THE INFLUENCE OF EMPLOYEE MOTIVATION AND INNOVATIVE BEHAVIOR: THAI AIRWAYS INTERNATIONAL CASE STUDY

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A Thesis Submitted in Partial
Fulfillment of the Requirements for the Degree of
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ABSTRACT

Title of Thesis	THE INFLUENCE OF EMPLOYEE MOTIVATION AND INNOVATIVE BEHAVIOR: THAI AIRWAYS INTERNATIONAL CASE STUDY
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There is a huge scale of competition in the airline business and employee plays a vital role factor for success or failure of organization hence this study aims to examine the influence of intrinsic and extrinsic motivation factors for job satisfaction on employee engagement and employees' innovative behavior in the airlines industry in Thailand with Thai Airways International as the case study. It is essential for the survival of business, as new human resources practice is vital to improve employees' performance, hence employee engagement has been implemented in many industries as it is believed to be a key ingredient in performance growth for both employee, organization and global competitiveness.

This study employed a quantitative method and data collecting by a survey questionnaire with airline ground staff. The data was collected from the various position of frontline group employee for instance check-in staff, boarding gate staff, baggage handling staff and lounge attendant staff. A total of 320 questionnaire forms was collected then analyzed by data analysis performed by using Structural Equation Modelling technique with the operate of AMOS program. The confirmatory factor analysis (CFA) was conducted to analysis the reliability of variables, a pilot test of 30 data was used to pretest the validity and reliability of the instruments. The findings revealed that career growth is the most intrinsic motivating factor and organizational policy is the most extrinsic motivating factor that influence on job satisfaction. Research found that job satisfaction is an antecedent of employee engagement; moreover, employee engagement is positively related to employees' innovative behavior. Exploring the key driver of employees' motivation, employees' job satisfaction, employee engagement and employees' innovative behavior contributes to both

academic and practical implications. In addition, this study proposes new knowledge for a future study model which is from the key finding of this study and for the future study in deep of key driver of employee engagement impact on the innovative work behavior that can be applied to any industry.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This research aims to study about the antecedent and consequent of employee engagement focusing on the relationship between employees' motivation for job satisfaction on employee engagement and how employee engagement influence to create the employees' innovative behavior of the frontline ground staff in the full-service Airline in Thailand. Subsequently, from the forecast of Air Transportation International Association from the last twenty years that the air transport has been growth extremely this because of the expansion of the world economy as reported from The International Air Transport Association (IATA, 2016). The global air traffic has foreseen the demand of travelling from traveler will be increasing from 2.8 billion in 2011 to 3.8 billion in 2016 and will continue increase for the average growth rate about 5.3 % for both domestic and international. For International markets are expected to increase from 1.11 billion to 1.45 billion passengers despite the airline business is tough competitive environment and how airline will respond in term of external marketing and how internal marketing, to emphasize on the employee is the vital, the engaged employee could impact to organization performance therefore the individual characteristic will be studied on how it affects the engagement, what is the factor? in this chapter the topic has divided in the sub topic as followings 1.1) Introduction, 1.2) Background and Statement of Problem, 1.3) Justification of the research, 1.4) Research aim and research question , 1.5) Scope of Study, 1.6) Contribution of this Study, 1.7) Definition Key Terminologies and 1.8 Summary of chapter 1 subsequently the detail as below.

1.2 Background of the Research

The main product of airline industry is to provide a service to customer by selling seats on the aircraft hence the frontline position will play a very important role in contacting customer and deliver service to fulfill customer's needs however in this study will focus on frontline group staff e.g. check-in staff, boarding gate staff, baggage handling staff and lounge attendant staff only. Those employees who interact directly with customer highly influence the level to the customer satisfaction consequently the organizational performance will be improved too. Most of service industry would focus on creating the customer royal program to gain the customer engagement however lack of enhancing the employee program to stimulate the employee motivation would lead to failure in high level of employee turnover plus the less engaged employee in the organization. With the tough competitive that airlines operate in today, to win the customers' heart in return to use the service of airline, employees will be one of the key important role. (Ahmad, Wasay, & Jhandir, 2012).

The Airlines industry as a whole is facing problems around over-capacity, price pressures, exchange volatility, security threats and political uncertainties hence the Airlines industry have been faced the tough competition environment both internally and externally saying that the competitor plays a heavy role in completing the price, services, promotion by internally cost leadership is also the major issue for all Airlines problem however by cutting cost of the services and some charged to the customer e.g. select seat, lounge access. how Airline still keep the quality of service deliver to customer and make them feel satisfy subsequently the frontline staff will be focused as a key to drive the customer satisfaction and hence this study aims to research about the relationship between employee motivation and job satisfaction toward engaged employee as when employee engagement to the organization is the valued driven for organization , it is proven that the outcome of organization perform including financial performance and success of the business correlated to the level of employee engagement therefore many company have confirmed with this prediction and outcome from the survey and research also reassurance (Bates, 2004); (Baumark, 2004); (Harter, Schmidt, & Hayes, 2002) ; (Richman, 2006).

The workplace environment has affected to employee motivation by both personal characteristics as well as workplace environment. The engaged employee has benefit to the organizations in many ways.

The relationship between employee motivation and job satisfaction impacting on employee engagement hence the motivation has been studied from the various researcher to be understandable the motivational is positively the factor to force for a behavior, action or any task which consist of the three different aspect: expectancy, instrumentality, and valence (Vroom & Deci, 1989). However, motivation factors including pay, fringe benefit compensation, rewards, opportunity for advancement and promotion have been examined in the motivation factor (Byrne, 1986) ; (S. Wong, Siu, & Tsang, 1999). Besides other motivation factors such as job responsibility, recognition from people, job challenge, feelings of accomplishment, involvement and development of self-esteem have been identified important to motivate employees (S. Wong et al., 1999). Despite the study of intrinsic and extrinsic which affect to the motivation factor, to explain the meaning of Intrinsic as being spontaneous, existing within the person while the extrinsic is basically from the external: intrinsic work motivation regards to motivate person from his/her mind (e.g., feelings of accomplishment and development of self-esteem) and extrinsic work motivation more depends on the external factor e.g. compensation, rewarding.

The job satisfaction is influencing to the employee particularly in the service industry that they must interact with customer also it is assumed that when frontline staff have high level of satisfaction in their job will be positively in high performance. The service firms must find the way to manage their frontline staff to have the most productive and effectiveness to ensure that they have a positive mindset towards their job. (Chan & Wan, 2012) ; Sarwar and Khalid, 2011). Job satisfaction is defined as the pleasurable emotional state of an employee, regarding his or her job duties, supervisor, working situations, and the organization (Sarwar and Khalid, 2011). Job satisfaction is defined in terms of all the characteristics of the job itself, and of the work environment in which employees may find rewards, fulfillment, and satisfaction, or conversely, frustration or dissatisfaction (Bussing, Bissels, Fuchs, & Perrar, 1999).

Subsequently, the motivation of employee plays a vital role in related to job satisfaction and impacting to the employee engagement particularly in the service industry and transportation which concern about interacting with customer. Robinson et al. (2004) define 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. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee." The study of the relationship between employee motivation and job satisfaction impacting on employee engagement are designed to find out the statement of problem for this study despite having reviewed the pass study and found out the gaps as be in the next content.

Hence the reviewed from pass study in the topic of Employee motivation, Job satisfaction, Employee engagement and the airlines industry from the various written from the various research that will be still academic gaps to this study the summary in the chronological year order as per below table 1-4.

Table 1.1 Literature related to Employee Motivation Academic Gaps

No.	Author	Airlines industry	Information System /Technology Firm	Hospitality / hotel/ service organization	Improving organization performance	Cross cultural in China	Reward & recognition & compensation
1	Leete ,(1998)						✓
2	Maka, Sockel (1999)		✓				
3	Haysa, Hill, (2000)			✓	✓		
4	Hansen, Smith, Hansen, (2002)		✓				✓
5	Meyer, Becker, Vandenberghe (2004)				✓		
6	Gittlell, Nordenflycht, Kochan, (2004)	✓					
7	Carr, Tang, (2005)				✓		
8	Miles, Mangold, (2005)	✓			✓		
9	Chiang, Jang, (2007)			✓	✓		✓
10	Manolopoulos (2008)			✓	✓		
11	Chianga, Jang, (2008)				✓		
12	Nohria, Groysberg, Lee, (2008)				✓		
13	Islam, Ismail, (2008)				✓	✓	
14	Cruz, Pe´rez, Cantero, (2009)				✓		
15	Cadwallader, Jarvis, Bitner, Ostrom, (2010)		✓	✓			
16	Dartey-Baah, Amoako, (2011)				✓		
17	Jackson, Bak, (2012)				✓	✓	
18	Bilal Ahmad, Wasay, Malik, (2012)	✓			✓		
19	Dobre, (2013)				✓		
20	Graves, Sarkis, Zhu, (2013)				✓	✓	

After reviewing the pass study that related to the employee motivation title and have been found that most of the pass to current study focused on how employee motivation affect to the improving of employee performance and organizational performance in the general industry or business with not specific in any business, the study emphasize in the effect of motivation factor impacting to performance both

employee and organizational, another studies focus on the specific industry for instance Airlines industry, hospitality, hotel and service organization however the most study have been found in the hospitality and hotel. The key finding is to enhance the employee motivation would be a critical issue for management and manager to keep employee performance and less employee turnover level. Some research has studied the relationship between motivation and job satisfaction but in the hotel industry for the most of study therefore the academic gaps of relationship between motivation and job satisfaction in the airlines industry have not been found so far in the pass and current study. The researcher would focus on the study of the relationship between employee motivation and job satisfaction in the airlines industry case study: frontline staff.

Table 1.2 Literature related to Job Satisfaction Academic Gaps

No.	Author/Year	Area of Application				
		Airlines industry	Involvement	Hospitality / hotel / service organization	Improving organization performance	Reward & recognition & compensation
1	Brooke, Russell, Price, (1988)				✓	
2	Adams, King, King, (1996)			✓	✓	
3	Wanous, Reichers, Hudy, (1997)				✓	
4	Lum, Kervin, Clark, Reid , Sirola, (1998)				✓	
5	Judge , Bono, (2000)				✓	
6	Judge, Bono, Thoresen, Patton, (2001)		✓		✓	
7	Allen, Velden, (2001)				✓	✓
8	Weiss, (2002)				✓	
9	Bruck, Allen, Spector, (2002)			✓	✓	
10	Hoole, Vermeulen, (2003)	✓			✓	
11	Saari , Judge (2004)		✓		✓	
12	Feature, Rauter (2004)		✓		✓	
13	Amiot, Terry, Jimmieson, Callan (2006)				✓	
14	Chen (2006)	✓			✓	
15	Ahmadi, Alireza (2007)	✓			✓	
16	Kalleberg (2010)					✓
17	Ng, Sambasivan, Zubaidah (2011)				✓	
18	HofferGittell (2011)				✓	
19	Rast, Tourani (2012)				✓	
20	Yeh (2014)	✓			✓	

The pass and current study of job satisfaction also have emphasized on how job satisfaction affect to the improving the employee and organizational performance for most of study which have been found in the general industry or business. With specific industry, as it is a vital for the airlines industry to study due to for the service and airlines industry the employee with job satisfaction attitude however the researcher have not found the study of the relationship between employee motivation

and job satisfaction in any research that has been reviewed hence the academic gaps will be studied with the case of airlines industry, frontline staff.

Table 1.3 Literature related to Employee Engagement Academic gaps

No.	Author	Job Satisfaction	Work Place Work Life Balance	Organizational	Motivation	Pride/Connect to Organization
				Area of Application		
1	Harter, Schmidt (2002)	✓		✓		
2	Wellins, Bernthal (2005)				✓	✓
3	Saks (2006)					✓
4	Barrett (2008)					✓
5	Macey, Schneider (2008)					✓
6	Simpson (2008)	✓				
7	Makos, Sridevi (2010)			✓		
8	Saks (2011)	✓		✓		
9	Butler (2012)	✓		✓		
10	Ahmad, Wasay, Malik (2012)		✓			
11	Ramlall (2012)		✓	✓		
12	Bedarkar, Pandita (2013)		✓	✓		
13	Hur, Moon (2013) Karatephe (2013)			✓		
14	Karatephe (2013)		✓	✓	✓	
15	Yen (2013)		✓			
16	Gallo (2014)	✓	✓	✓		
17	Buckingham, Coffman (2015)					✓
18	Ganguly (2015)		✓	✓		
19	Gagnee, Deci (2015)		✓	✓		
20	Munish, Rachana (2017)	✓				

The review of employee engagement studies has been found the most in the organizational factor to impact on the employee engagement. The study analyzed the term organizational culture in detail. It would be a pattern of rules, regulation or practical of employee in the organization that effects to engaging the employees if the

culture is very strong and positive there positively the high level of engagement (Schein, 1990). The organizational culture is vital factor to engage employee, so the organization always strive for the improvement of the working culture. Organization performance in term of business outcome, Organization commitment toward employee also impact to the level of engagement. There are a research of motivation and job satisfaction effect to engagement however it is a separation factor in each study, and the studies have not found any title in the relationship of employee motivation and job satisfaction impacting on employee engagement. For specific industry or business of most study have been found in the hospitality, hotel and service organization therefore the academic gaps also been found to study in the relationship of employee motivation and job satisfaction impacting on employee engagement in the airlines industry with frontline staff.

