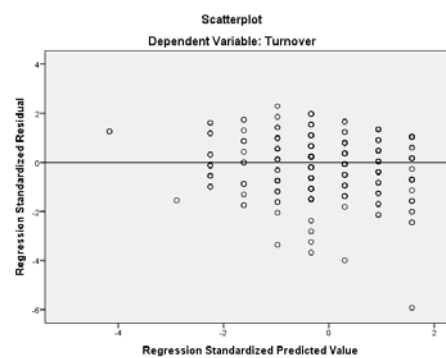
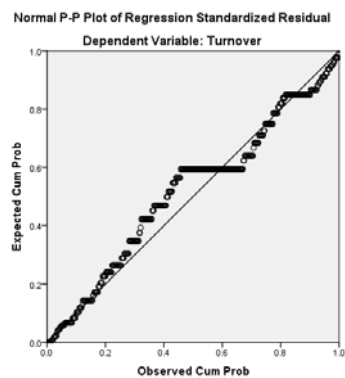
P-P Plot and Scatterplot between Turnover Intention and Conscientiousness



P-P Plot and Scatterplot between Turnover Intention and CSE



P-P Plot and Scatterplot between Turnover Intention and Optimism



BIOGRAPHY

NAME	Miss Supaporn Prasongthan
ACADEMIC BACKGROUND	<p>Bachelor Degree in Social Science from Srinakarinwirot University in 1993</p> <p>Master Degree in Hospitality Administration from Johnson & Wales University in 1996</p> <p>Certificate IV in Information Technology System Analysis and Design from Australian Institute of Commerce and Language, Sydney, Australia in 2004</p>
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EXPERIENCES	Lecturer at Faculty of Social Science, Srinakharinwirot University, Bangkok Thailand

PUBLICATIONS ARISING FROM THE THESIS

Supaporn Prasongthan and Chokechai Suveatwatanakul. (2014). A conceptual framework of employee engagement model for hotel industry. Proceedings of the Burapha University International Conference 2014 on 3-4 July 2014, pp.265-274.

Supaporn Prasongthan. (2012). Concept and driving factors of employee engagement.
Journal of Social Sciences Srinakharinwirot University, 15(January-
December), 157-162. (In Thai).