Table 1.4 Literature related to Airlines Industry Academic Gaps

No.	Author	Area of Application					
		Airline performance/ operational/safety	Passenger perception /satisfaction/value	LCC – impact on air fare/full service	Human Capital/HRM	Marketing/ CSR/CRM	Service Quality
1	Borenstein, (1989)	✓					✓
2	Chefczyk, (1993)	✓					✓
3	Milliman, Fergusson, Trickett, Condemi, (1999)			✓			
4	Zins, (2001)				✓		
5	Peters, (2003)					✓	
6	Smatana, (2005)	✓					
7	Wang, (2005)		✓				
8	Benchendoref, (2006)		✓				
9	Park, Rodgertson, Wu, (2006)		✓				✓
10	Plame, Bejou, (2006)		✓				
11	Suraovitskikh, (2007)			✓			✓
12	Taumoepeau, Losekoot, (2007)	✓					
13	Carmona-Benitez, (2008)					✓	
14	Lynes, Andrachuk, (2008)					✓	

No.	Author	Area of Application					
		Airline performance/ operational/safety	Passenger perception /satisfaction/value	LCC – impact on air fare/full service	Human Capital/HRM	Marketing/ CSR/CRM	Service Quality
15	Josiassen, (2009)				✓		
16	Barons, Peypoch, (2009)	✓					
17	Agarwal, Dev, (2010)					✓	
18	Mason, (2010)					✓	
19	McNamara, Udekwe, Troftgruben, (2011)						✓
20	Bilotkach, Gaggero, Piga, (2012)					✓	✓
21	Hampson, Junor, Gregson, (2012)			✓			
22	Namukasa, (2012)	✓					✓
23	O'Connell, Williams, (2012)	✓				✓	✓
24	Abdullah, Munisamy, Mohd Satar, (2013)		✓				
25	Agostini, diegolnostroz, (2015)		✓			✓	✓
26	Akamavi, Elsayed, Mohammed, Pellman, Xu, (2015)		✓				✓
27	Buaphiban, (2015)			✓			
28	Thirunavukkarasu, Nedunchezian, (2015)			✓			
29	Zhang, Wang, (2015)	✓		✓			✓
30	Fedosova, (2016)	✓		✓			✓

Several pass studies revealed that and current study about airlines industry have found that most of study emphasize on the airline performance, operation and safety while the low-cost carrier (LCC) become the biggest topic of study in terms of effecting to full service airlines, air fare, customer perception on LCC. Airline industry is considered as an important branch of air transportation. It is a typical service industry, being a part of aviation industry and focusing on moving people and cargo from one location to another. Airline industry is divided into three main sections: Full Service Airline (FSA), Low Cost Airline (LCA), and Charter Airline (CA) (Gillen & Morrison, 2005) however it is a new terminology of airlines arise in this era such as budget airlines, schedule and non-schedule airlines. The study about human capital, employee related to airlines industry is still lacking to study in the

airlines industry emphasized on the influence of employee motivation and job satisfaction impact on employee engagement.

1.3 Justification of The Research

From last couple decades as the result of fast growing airlines industry both domestic and international carrier which increase a very competitive market environment thus it caused to some of airlines has a very low revenue, profit and margin that impact to collapse of the airlines industry compare to other business (Doganis, 2009). Also, the changing of air transport regulation is getting more dynamic and strictly in operation hence the airline business both full service and low-cost carrier needs to comply to maintain their business. However, the only fast adapting management that could survive in the tough competitive which is able to take the company achieve the revenue since this study aims to finding the critical of employee engagement which is the worthy investment of company in long term as human capital is very precious asset, it is time for airlines or other business should focus on the internal marketing (e.g. employee program) to parallel with the external marketing (e.g. customer program) to be equally (Bansal et al., 2001). The fact and of course business likes airline industry could survive from the customer supporting the business therefore to persuade the customer loyalty to the airlines, employee becomes a key to improving the customer loyalty by proving an excellent service as consider as company product to deliver to customer.   In summary employee become the vital and useful resources for company to invest subsequently this study can be justified to build the engagement of employee to improve their work performance, enhance the employees' innovative behavior to create individual and service process to develop the customer satisfaction and customer loyalty also improve organization performance, increase the result growth, revenue growth and finally suitable their business. Hence, this study intent to implement this study that will be described more in the next topic of research contributions.

1.4 Research aim and research questions

The main aim of this study is to examine the relationship between employee motivation and job satisfaction. Secondly, Job satisfaction is impacting on employee engagement. Consequently, how employee engagement influencing to innovative behavior within the full-service Airline hence to achieve the research aim three questions has been raised as followings:

1   How does motivation factors, including intrinsic and extrinsic factors influence on employees' job satisfaction?

2   How does the employees' job satisfaction influence on employee engagement?

3   How does the employee engagement influence on employees' innovative behavior?

1.5 The Scope of Study

1.5.1 Area of study

Thai Airways International at Suvarnabhumi International Airport.

1.5.2 Area of population and sampling

The frontline ground staff as define in the Airlines industry as Ground staff at the airport such as check-in staff, boarding gate staff, total of 217-278 frontline staff from the various position e.g. Check-in staff, Boarding gate staff, Baggage handling staff will be the participant.

1.5.3 Timeline of the research

The study begins from October 2017 – August 2018.

1.6 Contribution of this Study

Contribution can be explained as to make the significant by adding knowledge or providing the things that's worth of making (Petre & Rugg, 2010). Hence this study will be contributed to the area of academic and managerial

1.6.1   Academic Contributions

This study intends to contribute on the academic implications as firstly, the contents and contexts of this study would be information for any related study about human capital, motivation theory purpose which can be applied to other topic or other case study and secondly, for the university those having an Airline Business Management subject for teaching students, this study would be a reference for the topic of human capital in the airline industry, related study of employee engagement in any other industry. Thirdly, the researcher able to learn and apply new knowledge from this finding to develop airline employee strategy management, employee motivation theory and engagement.

1.6.2   Managerial Contributions

This study intends to search the factors that affect to employee engagement for frontline staff in the airlines industry the case study of full services airlines which is one of the fast growing and having a good reputation in Thailand. Firstly, the airline will be able to use research result as the tools to apply for employee retention program and to enhance employee retention strategies of the organization (International, 2017), all employee is different and of course in everyone has unique desire and goals it is a benefit to know what employee wants? and to respond them in the effective way. Secondly, for HRM practice in managing manpower of organizational Human Resource Management (HRM) by meaning is the roadmap in managing people to get the most efficiently and effectively for employees' performance. The objective is to establish in an openness, flexible style to show the caring from management to employee hence result of this study will be a useful data to enhance the plan to motivate employee and Thirdly, the airlines will be able to adapt the result into create organizational culture which define as the pattern of value, norm, belief and attributes (Armstrong & Taylor, 2014) for example to establish organization of knowledge management providing relevant training & development towards employee as the training & development is one of the factors to engaged employee and will be tested on this examination too. Above implications that this study aims to contribute.

1.7 Definition Key Terminologies

Followings are the definition key terminologies intend to describe the definition which will appears in this study to be understandable:

Employee engagement

It defines engagement as psychological presence but goes further to state that it involves two critical components: attention and absorption. Employee engagement is the level of feeling of employee towards their organization in the way of performing their job with full of pride, happiness and sense of belonging to this organization also employee feel like this is their second home to spend time apart form their time at home and the sense of ownership in this organization (Kahn, 1990).

Employee motivation

From the several reviews of employee motivation definition that can be defined from followings authors such as (Pinder, 1998); (Honore, 2009); (Herzberg, Mausner, & Snyderman, 1959). The factors that can be influencing to people to behave in the certain ways with the strength and direction of behavior. And "Work motivation is a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration". The level of inspiration of employee towards their work, the passion about doing sometime and doing on their job.

Job Satisfaction

Locke (1969) has defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job " (Locke, 1969). Job Satisfaction is an affective and emotional response to various facets of one's job (Kreitner & Kinicki, 2004). Employee needs a motivation factor to stimulate the level of satisfaction and the factor depends on individual's need and personal goal. The organization must analyze what is needed motivation factor to increase the level of employees' job satisfaction.

Frontline position

"An individual's characteristic patterns of thought, emotion, and behavior, together with the psychological mechanisms—hidden or not—behind those patterns" (Funder, 2001). The interaction with customer to deliver the services and product to customer. To communicate with customer on behalf of organization. The frontline is the employee whom interact with customer in the way of communicating, delivering the customer service, facing with customer including solving problem and supporting customer in any kind of help also handling customers' satisfaction.

Intrinsic factors

The level of individuals feel that their work is important, interesting, attractive, recognition and challenging by the work-itself related and the opportunity to develop and achieve their goal it is not created by external impact, it is based on need competent and self-determination (Deci & Ryan, 1985). The motivation is within person's mind, attitude, feeling towards the thing to do or the task to do. The intrinsic factor will be varied depends on individual's expectation.

Extrinsic factors

The level of individuals derives the things that have been done to or for them in purpose to motivate them, these will come from the external impacts include reward, pay, compensation, promotion, organizational (Armstrong, 2014). The extrinsic factors is external factor which impact to employees' feeling and these external factor must come form organization provide to employee according to organizational policy and the analysis from the employees' survey and implement in the purpose of increase the level of job satisfaction, engagement.

Innovation

Innovations defined as the development (generation) and/or apply or adoption of new idea or behaviors (Amabile, 1988). To make ordinary thing better in way of product, process or people including creativity thing for better result. To create new thing or improve the ordinary thing for better.

Innovative work behavior

Innovative work behavior (IWB) explained as to generate and explore of opportunity of new ideas (creativity related to behavior) or improve the current things/task to be more in innovation that also include in behavior of directed to change, applying new knowledge or improving processes to enhance individual employees' innovative work behavior (De Jong & Den Hartog, 2008). It can be defined as employee act in the way of solving problem, creating new way to serve customer or colleague in the better way and employee feel empower to act as innovative work behavior.

1.8   Summary of the chapter

The chapter I describes the introduction and statement of problem which the origin of this study is, justification of the research, research aim all of those to reflect the research question following by the scope of study also explaining some of the definition key terminologies to be used in this study for overview the reader shall be able to understand and having an overall clear picture for this study. Having a strong intention to define the employee motivation and job satisfaction impacting on employee engagement for the frontline staff in the airlines industry which is very competitive market environment in the current business situation alongside with what this study shall be able to contribute in both managerial and academic implications. It would be productive to have all the comprehensive of introduction in the chapter I. It is a ground information for reader for the respective context in this study. The audiences will know about how important for study of employee engagement as employee the most resources for the success or failure of the organizations is also employee play a vital role such as improving performance, organization performance. This chapter also details about the scope of study in terms of area of study, timeline, population and sampling.

Finally, the chapter I is a beginning of the journey which will drive you along the way through many adventures in the next chapter therefore in the next chapter will take you to discover the resources that apply as a study tools for instance the review of literature will explain to you the crucial on why the review of literature is needed also what theories to support this study including the variable effect to employee engagement, the methodology also discuss in the next chapter, stay tuned.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

This chapter will present the importance of literature review also scope of hypothesis for this study, the topic in this chapter consist of 2.1) Introduction, 2.2) Employee motivation, 2.3) Job satisfaction, 2.4) Employee engagement, 2.5) The Link between Employee Motivation and Job satisfaction, 2.6) Study of Job satisfaction and employee engagement, 2.7) How is engaged employee impact on employees' innovative behavior, 2.8) Hypothesis, 2.9) Theoretical framework 2.10) Conceptual framework proposal for the research 2.11) Summary of the chapter. As this study involve with organization employee thus it is important to discuss critical of employee, it is believed that management is key to administer the organization to achieve their business objective thus management who strategically in managing organization and employee to respond the rapid change of the demand such as engaged employees are the asset advantage in competition (Dessler, 1993). Therefore, a literature review is very important to be the basic source for justifying the research aims and research question also being a useful information, required data in such the key finding, the result from pass study to be as the strategy for the research analysis (Bryman, 2006). The literature review is very crucial and significant for this study, the literature from various sources of research papers particularly online channel has been reviewed in this study for example Google scholar, Emerald, Sage, Elsevier, ProQuest Education Journals, E-books and Books to search for the relevant context and data for the study. Having conducted as many relevant articles as possible. After reviewing the literature papers have found that the topic about Employee Motivation, Job satisfaction, employee engagement has written in the different purpose with different examine method also an outcome from the various industries however most of the paper appears in the hospitality industry, hotel. In addition, the literature paper which

found that the employee engagement in the Airlines, Aviation and Transportation industry still yet in the small area of study hence it would take this gap to be studied for this research.

The chapter has reviewed the existing literature according to the employee motivation, job satisfaction and employee engagement with the Herzberg's two factors theory, and employee engagement. The beginning of the chapter discusses about definition, useful of motivation, motivational factors (intrinsic and extrinsic factors), and motivational factors that effect to frontline employee in the airlines industry. The rest of the chapter reviews job satisfaction definition, antecedents of job satisfaction, consequences of job satisfaction studies focusing on the impacting on employee engagement. Herzberg's two factors theory is discussed. The context will be explained in the next topic in this chapter.

The following section review employee motivation

2.2 Employee motivation

This topic will consist of the definition of motivation, the critical of motivation, the factors of motivation will be explained.

2.2.1 The definition of motivation

Motivation has been defined by Robbins and Judge (2007) as "the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal". However, it summarized from the various definitions terms given from several researchers that motivation is more about individuals' needs and expectations in satisfying, in the organization management should analyze and be aware of those specific of employee motivation become a crucial (Pinder, 1998). The personal characteristics and workplace environment have affected to the employee motivation, also the engaged employee could benefit to organizations in many ways. To understand employee well, it is necessary to have a two-way communication that could help in listening employees thought and perceive toward organization. (Harter, Schmidt & Hayes, 2002). J. P. Campbell (1990) have researched and explained the motivation as the individuals' perception to dedicate his/her self to work that can be

overserved through the efforts indicate at workplace. Among these models, those created by Lawler, at least in collaboration with Porter (Porter & Lawler, 1968) ; (Lawler, 1968), then with Nadler (Nadler & Lawler, 1977) are focusing on their research about interaction between work motivation and job satisfaction to be addressed in their study.

In accordance with Nadler and Lawler (1977) defined effort consist of the dependent variable of "employee motivation' and motivation is related tom compensation that can be explained by three independent variables which is effort performance expectancy, performance outcome expectancy, and valence. The argued from French researcher described that the motivation process contains only three independent variables e.g. remuneration, fixed and flexible salary pay and benefits, and employee benefits (Igalens & Roussel, 1998).

Summarize in this study, define of motivation is correlation in terms of psychology, management that persuade employee passion and determine in people to increasing efforts and dedicate to the job they perform and achieve their goal setting.

2.2.2 The importance of Motivation

Motivation is a significant factor that be able to influence job satisfaction among workers (Simons & Enz, 1995). To establish the employee motivation that benefit to organization to improve the performance both employee and organization also could be reducing turnover rate at the end. (Carter, 1997). The employee motivation has high impact of both individual and organization which evidence from the various studies with resources data proven (Ganta, 2014). Motivated employee affects to reinforce team employment and individual that could lead to produce more efficiency in more successful and profitable to organization in such every organization must consider and think about how to enhance employee motivation. In addition, motivation can help individual employee to achieve their personal goal setting also is positively lead to job satisfaction when their job condition, workplace environment can be fruitful their needs hence developing employee motivation and constructing their morale is the crucial to build job satisfaction that lead to more effectively in job performance (Siu, Tsang, & Wong, 1997).

It is proven that motivated employee performs better result comparing to unsatisfied employee hence employee will perform effectiveness and efficiently when they feel satisfy on their job or what they are doing in the company (Zerbe, Dobni, & Harel, 1998). Simon and De Varob (2006) suggested that even a high cost of developing employee motivation however it is a good investment for the firm in the long term would giving much more benefit to the organization as it improves employee quality of work and performance. (Gittell, Von Nordenflycht, & Kochan, 2004) remind that the minimizing the employee cost by cutting any compensation, rewarding, recognition may highly lead to lower employee productivity and performance will finally impact to low quality of work and unsatisfied job consequently high number of turnover may occur too. In view the motivation can be a group of strengths that lift performance to align their accomplishment the goal-setting.

The researcher reviews that the airline industry, hospitality, service organization and other corporate organization are studied focuses on the influence of employee motivation with comprehensive of enhancing employee motivation to reach their objective in terms of both financial and non-financial such as good workplace environment, friendly workplace. in addition, under the heavily competitive that companies run business in today, employees will be key player role in support company achieve the performance in terms of both fanatical and non-financial particular in airlines industry that sells seat to its passenger and with the tough competitive environment among airlines competitor , to winning the customers' hearts and minds can make the airlines successfully in the business hence how to motivate employee lead to job satisfaction and enjoyment in final is the critical for the airlines to establish and study the model to motivate their employee.

The competitive business environment nowadays is facing not only within their own country but around the world competitor as become more globalization. Every organization try to focus on developing their product by investing in the technologies, process and launching new product from time to time some even hired consultant company to support and create the strategy to be able to complete in the market meanwhile many organizations such as service industries emphasis on employee particularly frontline staff who interact with customer as they believe that employee can gain the competitive edge. For those product and process can be

imitated but the dedicated employee not be easily to imitated hence organization consider that employee motivation is very important as company weapon to complete in the global market.

2.2.3 The factors of motivation, relevant to this Research

In accordance with Herzberg's two factors theory there are intrinsic and extrinsic rewards (Herzberg, 1959) two kind of motivational factors, therefore the Intrinsic motivators are the internal factors within individual, personal's attitude which obtained through job responsibility, task performance, happy feelings these factors all about task-related while the extrinsic motivators are external factors such as pay & fringe benefit, compensation, interpersonal relation with co-worker, supervisor, management (Herzberg, Mausner & Snyderman, 1959). The human needs that concern social, biological, physiological, safety and self-actualization (Honore, 2009). The query about employees' attitude Herzberg *et al.* (1959) has developed the factors that predicts to relate the employees' attitude there are intrinsic factors and extrinsic factors with the group of items in these both factors however Herzberg explained that intrinsic is directly related to job itself or task-related while the extrinsic is not direct to job itself but depends on the outside condition that surrounding the items listed below.

The first group of intrinsic factors as called motivators (job factors) include:

- Recognition
- Career growth
- Achievement
- Job responsibility
- Job involvement
- Goal setting

The second group of extrinsic factors as named hygiene factors (extra-job factors) include:

- Pay salary
- Workplace environment – interaction with supervisor/manager/co-worker, peers
- Organizational policy

- Work condition

- Leadership from management

- Training & development

    (Hertzerg, 1959)

2.2.4 The review of intrinsic and extrinsic motivation factors

Recognition

This is the positive scenario happens to employee when employee receive a good feedback, praise or reward from the company or management regarding their work performance which shows that management cares about their performance when have reached a high quality of work or when they produce high quality of customer service. The recognition could be in the form of compliment notes, notification or circular newsletter within organization (Lundberg, Gudmundson, & Andersson, 2009). Deeprose (1994) explained that in any organization provides the employee the effective recognition to reflect their job performance will lead to improving their productivity and performance also improving performance of organizations. When Csikszentmihalyi (1990) views that any of organization put the recognition to their employee that will be leaded to the level of satisfaction and happiness also can be maximizing their ability in performing to achieve their task. Flynn (1998) argued that the way to uplift employees' spirit to boost up their morale and rewards and recognition programs keep high spirits among employees, boosts up their morale and attitude to work that recognition is the key role to improve employees' motivation.

Career growth

The process of growing on person's career, self-management and the perception of employee on their career development and advancement within the company besides the possibilities of job promotion, increase salary and a chance to learn new thing in the company to develop their professional skill. From the several studies examine that employee will seek the opportunity of career growth within company hence any company can provide the opportunity for employee of career growth that the will be the positive sign of employee job satisfaction consequently, to engage employee would be positive result too. (Weng, McElroy, Morrow, & Liu,

2010). This will focus on individual employee looks for their promotional within organization with intention to move from one department to another department in the purpose of achieving their goal and finding the support to help them to reach their career goal (Ibarra, 1999). Argued by Hall, to explain more about career growth that growth-oriented can be described as the psychological growth feelings and to achieve their personally related to their career goals which reflect to the success(Hall, 1996).

Achievement

Achievement can be explained that on people 's choice of advancement of task, persistence to achieve performance. The positive outcome of their performance including to complete the difficult job assignment on time, solving problem, delivering the service standard to the customer. From the several studies shows that employee would be engagement more in the organization when they can achieve their task   (Wigfield & Eccles, 2000). Goal setting and expectancies theory can be explained for achievement in the related contexts of individual that would like to achieve something without fail, in addition employee can complete the difficulty of the task that would bring to achievement also self-esteem to feel pride of one or themselves is an antecedence of achievement (Weiner, 1985).

Job responsibility

This is one of the motivational factor which measure work-itself or motivation which related directly to work. Job responsibilities is also related to job authority. Employee feel more satisfy on their job when they fully understand and clear about their job responsibilities also the responsibilities is positively related to gaining the satisfaction on the freedom to make decision from the authorities which come together with job responsibilities. The examiner from previous studied shows that job responsibilities lead to job satisfaction and consequently to employee engagement at the end. (Dartey-Baah & Amoako, 2011). A job responsibilities can be considered as the value of job outcome from the employees' performance is highly sensitive to boost their effort, the job outcome from employee can indicate the degree of job responsible which measured by other factors or variations, The level of responsibility may not only focus on the task that employee perform (Manove, 1997).

Job involvement

The state of cognitive belief in one's job with psychological state that job involvement is job self-esteem. The antecedent influence on job involvement come from job responsibilities, authority, skill in the job, supervisor. The research still unclear about job involvement related to performance or efforts however job involvement is mediated to job satisfaction when employee can be involve in any process of job, making decision or involve in process or plan to improve quality of work (Brown & Leigh, 1996). Job involvement is a positive outcome of emotional that reflect the result of job situation (Locke, 1976), also job satisfaction traditionally has been distinguished from job involvement, which is defined as a cognitive belief state reflecting the degree of psychological identification with one's job (Kanungo, 1982). Although both constructs refer to the specific job, distinctions between the emotional state of liking one's job (job satisfaction) and the cognitive belief state of psychological identification with one's job (job involvement) have been advanced for some time (Locke, 1976).

Goal setting

It can be determined from management or individual with specific performance to identify their performance on the key performance indicator. Goal is the motivation direct to employee behavior as a set of challenging to achieve their goal but must be in the realistic level also management and company should provide the positive way to achieve their goal. Goal setting could be a motivation to engage employee in the certain time during their stay with the company. (Schunk, 1990). There are study of Goal-setting theory was found largely on the empirical research which have conducted over four decades already, on Ryan's study states that goals affect to action it is leading to action and a goal is the outcome of an action which also come from the aim or objective of person (Ryan, 1970). Goals have a specific energizing function that stimulate people from inside that likely if higher goals could

lead to greater effort while lower goal is lower effort and performance this also directly relevant to psychological (Bandura & Cervone, 1986). When people have committed to their goal it will affect to the goal–performance. G. Seijts and Latham (2001) found from this research and finding that goal commitment questionnaires was outcome in the high reliability and validity. Commitment is most important and relevant when goals are difficult (Klein, Wesson, Hollenbeck, & Alge, 1999). To make people really commit to their goal also to convince them to stick with their goal, one of the method is to make a public commitment with among of people, among their co-worker that really make people feel more commitment (Hollenbeck, Williams, & Klein, 1989). The goal setting can be initiate by the leader or management of organization by communicating, inspiring their employee to put in the organization's vision and mission also to enhance as the organizational culture and behavior (G. Seijts & Latham, 2001).

Pay salary and compensation

The influence of pay salary also include the form of compensation, benefit at one's place of work in such as wages, medical coverage, increasing salary, bonuses. A study of employee engagement show that the good structure of pay salary including the annual incremental is the vital influence on level of engagement also in retaining employee wit the company too therefore company must have a clear and competitive structure of pay salary which align to market trend (Zingheim, Schuster, & Dertien, 2009). The research conducted on the relationship between good wages and intention to stay with organization that can be measured also this could lead to job satisfaction and employee engagement at the end as the good salary and compensation is a key factor of motivation on ones' person to stay with their organization (Roberts, Coulson, & Chonko, 1999). A research by Wiley (1997) to examine the motivational factors that impact to employee at their work, the survey was conducted for 460 employees in the different type of industries e.g. manufacturing, retailing, insurance, banking, health care and hospitality industry, in the survey form Wiley stated the most 10 motivational factors to determine what is the most motivational factor on their job however the finding explored that the top five of motivational factors ranking by no. 1 is good wages following by work well done, job security and promotion hence it

concluded that the good wages in pay salary including good compensation in the form of incentive, bonuses were the very important motivational factor for employees' job satisfaction and employee engagement (Wiley, 1997).

Workplace environment

Workplace environment plays a vital role in keeping employee feel satisfy with their job and engage with the company as may feel like second home. This is also not limited to only personal and work itself also the relationship between the employee and his/her supervisor, co-worker, subordinate, the interaction between one another and most importantly the socialization at the workplace as human being in the social. Employee would be happy if they have a good workplace environment that they share not only work but for personal issue, employee feel that they have been treated by respect from people surrounding. The research shows that the level of employee engagement depends on workplace environment as the influence. (Chandrasekar, 2011). Studies from the practitioner shows that in the business world when employee works within their team and they feel trust and good cooperation of team member, leader, supervisor, manager that seems they will outperform in individual and team performance, excellent interactive between manager and co-worker is the predator of employee engagement G. Seijts and Latham (2001); (G. H. Seijts & Crim, 2006)

Organizational policy

This will affect to the company organization and management policies to guidelines the employee to comply with the organizational policy that must be clear and understanding. It should contain of good policies, procedure and communication to all employee. The factor of good organizational policies that cause employee work easily and feel satisfy on their job. (Dartey-Baah & Amoako, 2011). Employee wants to understand the organization's vision and policy to comply with, employee needs to have a clear and understand what organization stands for what organization want to achieve by following the policies to achieve the business objective when they have a

clear about organization's policy that could lead to the level of employee engagement (G. H. Seijts & Crim, 2006)

Work condition

The work condition concern with amount of work, duration of work and working hour. Particularly when apply to the hospitality industry which employee need to do shift work in daily job, work condition have to suitable and flexible to give an opportunity for employee to have their work life balance that could makes employee feel satisfy and increase the level of employee engagement too.(Lundberg et al., 2009). The flexibility of work condition can be inspired to employee in terms of they feel to have an opportunity to balance between life and work moreover in some organization particularly in western they open for part-time basic employment to allow especially mother with their children in the form of number of working in weekly e.g. 2-3 day per week or working hour per day e.g. 8-12 am. Daily that would really lead to employee engagement as they feel they could not find any flexible workplace like they have now.(G. H. Seijts & Crim, 2006)

Leadership

The study on employee engagement states that a good leadership is the very important key factor to success of organization as their quality of motivation skill can influence to employee also leadership style plays a vital affect to employee's motivation towards work. The study also states that leader whom support employee and show their clear director that will lead to job satisfaction from the employee, a study conducted on employee engagement explore that a great leadership style has a great impact on the level of employee engagement it directly affects to cognitive state of employee. The decrease of level of job satisfaction and employee engagement may cause form the poor leadership or management style. (Kahn, 1992). Leader plays a very important role in maintain a company's reputation and show the highest ethical standard to the employee to follow. It is natural that people would like to feel proud on what they do, the company they work for and also the management of the company that they can talk about and be proud of, therefore leadership has influence to engaged employee as high level as their performance. (G. H. Seijts & Crim, 2006)

Training & Development

A study from the previous research topic about employee engagement, employee commitment and employee retention explored that to provide a good training and development plan to employee within organization that could inspire employee to perform their duty. The training development should be good knowledge-based and relevant to their job responsibilities also the training should be related to the skill they need for the job. From HR practice study also states that training development program is the key to engage employee moreover, the study shows that organizational performance depend on employees' ability and competence hence to increase the level of engagement training & development program should be implement in the annual plan. (Kahn, 1992). From several research in both academic and industry world with proven with document that training activities have a very positive impact on employee performance both individual and team. Training also will be advantaged to the level of job satisfaction and employee engagement and impact the outcomes of attitudes, motivation, and empowerment. (Aguinis & Kraiger, 2009). Argued that training and development plan in the organization would also lead to improve employee job performance in both individual and team, training also related to the result in improving good job performance and other positive changes (Hill & Lent, 2006). From the research to prove that training and development is a s antecedents of job performance, job satisfaction and employee engagement at the end (Kraiger, 2002). While Barber (2004) found that on-the-job training led to greater innovation and tacit skills. Tacit skills are behaviors acquired through informal learning that are useful for effective performance (Barber, 2004).

The summary of the intrinsic and extrinsic rewards toward the motivation, as the globalization companies the downside of compliance-era work condition that there was just a little in the work itself to keep employee motivated or satisfied with job, considering the daily work experience of a compliance-era job that most of employee works behavior went on automatic pilot or watching the clock before breaks and end of the day, put themselves to work in the morning just because they needed the money, they needed to pay a bills ? and where is the motivation to come to work. When organization only wanted the compliance from employee then they just offer

with money and other tangible benefits, compensation to keep that employee that in the academic language of motivation theory called extrinsic rewards which don't come from the work itself. They just work comply to supervisor to ensure that work is done properly or follow the rules as compliance therefore extrinsic rewards were an easy solution to motivate the employee in this compliance era and of course they were possible in such case organization only can buy the routine behavior from employee, not commitment and initiative, organization will not see employees' passions or intelligence. As mentioned, the new work requires a great deal of self-determination by employee while self-determination in return requires more commitment and initiative which depend on individuals' passions and satisfaction than the extrinsic rewards can offer therefore the intrinsic rewards come to employee directly from the work they do – the satisfaction like feeling pride of workmanship or the sense of recognition on what they have done. In this view the distinction between intrinsic and extrinsic however intrinsic motivation remains very importance factors to construct the motivation, the willingness to do thing however the argued of extrinsic is considerably a very important too in related the external impact to motivate employee. They are both very important factors in the different dimension affects to employee motivation.

2.3   Job Satisfaction

In this topic will discuss about definition of job satisfaction, the empirical study of job satisfaction from the literature review in the pass study focusing on the airlines industry.

2.3.1   The definition of job satisfaction

Job satisfaction can be defined as the contented to which employees like their work. Based on perceptions, appreciation of an employee develops a positive or negative attitude towards their job and environment. (Ellickson & Logsdon, 2002). The greater degree of job satisfaction is the more person's work environment is fulfilled to his or her needs, values or personality traits. Many researchers define job satisfaction based on comparison among the review of various literature. Job

Satisfaction is an affective and emotional response to various facets of one's job (Kreitner & Kinicki, 2004) while (Hoppock, 1935) has given the definition which was one of the earliest definitions of this concept and it is still the most reference version. He describes that job satisfaction is "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job" (Hoppock, 1935)

According to Locke (1969) has defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969, p. 316). When (Spector, 1997) said "job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is simply to describe the extent to that what people like (satisfaction) or dislike (dissatisfaction) their jobs or what they are doing. Some researchers explained job satisfaction with attitude. For instance, Robbins (1996) has defined job satisfaction as "a general attitude toward one's job" As per other of studies have defined "job satisfaction is a favorable attitude or pleasurable emotional state that results from a person's job experience or a fit between a person and an organization"

In regards of their job involvement in goal setting and involve in the decisions making that would really affect to their work will be also generally held that motivated employee to have higher levels of job satisfaction (Blackburn & Rosen, 1993) ; (Ugboro & Obeng, 2000); (Laschinger et al., 2006). In addition, it is reminded that job satisfaction would results in higher levels of employee organizational commitment, that in return it could be producing the desirable organizational citizenship behavior -the willingness of an individual to engage in extra role behavior and can go beyond their role and responsibilities that is not generally considered a part of an individual's job description (L. J. Williams & Anderson, 1991). Hence the researchers argue that motivation positively influences job satisfaction and that job satisfaction can also increase levels of employee engagement. It concluded that their definition of job satisfaction is an attitude of one holds bout one's job is also prevalent and as affective to the emotional response represents the consensus (Cranny, Smith, & Stone, 1992).

Rank	Factors
1	Job security (63%)
2	Opportunities to use skills and abilities (62%)
3	Organization's financial stability (55%)
4	Relationship with immediate superior (55%)
5	Relationship with immediate superior (55%)
6	Compensation/pay (54%)
7	Communication between employees and senior management (53%)
8	Benefits (53%)
9	The work itself (53%)
10	Autonomy and independence (52%)
11	Management's recognition of employee job performance (49%)
12	Feeling safe in the work environment (48%)
13	Overall corporate culture (46%)
14	Flexibility to balance life and work issue (38%)
15	Relationship with co-workers (38%)

Figure 2.1 Pass study of Job satisfaction and the impact factors
Source: Job satisfaction survey by SHRM, 2012

2.3.2 Study of Frontline Staff in the Airline Industry and Job Satisfaction.

This study have reviewed in the literature related in the job satisfaction specific with frontline staff in the airline industry however there is a limitation of study as there is not widely study therefore some literature reviewed in the topic of job satisfaction in the hospitality industry, hotel and or other relevant service industry on the other hand the researcher has found the study related in the airline industry but focusing on the flight attendant position which can be guideline and lead into this study. The researcher has identified the empirical study that is necessary and relevant to this study, will begin as followings:

Service industries like airline industries must communicate and interact with their customer the most and delivering the service to meet the customer needs hence the frontline employee should be provided a useful training skill in handle customer,

service delivering, customer service recovery and communication however importantly employee willing to do their job with the comfortable felling and the end to satisfy with their job (Pantouvakis, 2012). The firm's performance has been impacted by the employee commitment as it is a crucial (Lum, Kervin, Clark, Reid, & Sirola, 1998) ; (Naumann, Widmier, & Jackson Jr, 2000). It predicted that the relationship between organization and employee which can be contributed not only to the firm but also to the co-worker and work place environment Therefore, job satisfaction towards the organization and customer that need the high degree of satisfaction from the employee to improve organizational performance.

The term of Front-line in the service delivery systems such as Airlines that would be basically distinct into airport passenger service (ground staff) and in-flight service (cabin crew). The frontline staff also known as ground staff which means the airport passenger service consist of the range of services that interaction with passenger such as check-in desk, boarding gate, lost and found staff, lounge attendant staff (Yang & Tseng, 2010).

Employee satisfaction is strongly desired from the organizations (Oshagbemi, 2003). They believe that when employee fell satisfy with their job and they will perform well in producing the effectiveness and efficiently performance which leads to increase organizational performance and revenue profits. Satisfied employee with their job would be positively more creative and innovative and put more efforts in work. The other way unsatisfied with their job could results in a low level of employee performance and affects to the achievement of organizational goals hence many researchers since mid-20th century have chosen to study about employees job satisfaction in organizations, institutions and industry (Ajayi, 1998; Chimanikire, Mutandwa, Gadzirayi, Muzondo, & Mutandwa, 2007; T. Williams, 1998)

To achieve employee job satisfaction depends on support from both management and co-workers in the organization (Edmondson & Boyer, 2013). The frontline staff in the airline industry have a stressful job because they must deal with different type of behavioral and emotional customer (Karatepe, 2011); (Kim, Murrmann, & Lee, 2009). It is imperative that the support from management, manager, supervisor and co-worker is provided to ensure they not feel too much stress at work (Beehr, King, & King, 1990). The work schedule of frontline staff in the

airline industry as the shift work and sometime could be carried to overtime also multi tasks may require to perform in under circumstances such as flight delay, canceled, overbooking (Barth, Hayes, & Ninemeier, 2007) hence they really need support from organization, management and supervisor though.

As the nature of job of frontline staff in the airline industry to interact with customer in responsive the customer's inquiry and needs thus customer can perceive the quality of service through their performance which very influence on customer's perception therefore company have to ensure that they feel pleasant and enjoy on what they are doing. Providing training to develop their skill and attitude at work is the company strategy plan to create the training program to improve the productive service quality from frontline staff to customer.

There are several researchers studied on the topic of airlines related to service quality by addressing the frontline employee could have a very positive interaction with customer in order to increase the level of evolution the service quality from customer satisfaction and it is proved that the good contacted of frontline employees can enhance the factors of service lapses (Houston, Bettencourt, & Wenger, 1998). In addition airline employee also affect to the airline performance hence the link between airline employee and airline organization is very important too subsequently, there are different researcher have assessed the service quality in the airline in different categories for example service quality includes Price, Service, Choice, Schedule while another author indicated only three factors e.g. Price, Safety and Timeliness (Hallowell, 1996). Southwest Airlines is great role model in terms of maintaining the low number of employee turnover and higher productive employee.

In summary, airline need to have strategies to develop the employee attitude towards their job, the development program consists analyze the factors that involved to employee job satisfaction. The study has reviewed the implications of management in the guidance for improving job satisfaction for employee is very crucial when we compare to other hospitality service industry. when they are interacting with customer, the level of customer satisfaction is positively related to the employee attitude if the employee is satisfied with their job then customer will receive the quality of service, employee motivation therefore can affect to customer satisfaction too in the level of medium and high to put the reputation of the airlines (Gittel &

Weiss, 2004). Companies including airline industry need to build the internal marketing plan in attracting employee towards in different advantage (Simon & DeVaro, 2006).

2.4 Employee Engagement

There is more research about employee engagement in the industry rather than be found in the academic world as the employee engagement has increased the interests and become more popular for industry and academic (Robinson, Perryman, & Hayday, 2004). Since many researches has widely in the topic of employee engagement and the driver of employee engagement also have identified with the result from survey, examination thus organization would include the engagement program as the strategy in developing their organization performance. Moreover, they believe that employee engagement is a powerful tool for organization. The study indicates the driver of employee engagement and shown on key factor which concern to motivation and job satisfaction impacting on employee engagement by analyzing specifically each of drivers. The research on employee engagement (Harter et al., 2002) indicates that a highly engaged employee will consistently perform well and enhance the standard in workplace hence the question to be asked employee whether have they done the best every day on their job?

2.4.1 The definition of employee engagement

Although the terms of employee engagement are considered largely in the practical however it is rooted in the academic research to that there is a paucity of critical academic literature on the subject (Kular, Gatenby, Rees, Soane, & Truss, 2008). It is not that easy to define engagement and outline its scope because each study area on employee engagement explores in different context. The several definitions of employee engagement have been defined in several ways, in thus, the evolution of the concept should be understanding. For instance, an earlier study of engagement literature by (Goffman, 1961) defined engagement as the "spontaneous involvement in the role" and a "visible investment of attention and muscular effort" (as cited in Wildermuth and Pauken, 2008). While (Katz & Kahn, 1966) reported that

the necessary to engage employee with their work in the organization. (Csikszentmihalyi, 2000) experienced that the employee engagement will be established when employee is involved with their work as job involvement factor and it is a sensation holistic. W.A. Kahn is esteemed in the academic world as the father of the employee engagement topic, he has developed the principle of 'personal engagement' that will be discussed more about his work in the next paragraph.

In the academic literature, many definitions have been provided, for instance the work carried by, for instance the work carried by (Kahn, 1992); (May, Gilson, & Harter, 2004); (Rothbard, 2001); (Robinson, 2004); (Saks, 2006); Schaufeli and Bakker , 2004) For example, Kahn (1990, p. 694) defines personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Three concepts that can explain the phenomenon that consist of psychological safety, psychological meaningfulness and psychological availability, which positively lead to employee engagement. When employees feel that they are related themselves with the role and they obtain enough useful resources for themselves in such a psychological safety and other meaning there is meaningful to them thus they could feel of psychologically safety.

In summary of Kahn's definition of employee engagement suggests that employee engagement is a multi-faceted construct. Afterwards, the Kahn's model has been tested by May et al (2004) and their found the supportive of three concepts of psychological meaningfulness, safety and availability are positively related to engagement.

Rothbard (2001, p.656) also defines engagement as psychological presence but goes further to state that it involves two critical components: and absorption. Attention refers to "cognitive availability and the amount of time one spends thinking about a role" while absorption "means being engrossed in a role and refers to the intensity of one's focus on a role." While in the academic literature, engagement is said to be related to but distinct from other constructs in organizational behavior. Another significant definition of engagement emerged from the contribution of Schaufeli and Bakker (2004) defined the term as 'job engagement' and further, defined it as a positive, fulfilling, work-related state of mind that is characterized by

vigour, dedication and absorption thus the engagement is characterized by vigour, dedication and absorption.

In conclusion, the definition and meaning of engagement from several authors and researchers. that could be defined in the comprise of behavioral, emotional and cognitive, however there is a variation impact to create the engagement that mostly found in the research which is pay and fringe compensation, organization performance, leadership, and job involvement hence in my view, the employee engagement is the level of individual commitment towards organization and their work, an individuals' attitude towards goal setting, organizational and commitment depends on the driver and factor of individuals' characteristic or simply say the personality traits which will be explored more in the topic in this chapter too.

Besides finding of employee engagement in academic literature with the outcome in vary depending on the study and authors hence the lack of a universal definition also exists among consulting organizations , industry, business firm in the human resource area (Kompaso & Sridevi, 2010) : The researcher has also tried to research in the industry and managerial part of employee engagement to combine the academic research into practitioner field as it will not be valuable if the research keeps in the academic without any applicable and implication to the world as in the business world to achieving these business outcomes is not easy in today's global competitive environment. When employee is a key asset for organization and make a big impact in improving organization performance thus the good investment on employee is considered by many organization hence to summarize the meaning of employee engagement from the industry world referring to the global consultant company such as Perrin's Global Workforce Study , Gallup (Organization, 1992-1999) and AON Hewitt, they have given the definition of employee engagement " the willingness and enthusiastic to the job they perform, the ability to put their efforts to company with the factor of job involvement to better performance on both employee and organization.

2.4.2 Drivers of employee engagement

The key finding from pass study of the driver of employee engagement from particularly hospitality industry such as hotel as the high number of researchers in this

business has shown in summarize that rewards and recognition, career growth, communication, training & development are positively related to employee engagement (AbuKhalifeh & Som, 2013). Another research also indicates the key finding of driver as such the interaction with manager, supervisor, co-worker & peers and subordinate, clear job responsibilities, reliable, are positively related to employee engagement (Mehta & Mehta, 2013). With the argued from other research explore that there are various factors of employee engagement such as job autonomy, job responsibilities and clear direction are positively related to employee engagement (Kwenin, Muathe, & Nzulwa, 2013).

The study of Job Demands-Resources (JD-R) model founds that the procedure on job demands consist of job demands affects to burnout while the energic process, job resources affects to engagement with the motivational process of intrinsic and extrinsic factors (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001); Schaufeli & Bakker, 2004a).

JD-R model
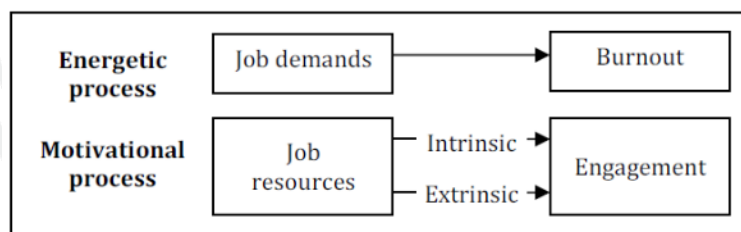
Figure 2.2 Pass study of Job satisfaction and the impact factors
Sources: Demerouti et al., 2001; Schaufeli & Bakker, 2004a

According to the study from White (2006) has identified from the result of his employee surveyed shows that nearly 60% employee look for career growth in the organization to retain the job satisfaction. From the industry world such as Penna research report (2007) explore that the connection between management, manger and employee is crucial in enhancing employee engagement as employee feel as member of community in the sense of belonging also employee look for the workplace that they can find the value of being there and they would put the efforts to contribute to

organization whenever they can hence to bring the employer and employee stay connected (Penna et al., 2007). Penna research initiated the new idea of engagement called "Hierarchy of Engagement" by applying from Maslow's hierarchy of needs theory, starting from the bottom, the needs of pay and benefits is the root foundation of humans' need and once employees are satisfied with these thus they will look further step by step hence to engaged employee that must start from the bottom line to ensure has been fulfilled then further of opportunities in career growth, management need to have a plan in HRM to show all employee of their road map for the time being with this organization that would be a strategy to establish employee engagement. In conclusion, the whole needs have been satisfied the employee then they start to look to an alignment of value-meaning, would be happy to share the sense of meaning at work and sense of connection at the end.

The case study of Aon Hewitt, the global consultant company specializing in the human capital, data driven. Aon Hewitt is the world's top human capital and management consulting firm. Below figure indicates the key driver of employee engagement from 2012, 2013 report which similarly, the driver covers to all employees' need starting from bottom line as the basics e.g. benefit, pay, and further to career opportunities, collaboration with other colleague as complied from the Maslow' hierarchy of needs (Hewitt, 2012); About (Hewitt, 2013).
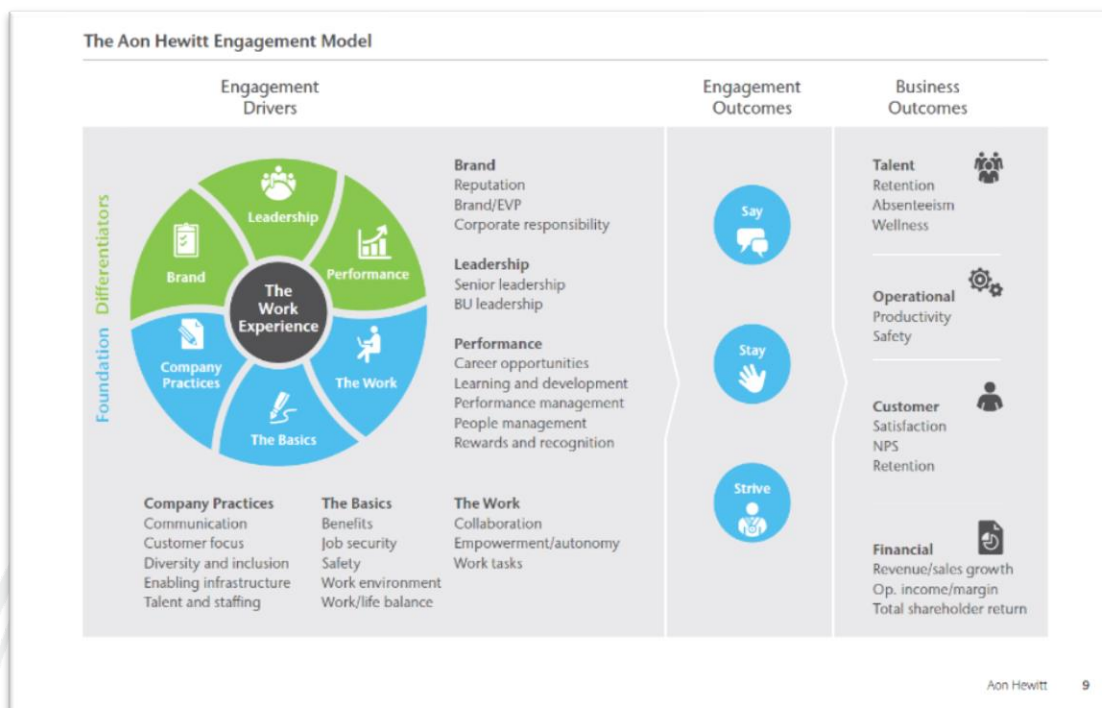
Figure 2.3 The Aon Hewitt Engagement Model
Source: Aon Fact Sheet, 2013
The Top Employee Engagement Drivers

From Aon Hewitt research and consultant company reported the key drivers below have identified the highest factor to enhancing employee engagement. From the below table indicates that senior leadership is the most driver to engage employee as 60% result from the survey which increase +5% vs 2013, explained that the leadership is positively influencing to engage employee following by valuing people/people focus and managing performance the top 3 key driver for employee engagement.

Figure 2.4 Global Engagement Drivers
Source: Hewitt, 2015

From outcome of conducting the survey, there are the top three of engagement drivers e.g. career opportunities, reputation of organization, and pay & fringe benefit have existed consistently from consulting firm however from the academic world found many of factors of employee engagement in the various area and depending on the population and participants in the research however to summarize the driver of employee engagement from the literature review such as Job satisfaction, Motivational, Job involvement, Job autonomy, Job responsibilities, pay & salary, career growth, recognition and reward, leadership style, communication between management and employee, training & development are the main driver to employee engagement hence in this study will focus on the sampling size in Thailand region well the recognition appears to be the highly positive impact on the engagement which is also corelated to the motivational intrinsic factors and job satisfaction factors indicate that recognition would lead to employee satisfied with their job also in this study will examine the effects of employee engagement lead to employees' innovative behavior at the end.

2.5   The Link between Employees' motivation for Job satisfaction on Employee engagement

The purpose of this study is to find out what the motivation factors influence on job satisfaction also the link form employee motivation and employee engagement, the motivation and job satisfaction shall be further discussed, referring to the job satisfaction can be imposed as the individual's attitude and feeling people have about their work or thing they are doing. However, there are more research is ongoing, believing that employee attitudes and feeling have been examined that would interact with motivation factors that influence job satisfaction and turnover rate (Gaertner, 1999). Organizational learning environments also show that influencing to the employee motivation (Kontoghiorghes, 2001). It is proven that human resources will be the key position in providing a company to be competitive when compare to another hence the highly motivated employees would be beneficial for any company as their well performance could leads an organization to well achievement of its goals for example financial, productivity, economic and human resources, (M. Andrew, 2004). While Deeprose (1994) argued that to rewarding employee by providing the effective recognition would affect to employee motivation and it will be the ultimately outcome to improve employee performance. When Ali and Ahmed (2009) confirmed that motivation and job satisfaction have statistically significant correlation with reward and recognition respectively. In the human capital strategy towards organization in the form of managing employee to keep employee motivated and the way to appraisal their performance of employee. Csikszentmihalyi (1990) stated that employee will feel satisfy or happy with their job when they are able to maximize their performing in the job, activities, functionally at work they do thus this result could retain employee with the organization and reducing the turnover invention, reducing the costs of hiring. The study revealed that there would be a positively changed in employee motivation and job satisfaction when company can have offered rewards or recognitions to employees.

Therefore, In this study the reviewing of motivation and job satisfaction is a crucial to search from the pass study, to understand more and the ultimately to know how motivation and job satisfaction to be applied in this study as the main aim of this

study is to examine the intrinsic factors and extrinsic motivation factors influence on the job satisfaction subsequently the hypothesis in the next topic in this chapter will be raised to test the job satisfaction result also will be examined for the target respondents that is frontline staff in the airlines industry which is still lack of academic research in particular this respondents and industry, the majority of research have been found in the hospitality and hotel industry or not specific industry it is just focus on the human capital concept hence this research has created new model of employee motivation and job satisfaction in the trends and popular industry in Thailand and the globalization as mentioned previously in the chapter I of introduction , the air transportation has tremendously growth in the last couple of decades (IATA, 2016), the study in the airlines industry in Thailand will be very much interested.

The literature related to employee motivation and employee engagement shows from the several research that job resources affects to engagement with the motivational process of intrinsic and extrinsic factors (Demerouti et al., 2001); (Schaufeli & Bakker, 2004). The analysis of literature found that the factors is positively related to employees' behavior and engagement comprise of the degree of motivational, job involvement, supportive from management and work life balance quality, all mentioned is highly impact to employee engagement (Jeung, 2011). The predictor of employee engagement from author Sarangi and friends shows that job autonomy, organizational culture, internal communication, company's goal is significant factors of employee engagement (Sarangi & Srivastava, 2012). Another study examines the factors of leadership style, pay salary, work life balance, job security, performance evaluation including the recruitment process are positively related to growth the degree of employee engagement (Sundaray, 2011). The smooth communication from management, leadership style, job description, the reliable and job autonomy are highly affected to build employee engagement (Lockwood.N.R., 2007). When the career growth, effective communication, training & development are highly positive impact to employee engagement (Lee, Kim, & Kim, 2014). Another study about the link between job satisfaction and employee engagement shows that it is positively related of level of job satisfaction lead to employee engagement besides job involvement particularly in decision making process, career growth is the highest

level in driving of employee engagement in this research conducted. (Rich, Lepine, & Crawford, 2010). The interaction with manager, supervisor at workplace, job responsibilities, performance evaluation are positively related to employee engagement (Schaufeli & Bakker, 2004). The finding from study shows that leadership style, health insurance benefit, training & development, salary compensation, morality, also communication from management are correlated to employee engagement, with another finding as creational activities among employee is positively related to engaged employee. (Alok & Israel, 2012). Hence, the degree of motivational of employee with comprise of variety of factors which have found from the several researches and from different type of case study examined that it is the antecedence of employee engagement.

2.6 Study of Job satisfaction and employee engagement

There are several researchers studied about the relationship between job satisfaction and employee engagement in the pass and current studies, most of them have explored that job satisfaction is examined an antecedent and a consequences of employee engagement hence here is some of the researches to support this study.

Referring to previously topic job satisfaction was defined by (Locke & Dunnette, 1976) as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences" hence job satisfaction is an antecedent of engagement it is shown that related to other attitude and behaviors, positively it will be also related with organizational, commitment, job involvement, organizational citizenship behaviors (OCB). It would be related to employee turnover, employee stress towards their work. According to (Macey & Schneider, 2008) explained that the engagement requires the factors of work place environment, sharing information within firm, leaning development also work-life balance are positively created the job satisfaction and the link between job satisfaction and employee engagement are examined from several pass studies to confirm that job satisfaction is a key driver to me employee feel engaged to the job and organization (Maylett & Ribildi, 2008). The criticism by (Tiwari, 2011) explained that job satisfaction as an antecedent of employee engagement. According to Robinson (2004) and Penna (2007) they both

have studied about the driver of employee engagement and expose the model of employee engagement which in conjunction with job satisfaction the factors of feeling valued, communication, training and development are the key components to drive the employee engagement on over all of job satisfaction at work-itself and organization. Finding that job satisfaction is the most important role of driver of employee engagement (Garg & Kumar, 2012).

There are underlining that the examination of job satisfaction is the important driver of employee engagement as in the research was focused on the comprehensive of job satisfaction factors such as pay & fringe compensation, promotion, training & development, the interaction between co-worker, supervisor, manager and subordinate will affect to making the engagement of employee hence the research from the various researchers, authors have identified that job satisfaction is the key driver of employee engagement subsequently , employee engagement *has proven that it positively* increased productivity in terms of employee performance, organization performance and even more important in the hospitality and service industry that from the job satisfaction of employee link in to engagement of employee. In this study emphasize on the frontline staff in the airline industry for example check-in staff, boarding gate staff, lounge attendant staff working at the Suvarnabhumi international airport will be participant. Summary the literature review of job satisfaction and employee engagement have found in many informative and constructive context to support in this study however the difference of factors will be verified as the pass study have only focused on hospitality and service industry, general study not specific in any industry thus the gaps still can be found in the frontline staff in airline industry for this study. It concludes that organization can thrive and grow depends on employee engagement from the foundation of job satisfaction.

After reviewing the relevant literature, hence the hypothesis will be tested in this research as per the next section.

2.7 How does engaged employee influence on employees' innovative behavior?

This topic will discuss about the effects from engaged employee to build the employees' innovative behavior in the organization and their work performance in creating the innovation at workplace. There are several literatures researched and examined that highly engaged employee is highly positive to innovative behavior hence starting the review on the crucial of innovation. To achieve the competitive advantage in the business world today, the innovation become a vital method (Noefer, Stegmaier, Molter, & Sonntag, 2009). Organization has no innovation nowadays will be difficult to running the business to sustain growth and long-term success (N. Anderson, De Dreu, & Nijstad, 2004). Innovation is still hot topic in both academic and managerial study, the terms of innovation was "innovare" the Latin as original which mean to do or to make something new, create in the complex construct (Macey & Schneider, 2008). The argued in several researcher innovations defined as the development (generation) and/or apply or adoption of new idea or behaviors(Amabile, 1988). West (1990) defines innovation the new way which relevant to the adoption and designed with the intention to introduce and applicable within a group, organization, individual, process, products or procedures with the significantly benefit to individual, organization or wider in society. Summarize the innovation can be the set of process in engaging behavior to create new ideas of process, product and services hence the innovation is mindset which influence by behavior, values and beliefs. There is research about the linking between engagement and innovation. The experts from both academic and managerial confirmed that engagement is the key to innovation thus employee engagement is significant leads to innovative behavior of employee when they perform above and beyond their duties in creating new idea, suggesting the way to improve organizational and work performance in the innovative way (Katz & Kahn, 1978). While Sundaray (2011) states that engaged employee are positively have their enthusiasm to their work and willing in their job performance to creating and innovation. (Amabile, 1996) suggests the theory of creativity to explain that engagement and innovation are linked to each other. Csikszentmihalyi's also stated that "Creativity is constructed through an interaction (Csikszentmihalyi &

Csikszentmihalyi, 1992). The "foundation of innovation ideas is creativity" stated by (Van de Van, 1986, p.592). According to the definition of engagement "as a positive…state of mind" (Schaufeli, Salanova, González-Romá, & Bakker, 2002) which can be explained as engaged employees have high levels of energetic and enthusiastic towards their work of with the different characteristic of person's engagement (i.e. vigour, dedication, and absorption) it is a sing of positive state of mind of this person hence innovation with full of creativity and willingness to go beyond their job task is the outcome from engaged employee (Schaufeli, 2002). Moreover, the review of Frontline service jobs and innovative behavior is necessary for this study, starting as "frontline" in briefly description of customer-contact employees hence the word clearly indicates, they have an important role because they are at the "front" that these people are the organization's representatives to the customers (Wilson, Zeithaml, Bitner, & Gremler, 2008). Service employees' creativity and innovative behavior, the review of literature to link between service employees' creativity affects to innovative behavior, finding in the literature that creativity is highly related to innovation (Amabile, Conti, Coon, Lazenby, & Herron, 1996). The research of employee engagement is linked to employees' innovative behavior from the examined of study and the result shown a significant percent (37.7%) of variance in innovative behavior (Slåtten & Mehmetoglu, 2011), the researcher referred to broaden-and-build theory to support the result However, it was quite the first study in service industry research that examines the effect of engagement on innovative in a specific work role. Most of study completed from the literature that reviewed from research on innovation in service organizations (I. Miles, 2000) ; (S. C.-k. Wong & Ladkin, 2008). From the latest literature about employees' innovative behavior in the work place with the result from the research on both qualitative and quantitative method, there is significant showed that the engagement employee is highly affected to innovative behavior (Yuan & Woodman, 2010). The sampling from hospitality industry such as hotel, restaurant, the innovative behavior stated that employee will create new way to service customer or making customer the most satisfaction (De Jong & Den Hartog, 2008) for instance the receptionist at the counter when checking- in customer with their passport and suddenly shown the birthday as today he/she will inform colleague at the counter and together say blessing

on Happy Birthday to customer moreover, will passing on message to supervisor, manager to greeting customer in little present e.g. a bouquet of flowers, pond of cake delivery to customer's room, another example they are together sing a Happy Birthday song to customer that even more innovative however there are significant shown that the leadership has influenced on employees' innovative behavior (De Jong & Den Hartog, 2007). In such that the leader will perform by example and become the service culture for that organization. Hence after having reviewed the corelated literature for this study that would be beneficially to adapt into this study to examine how the airlines ground services become innovative behavior to their customer.

Summarize of key factor on employee motivation, job satisfaction, employee engagement and employees' innovative behavior as per below table therefore from the several review of literature which topic is related to this study and the key finding of factors or drivers in the different variables depends on each study however table below is analyzed and synthesized to apply for this study, these key factors will be reviewed and be the sources information extract into research instrument accordingly.

Table 2.1 The extract of key factors on employee motivation, job satisfaction, employee engagement and employees' innovative behavior

Authors	Objective of the title	Key factors	Description
Hertzberg (1959)	Employee motivation	• Recognition; • Career of growth • Achievement • Job responsibility • Job involvement • Goal setting • Pay salary • Workplace environment – interaction with supervisor/manager/co-worker, peers • Organizational policy • Work condition • Leadership from management • Training & development	• The factors that can be influencing to people to behave in the certain ways with the strength and direction of behavior. This is both intrinsic and extrinsic motivation factor that can be explained as intrinsic is work-itself related, extrinsic is outside factor.

Authors	Objective of the title	Key factors	Description
Locke (1969) ; **Cranny, Smith, & Stone (1992)**	Job satisfaction	• Job security • Opportunities to use skills and abilities • Organization's financial stability • Relationship with immediate superior and co-worker • Compensation/pay • Communication between employees and senior management • Benefits • The work itself • Management's recognition of employee job performance • Feeling safe in the	• Pleasurable on the thing to do • increase in improving performance both organization and the customer satisfaction

Authors	Objective of the title	Key factors	Description
		work environment	
		• Overall corporate culture	
		• Flexibility to balance life and work issue	
Mehta & Mehta (2013) ; Demerouti et al (2001)	Employee engagement	• The interaction with manager, supervisor, co-worker & peers and subordinate	• "Hierarchy of Engagement"
			• applying from Maslow's hierarchy of needs theory,
		• Job responsibilities	• The root foundation of humans' need
		• Motivational process of intrinsic and extrinsic	• Employees are satisfied with these thus they will look further step by step
		• The degree of motivational	
		• Job involvement,	
		• supportive from management and	
		• Work life balance quality	
		• Job autonomy,	

Authors	Objective of the title	Key factors	Description
Amabile (1988); West and Farr (1990)	Employees' innovative behavior	- Organizational culture, - Internal communication, - Company's goal - Creativity of product - Creativity of process - Creativity of people	- employee engagement is significant leads to innovative behavior - Performance above and beyond their duties in creating new idea

2.8 Hypothesis of this study

The research hypothesis describes as a tentative answer to a research problem and considered in the way of clarify the relationship between independent (predictive) and independent (predicted) variables (Siniscalco & Auriat, 2005) hence from the literature review and academic gaps have identified – the intrinsic and extrinsic factors of employee motivation, job satisfaction impacting on employee engagement from the various variable for example recognition, job responsibility, pay & fringe compensation, leadership, individual's perception toward organization consequently how employee engagement impacting on employees' innovative behavior therefore four hypotheses were raised which referred to the above-mentioned literature review. The hypotheses are illustrated in Figure 2.5 (Hypothesized model 1), Figure 2.6 (Hypothesized model 2) and Figure 2.7 (Hypothesized model 3). The context and figure detail as follow.

Hypothesizes:

H1 :   Employee intrinsic motivation factors influence on employees' job satisfaction.

H2 :   Employee extrinsic motivation factors influence on employees' job satisfaction.

H3 :   Employees' job satisfaction influence on employee engagement.

H4 :   Employee engagement influence on employees' innovative behavior.

H5 :   Employee intrinsic motivation factors influence on employee engagement

H6 :   Employee extrinsic motivation factors influence on employee engagement

Hypothesize has been drawn in diagram to explain what will be tested in this research
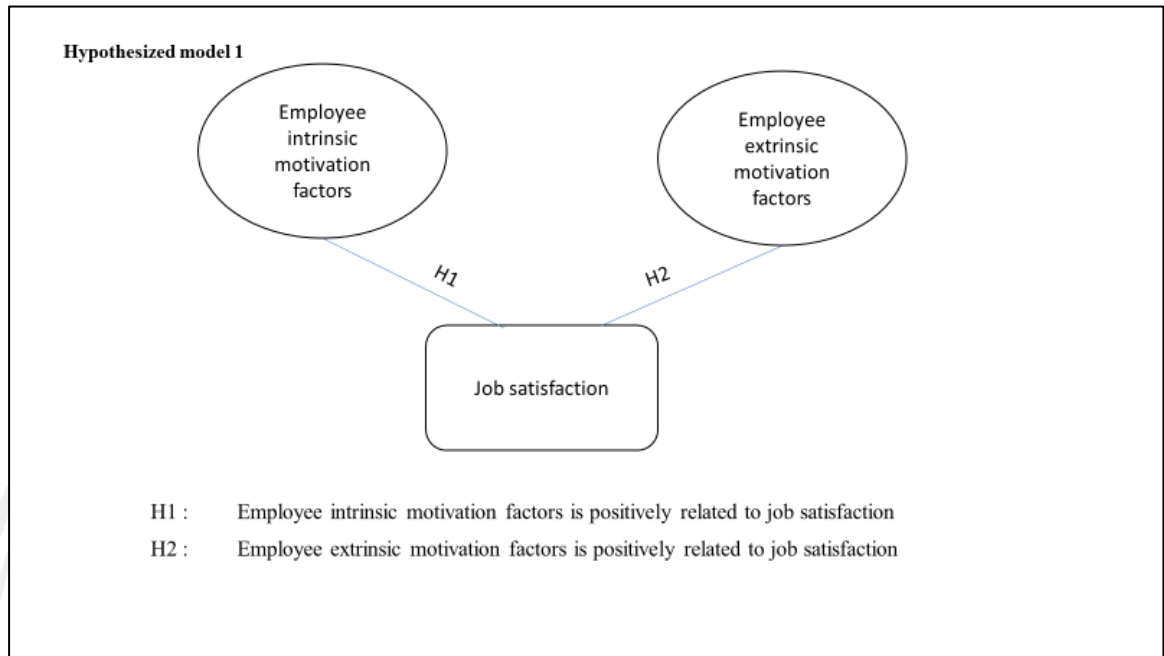
Figure 2.5 Hypothesized model 1
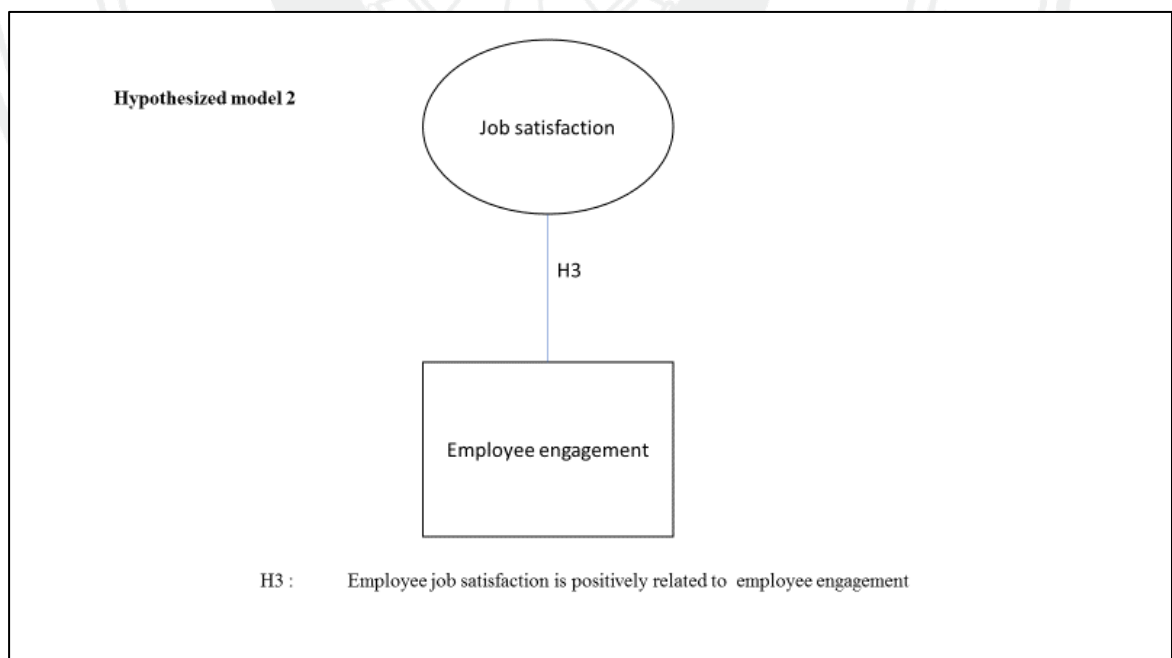
Figure 2.6 Hypothesized model 2
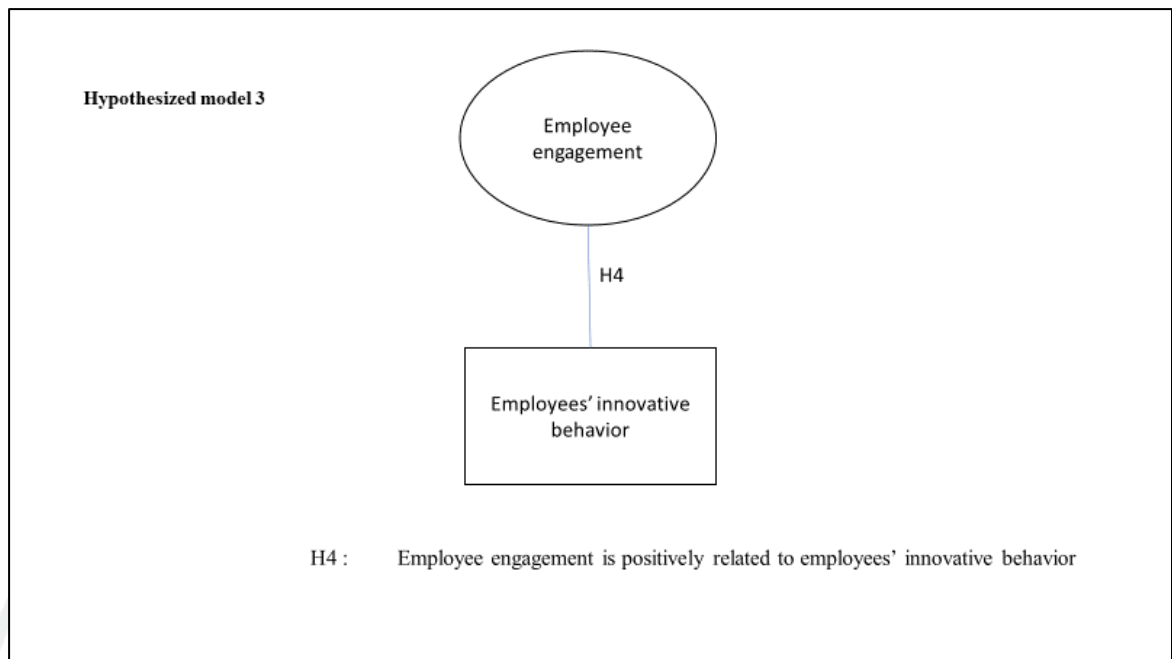
Figure 2.7 Hypothesized model 3
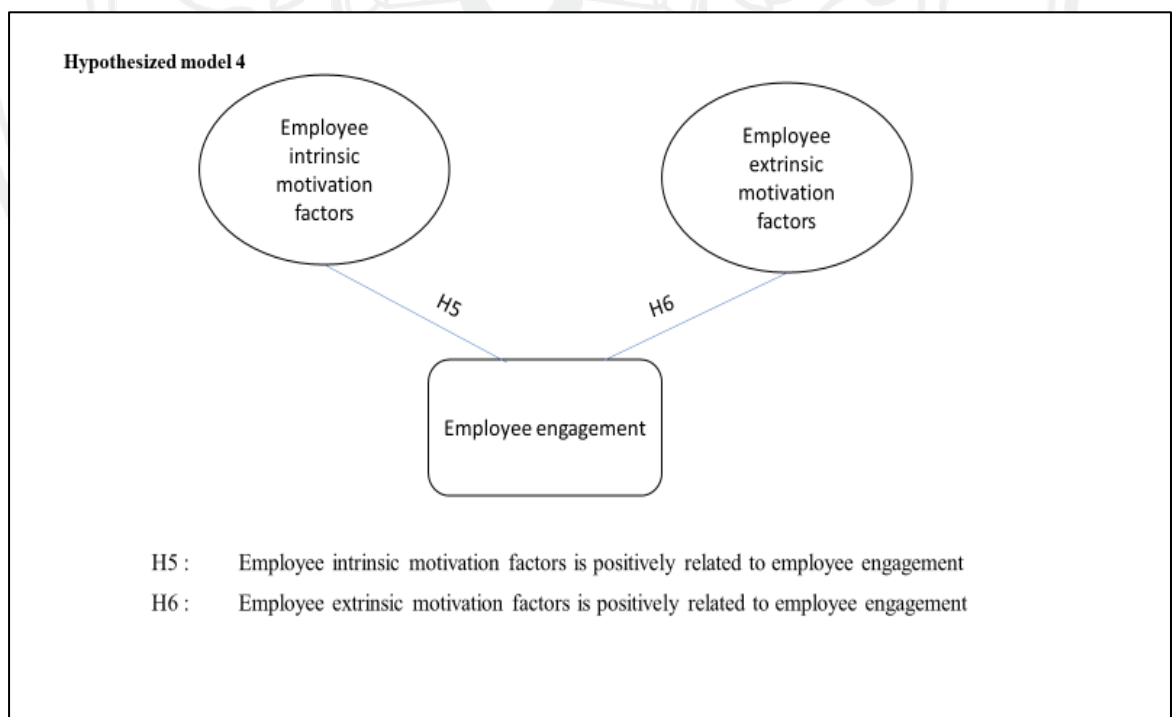
Figure 2.8 Hypothesized model 4

With simplify explained after the hypothesis was raised to be the possible answer to the research question and illustrate the literature review and despite the hypothesis was raised as above mentioned in the diagrammatically and descriptive, what are the relevant theory support in this hypothesis also be questioned therefore in the next topic will explore about the theoretical framework to be used for hypothesis and in this study.

2.9   Theoretical Framework

In any research, there will be a theoretical framework appears in order to rationally review of the items in variables, critically the relevant to reflect the research background and statement of research problem as the theories predict to explain the research question with the specific variables that being studied in the research William (2005). (Cooper, Schindler, & Sun, 2006) has defined a theory as a set of interrelated which can be used in the study, definitions, prepositions that have been put forth to explain or predict a scenario under study. The relationship depicted by these theories and models is therefore reflected in this section of the literature concerning influence of employee motivation, job satisfaction and employee engagement hence the researcher have studied and identified the relevant theory to align with this study that will be discussed in each theory in the following sub-topic.

2.9.1   The Herzberg's two theory

Hygiene factors and motivators' factors were written by Frederick Herzberg,1959 with the investigation the factors possibly could satisfy and dissatisfy employees. He addressed that there are two kinds of factors that will be a hygiene factors and motivators' factors. The hygiene factors that would be understandable as the extrinsic factors and could lead to dissatisfied employee while the motivators' factors also known as the intrinsic factors as in the other words. The motivator or intrinsic factors Herzberg described that the motivator factors are directly connected to work itself or the outcome to drive directly to it while the hygiene or meaning as extrinsic factors he determines as the external factors for example, workplace environment, pay salary, leadership, organization policy, work condition these are

related to the hygiene factors. Subsequently, the motivators factors are corelated to recognition, meaningfulness of work, sense of achievement and opportunity for growth (Herzberg et al., 1959).

The two factors that established by Herzberg, 1959 to examine the impact on people's attitude and mindset about their work. Summarized by him, the hygiene factors (extrinsic) comprise of pay salary, workplace environment, work condition, leadership style and according to the theory this factor is positively caused job dissatisfaction or does not motivate in creating satisfaction. In contrast, he examines the data that related to motivator factors (intrinsic) found the fact is as foundation or element to enhance people' job satisfaction and he found five factors that are strongly support the determiners of job satisfaction for instance recognition, job responsibilities, achievement, advancement, work itself. These motivators also known as satisfier that will be positive in long-term improving job performance when dissatisfier will perform the job that they must do rather than any relationship with work place or co-worker.

The two-distinct list of factors were developed by Herzberg *et al.* (1959) to grouping the factors under of motivator(intrinsic) and hygiene (extrinsic) factors. He also explained again about motivator is related to work itself while hygiene not direct relate to work but surrounding by the organizational and workplace environment that could highly impact on satisfaction or dissatisfaction.

Table 2.2 Motivators and Hygiene factors (Herzberg et al, 1959)

Two distinctions of factors	Description
Motivators (Intrinsic) factors	• Recognition; • Career of growth • Achievement • Job responsibility • Job involvement • Goal setting

Two distinctions of factors	Description
Hygiene (Extrinsic) factors	• Pay salary
	• Workplace environment – interaction with supervisor/manager/co-worker
	• Organizational policy
	• Work condition
	• Leadership from management
	• Training & development

In view of this study has shown the relevant of The Herzberg's two theory as it is correlation and supportive theory to be used in this study. The motivators factor as if the intrinsic factor, hygiene factor refer to extrinsic factor consequently, both of the factors could be constructed a variable lead to the conceptual framework and hypothesis will be implement thus the researcher has selected the Herzberg's two theory is the main theory for this study however the researcher still not yet agree that only intrinsic and extrinsic factors shall be sufficient to lead to variable and examine the employee engagement of frontline employee in the airlines industry because even thought this theory based on cognitive and psychological background that have been studied and tested from the human behavior despite from the literature review and various authors with the result to show from experimental however for this study in particular airline industry have such a unique and specific characteristic of operation hence to study employee motivation, job satisfaction impacting on employee engagement needs more theory to support thus the respective of theory will be explored more in the next topic.

2.9.2 Maslow's hierarchy of needs theory

This theory was invented by Abraham Maslow who was born in 1908 in Brooklyn, New York, United of America. He first experiment this theory by using observing monkeys and he found very unusual pattern of behavior that can point out the priority of human needs for instance he noticed that monkey had a choice of food or play, money would choose food rather than paly, in other hand if money had choice of food and water then money always choose water instead of food therefore the first

hierarchy of needs that is physical needs as the example when the physical needs of human is fulfilled human will look for further opportunity but if the first hierarchy not fulfil yet the next step not yet search for.

For his first published book about motivation and personality of Maslow's hierarchy of needs in 1954, which the theory was introduced about how people satisfy from different type of personal needs concerning of their work. He assumed from the observations and conclude as a psychologist and humanistic to confirm that there is a normal pattern of needs recognition and satisfaction that people will pursue in generally the same sequence from the bottom to the top. He also confirmed that a person will not needs or pursues in the higher level of hierarchy until the currently needs been filled and completely satisfied concept called prepotency. His theory is usually reflected as a pyramid with the physical need at the first line and the self-actualization need at the highest of pyramid therefore Maslow wanted to understand what motivated people can be. Maslow (1943) explained that people can be motivated to obtain their needs and when the first level of needs been fulfilled then people will always look for next step and so on until the top and so on. The most popular and widely used the version of (Maslow, 1954) *hierarchy of needs* includes five motivational needs, often described as hierarchical levels by using a pyramid.

There is recently research conducted by Tay & Diener (2011) to experiment and confirm Marlow hierarch of needs by the data total of 60,865 respondents from all over the world in total of 123 countries the survey has been started from 2005 until 2010 to complete it and the result was shown that regardless of nationality , culture or region of where they are living to surprising that the rank of need was in order which means people will look for the first level of needs for physical needs

"Although the most basic needs might get the most attention when you don't have them," (Tay & Diener, 2011) explained "you don't need to fulfill them to get benefits [from the others]." Even when we are hungry, for instance, we can be happy with our friends. "They're like vitamins," Diener says about how the needs work independently. "We need them all."

Figure 2.9 Pyramid of Hierarchy Needs
Source: Maslow, 1943

Table 2.3 Maslow's hierarchy of needs Level (Maslow, 1943)

No.	Level of needs	Examples
1	Physiological	Thirst, hunger, Food, Sleep, Living
2	Safety	Security, stability, protection
3	Love and Belongingness	To escape loneliness, love and be loved, and gain a sense of belonging, Friend, Family
4	Esteem Self-respect	The respect others
5	Self-actualization	To fulfill one's potentialities

Maslow pointed that human needs are sequenced in a hierarchy level:

In view for this study, the Maslow' hierarch of needs theory will be using to examine the motivational factors relate to job satisfaction as employee work in the organization and as human being who always want their need to be filled hence to examine this hypothesis the Maslow' hierarchy of needs will be referred from time to time.

2.9.3 ERG Theory

Clayton Alderfer has simplified the ERG Theory which was developed from Maslow's need hierarchy theory of motivation in synchronization, he also redefined it in his own model and rework to be named as ERG theory of motivation. He

recategorized from the Maslow's hierarchy of needs into three simply step of needs. The ERG theory is the model to explain the human motivation was revealed in 1969 by Clayton Alderfer ((Alderfer, 1969)Alderfer,1969). He simplified the related of need into smaller with focusing to answer the question on what motivated people to act or to do thing? By assuming that all the acts are motivated by need, the ERG theory combined into three level of needs which consists of; Existence, Relatedness, and Growth therefore each level of needs can be described as follows. 1. Existence Needs: what should be cover all material and physiological desires from human such as food, water, air, clothing, safety, physical love and affection means the basic need of human to live in the daily life. 2. Relatedness Needs: surrounding with people and social with the significant relationships for example, to feel secure and be included as part of a group or family, socialize concern with human to human and human to social. 3. Growth Needs: affect to a person to differentiate of creative or productive on himself and the environment for example, the Growth needs also include needs for self-esteem and self-actualization, the highest level of Maslow's hierarchy needs (Alderfer, 1972). It shows as below Figure 2.9.
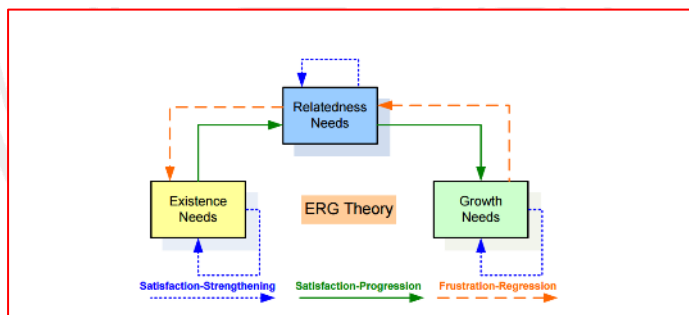
Figure 2.10 The concept of ERG Theory
Source: Alderfer, 1969

There are many researchers using ERG theory to support their studies as the individual human behavior or needs involves with factors that contribute to individual that ERG is motivational theory to answer well for the research. The ERG theory with three level of needs approaches to observe the motivation which meaning the intrinsic factors that caused to a person to act in the specific purpose (Ivancevich & Michael, 1990). There are other research or dissertation using ERG with the Hierarchy of

Needs and hygiene factors to examine job satisfaction for example in the information technology (IT) leaders, the research conducted in qualitative method study of the categories of motivators to two: relatedness and tasks (Fismer, 2004)

It is accepted that Alderfer's theory can explain the best in covering most of the human needs (Au et al., 2008) hence the ERG theory will be applied to the study the elementary needs of human. Moreover, most of previously research studies also using the ERG theory which are related to job satisfaction and job value for example, (Arnolds, 2002) ; (Borg & Braun, 1996) ; (Gibson & Teasley, 1973); (Tuzzolino & Armandi, 1981). In this study will use ERG theory attempt to support the motivational factors in explaining why motivational factors will related to human behavior. To justify in this study, ERG theory will be using to test the variables that affects to job satisfaction because there are several dimensions in the variables that related to ERG theory.

2.9.4 Expectancy Theory

In the many decades of study, the expectancy theory has been stated and frequently used as the theoretical for the definition of motivation, There are quite many different of expectancy-type model from the various authors, in the differences of terminology in the most of these variable (Heneman & Schwab, 1972). Regarding to Vroom, there are several authors for example (Graen, 1969), Lawler (1971), and Porter and Lawler (1968) also have created their own model of expectancy theory. They have augment of Vroom's model that the definition and distinguishing is lack of explicitness in terms of actions and outcome to prove the model (J. J. Campbell, Dunnette, Lawler, & Weick, 1970). Lawler (1971) presented the expectancy model from his studies that have been conducted in workplace and organizational setting the test of all type of expectancy model of behavior (Lawler III & Hackman, 1971). while Heneman and Schwab (1972) have recently review from their nine studies that they explored the studies offer general support for the model. Moreover, to the nine studies referred by Heneman and Schwab, at least nine other studies have attempted to experiment the validity of the expectancy theory approach therefore the data which can be supportive of the expectancy-type models are proved.

Vroom's expectancy theory motivation was developed by Vroom (1964) the theory can be explained as the process of individual in making decision to derive the thing that they want from the different behavioral depends on the available option however the expectancy theory must consist of Valence, Instrumentality and Expectancy as the motivation force

The expectancy theory ideally is the theory to describe the process of motivation rather than to find out what motivate people or employee in the organization, it aims to focus on how the motivation comes and to determine that people are motivated to pursue a certain objective and attempt to reach out those goal. It is accepted that expectancy theory is widely using to explain theory of motivation in the industry and organization world also in the academic world.

There are several researchers about the expectancy theory with different recommendation and outcome from their study for example expectancy theory gives the general framework for apprising, analyzing and synthesizing on the employees' behavior in process of making decision, attitude and motivation (Chen & Hao, 2002). another author, (Mitchell, 1974) suggested that the expectancy has less understanding in constructing of validity of the components in expectancy theory. From another study shows that there are many different outcome of organizational plans, execution and the satirical analysis that applied in the corporate by using expectancy theory and the importantly there is still unclear about validity of expectancy theory (Van Eerde & Thierry, 1996) ; (Landy & Becker, 1987) said from the result that selected variables from the study should be the key factors to improve the expectancy model. When (Schwab et al., 1983) examined from the study that they includes the mediators to test the relationship between expectancy model and analyze into statistical while Van Eerde and Thierry (1996) attempted to test the VIE model by using meta-analysis to examine the five type of criterion variables which consist of choice, intention, efforts and performance the result shows that average of relations between expectancy model and work-related criterion variables which was slightly less than narrative reported.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain (Vroom, 1964).

The theory recommended that even though the indication of individual's perception may have different sets of goal, but they are possibly able to motivate if they have beliefs that:

- There is a positively related between efforts and performance,
- The desirable reward could be result from the Favorable performance,
- The reward must be satisfied a necessary need
- The strongly needs to satisfy the need will lead to make the impact worthwhile.

The theory is ground from the following beliefs: The three elements of motivation affect

- Valence believes in the attractiveness of the goal
- Instrumentality believes in the tangible of the goal
- Expectancy believes in the possibility to reach that goal

Table 2.4 Three elements of motivation affect

Three elements of motivation affect	Description
Valence	Valence can be explained as people emotional oriented that looking forward to the outcomes or rewards with in depth of needs for extrinsic (e.g. Pay, Compensation, Benefit, promotion,) or intrinsic (Recognition, involvement, feeling happy, satisfy) in case referring to employee therefore management must aware on what is value for employee.
Instrumentality	As a tool for employee to perceive on what they desire, and they will acquire it or not even this has been committed by management thus management should insure that the commitment of rewards will be delivered to employee to fulfill on what they are aware to get it.
Expectancy	The level of confidence and expectations from

Three elements of motivation affect	Description
	employee is vary about what they are potential of doing it hence management must find out what resources, training & development program, providing support to fulfill employee need.

Source: Vroom, 1964

In this topic explore the expectancy theory of Vroom's theory 1964 as the frequency use in explaining the definition of motivation from the various study and authors in over the decade, after reviewing the theory hence, the researcher have found the relevant context to be used in this study in such a three elements of motivation affects is the most explainable on how people or employee in the workplace and organization have their motivation to reach out their goal nevertheless there are some arguments from the different authors to examine the Vroom from their pass studies however the researcher have identified these theory is the most important in order to support for the study to find out the relationship between employee motivation and job satisfaction impacting on employee engagement referring to some literature review have conducted in both academic and industry from the several consulting firms that also mentioned this theory in the survey and test from employee. Expectancy theory is very relevant theory to apply and implement in the industry or managerial world to be based for HR professional or management to discover what they must aware or using as internal marketing strategy in develop human capital to engage with their organization particularly in the Airline industry

2.9.5 Engagement Theory

Theory shares many of the features of other theoretical frameworks for commitment, particularly constructivist and approaches. Engagement Theory specifically promotes the activities that "involve cognitive processes" (Kearsley & Shneiderman, 1999). When Kearsley and Schneiderman have written this theory, they used for the research of student engagement by using technology-based teaching and learning.

From both theoretical framework influenced the employee to feel more or less to the work, organization it explains the current phenomenal and the resources for the

researcher however there is a limited of engagement model or any development have been found from the research nevertheless there is a model to explain and use for engagement theory explains that psychological condition of personal engagement when employee feel positive to organization they will put the efforts to improve their performance and also motivational factors that outcomes from the high level of job involvement with full of passion and energetic hence the engagement model indicates that the psychological condition can be as the antecedents of engagement and to respond to these condition could cause to the degree of engagement (Maslach et al., 2001). Hence in this study will use the engagement model to respond the hypothesis of Job satisfaction is positively related to employee engagement and another hypothesis of employee engagement is positively related to employees' innovative behavior in finding out the psychological condition with correlate to the motivation factors.

2.9.6 Theory of Creativity

The definition of creativity as the competence to initiate the new ideas from the original work and that should be commencing from creative person, executing creative process to build the new creative product also it can be included the combining of existing work, objects, and ideas in different ways for new purpose (Barry & Kanematsu, 2006). Theory of creativity consist of three import which are creativity are the creative person, the creative product, and the creative process. However, the main three components of theory of creativity are:

- A creative person is found to have a desire to grow with their capability and having an open minded to the new experiences, new thing also shown as the divergent thinker with full of energetic and new ideas also a hard worker (H. Anderson, 1959). Argued by Amabile state that the creative person has the level of creativity to produce the new product any point of time within that person (Amabile, 1996)

- A creative process, the affects from creative person will go beyond the existing practice, a creative process must contain of several sub-processes for example evaluating, constructing and extract the problem to be solved in the

creative way by compiling data and information to examine the validity of selected solution also communicating the solution to the other however the process is no fixed in sequence it could be from one point to another point until the creative result has obtained. (Amabile, 1996). The importantly the creative process needs the creative thinking to act in the new way and new product will be initiated too. (Kozbelt, Beghetto, & Runco, 2010).

- A creative product is the outcome of creative person and creative process with differentiation that never existed before like a new book, song, or invention. For example the creative new games for child to play, chef has innovated new menu, In the service industry a creative product reflects on how to handle and interact with customer as the frontline employee whom customer-contracted hence the creative person, creative process leads to outcome of creative product which effects to employees 'innovative behavior (Amabile, 1996).

As already discussed earlier in the literature review of employee engagement effects to employees' innovative behavior and referring to Van de Van, 1986, p.592 "foundation of innovation ideas is creativity" therefore the theory of creativity absolutely explains the phenomena of innovative behavior, summarize that creativity includes three important components with a creative person who practiced a creative process to new creative product. There are different researches and studies to examine about individuals' behavior of creative lead to innovative for those who positively are passionate and full of ideas. When they are facing with the problem thus they will think and act in the different ways to solve or react the problem with distinctive solution. Therefore, because of several studies have shown the model and outcome to explain the theory of creativity (Van de Ven, 1986).

2.10 Conceptual Framework Proposal for the Research

Conceptual framework as the construction of the initial idea and theory that would help researcher can identify the research background and statement of problem also to help researcher to find the tentative answer to the research question and relevant literature to be reviewed for the research (Saunders, 2011). In the academic world, researcher make the conceptual framework to help them to clarify the research aim and question (Bordens & Abbott, 2011). Likewise, Robson (1993) said that conceptual framework is a diagrammatical representation that using for examining the correlation of independent and dependent variables for the research (Wiersma, 1985) given definition of conceptual framework as the tentative answer to respond the research question and aim that could be in the form of graphically, diagrammatical or written and to find the key variables to test the relationship between those variables.

In this study using the conceptual framework in the diagrammatical chart as a mind map to move forward this study to the next step. Employee engagement has become a hot topic in recent years and very important issue among corporate firm. However, employee engagement has not been mush studied in the academic literature it is more in the practitioner and industry, the purpose this study to research the model of engagement of employee in the position of frontline staff towards their customer with the different variation based on the Herzberg' two theory, Maslow hierarchy of needs and expectancy theory, engagement theory hence employee engagement has assumed higher competence in the corporate world for addressing the degree of the value delivery to improving organization and other key stakeholders. There are many key drivers of employee engagement the study also would like to help to develop emotional commitment and towards the organization reflecting it is positive impact on performance, productivity and profitability and it is customers resulting in creating better competitiveness, satisfaction and loyalty of the customers.

The description of a conceptual framework: 'A conceptual framework can be designed in the form of graphically, diagrammatically or in narrative to explains the

main idea for this study including the key factors, constructs or variables and the assumed relationships between them (M. B. Miles & Huberman, 1994).
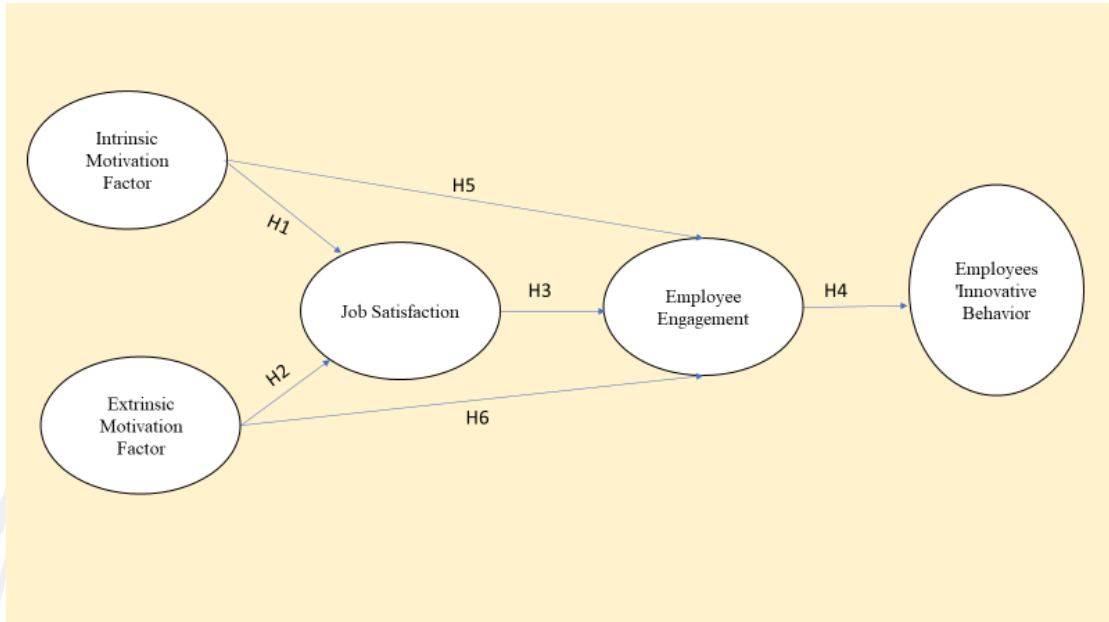
Figure 2.11 Conceptual Framework Diagrammatical
Source: Developed for this study

From the conceptual framework, it can be defined to examine for this study, the relationship between employee motivation and job satisfaction impacting on employee engagement. As hypothesis has been discussed however this diagram will show on how the hypothesis will be tested under this conceptual. This study undertakes as follow:

H1 :   Employee intrinsic motivation factors influence on employees' job satisfaction.

H2 :   Employee extrinsic motivation factors influence on employees' job satisfaction.

H3 :   Employees' job satisfaction influence on employee engagement.

H4 :   Employee engagement influence on employees' innovative behavior.

H5 :   Employee intrinsic motivation factors influence on employee engagement

H6 :   Employee extrinsic motivation factors influence on employee engagement

2.11 Summary of the chapter

In summaries of literature review of the pass study and synthesized the literature relevant to this study plus the variable which effect to employee engagement and research theories to support this study. This study has summarized the study about employee engagement practices as references in the relevant literature sources and the causes of employee turnover. Nevertheless, in most cases these practices are developed and implemented with the understanding of variable and the theory that explains the practice and why it may be effective. Therefore, this study provides an illustration of how the employee engagement practices can be explained through the Herzberg' two theories, Maslow the hierarchy of needs and expectancy theory. Thereby, providing a theoretical explanatory to the practice also the definition of terminologies to be often seen in this study for the reader to understand correlation with another context. The reader will be able to understand easily from the diagram that this study undertakes. To analysis and synthesis, the general antecedents of employee engagement which comprise of employee motivation, job satisfaction, the chapter also show the analyzed models studied from the academic world as well as the model in the industry, managerial world from the consulting firm have been analyzed in this chapter to examine the implications that the researcher intend to contribute to both side of academic and managerial.

In this chapter hopes that you will find it useful as chapter is the core message and resources to explain where this study from is, taking you from chapter I to chapter II from ground information into deeper funnel, moving forward to closer and closer therefore in the next chapter III will take you to explore even further into the methodology and conceptual framework to be used for this stay connected, turn the page

CHAPTER 3

METHODOLOGY

3.1 Introduction

The research methodology design is important because as defines as a plan and structure of investigation in the method to collect the data and used to obtain answers to research questions (Kerlinger & Lee, 1999). It's also to explain that research design is specific in its surveying and experimentation, as it created within referencing theories (P. D. Leedy & Ormrod, 2005).

The quantitative approach will be using to conduct a research project, this chapter will cover 3.1) Introduction, 3.2) Research methodology, 3.3) Population and sampling, 3.4) Research instrument procedure, 3.5) Data collecting process, 3.6) Data analysis 3.7) Research ethic and 3.8) Summary of the chapter

A quantitative research method was designed to concern a numeric or statistical. Leedy and Ormrod (2005). The methodology of a quantitative research maintains the assumption of an empiricist paradigm (Creswell & Creswell, 2017). To explain the relational questions of variables within the research that can be used quantitative research in responding. Finding the explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory (Leedy and Ormrod, 2005). Quantitative research normally commences from a problem statement of the research and must involves of a hypothesis, a literature review, and a quantitative data analysis (Creswell & Creswell, 2017). In this study, it is important for testing the factors that affected to employee engagement. the concept of quantitative approach link to modes of measurement and procedure to analyze the relationship between variables which consist of hypothesize, the research question, the concepts represents an abstract idea that embodies the nature of observable phenomenal or an interpretation of why such phenomenal occur. Quantitative

approach is primarily concerned with showing cause-effect relationships, and any research project must establish to set up a hypothesis (Neuman, 2006). Therefore, the quantitative research design is suitable for this study in collecting data to conduct data analysis with the statistically outcome in addition the hypothesis has raised earlier in the chapter 2 and must involve in the quantitative research design.

3.2   Research Methodology

Research methodology is defined as "the general approach the researcher takes in carrying out the research project" (P. Leedy & Ormrod, 2001).   Research as define as the process of collecting the data, to analyzing and at the end to interpret the result into understanding of research by gathering information, numeric from the result. The research is systematic in that defining to the objective, analyzing data and key finding to establish framework as guideline. It is ague by Williams that research roots from at least one question about phenomenon or situation of interest (C. B. Williams, 2005) for example what competencies that women leadership should have? or what is the factors that influencing to the retention of nurse? research question, such as those two. Quantitative approach is designed for this study by using Structural Equation Modeling (SEM) technique which operated by AMOS program to analyze the data.

3.3   Population and sampling size

The term of population in the research and academic world defines as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications (Polit; Polit, Beck, & Hungler, 2001). (Wiersma, 1985) defines population as the totality of all members that possess a special set of one or more common characteristics that define it when a sampling size defines as a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project (Polit & Hungler, 1999). Therefore, in this study the population has selected the full services airlines' employee in Thailand as per the literature review about the topic related to airlines industry and frontline employee.

Sampling is the subset of population with sampling method criteria selection as following: (Delice, 2010)

- Level of precision
- Level of alignment with the research aims and question
- Level of confidence or risk
- Degree of variability in the attributes being measured

Hence the sampling method criteria selection as per above reference to apply in this study, to ensure the level precision that respond to the research aims, Ground staff employee at Thai Airways International company is the right target to be sampling. Why in this study choose Thai Airways International? in view of researcher as:

Thai Airways International Public Co,.ltd is a national enterprise subordinated to the Ministry of Transport. It is a public company registered in The Securities Exchange of Thailand since 1991 with the Ministry of Finance as a dominance shareholder at more than 50%. Thai Airways have an employment in both permanent and outsource, depending on each unit task, also have employee distribution and hire permanent employee at each flight destination due to each country's terms and regulations. In some tasks, they hire an agent to work instead of our employee by an agreement to deliver products and service in the company's standard.

For some employee duty roles that are requiring specific skill-sets and expertise, we have a potential development system to raise knowledge and finding a replacement, if needed through training center which response for planning and defining course syllables (Thaiairways.com). However, ground operation at the airport is one of important business unit of Thai Airways to perform in delivering high customer services to customer. In additional, Thai Airways International PCL have reported net loss in fiscal since 2012 and consecutively loss in financial performance cause to lack of motivation and efforts from employee hence to improve the organizational performance in both operational and financial, the level of employee engagement should be considered in long term organizational development.

The sampling size in this study will be determined at 320 sample sizes above than the formula and table below on how to calculate the sample size when we know the number of population with 5% erroneous plan and from various position of ground staff of check-in, boarding gate, lounge attendant, baggage services. Participants will be sampled respectively in demographic criteria e.g. age, sex, educational level, income, marital status.

$$n = \frac{N}{1 + Ne^2}$$

When we know the size of population then using the formula to calculate the sample size we need for the participants

n   indicates the size of sampling

N   indicates the total of population

e   indicates the error % from overall sampling

Figure 3.1 The formula to calculate the sampling size

Population criteria

Table 3.1 Sample sizes from different target

Population	Margin of error			
Error	5%	3%	2%	1%
50-100	44-79	48-91	49-96	50-99
150-200	108-132	132-168	141-185	148-196
500-1,000	217-278	340-516	414-706	475-906
10,000-100,000	370-383	964-1,056	1,936-2,345	4,899-8,762
1,000,000 Up	384	1,067	2,400	9,595

Source: Alreck and Settle, 1994

3.3.1 Area of the study

Suvarnabhumi airport will be selected for the study area in this study as the airport is the twentieth busiest airport in the world, ninth busiest airport in Asia, and the busiest in the country, having handled 121 million passengers in 2016, and is also a major air cargo hub, with a total of 132 airlines. On social networks, Suvarnabhumi was the world's most popular site for taking photographs in 2016 (AOT, 2016). Importantly, the targeting of frontline employee in the full services airlines in this study also operating from this airport

3.4 Research instrument procedure

In this topic will present about the researcher procedure use in this study, it is the structure on how to conduct the research in preparation the relevant procedure or paper to compete the research. The following sub-topic as below

3.4.1 Validity and reliability of research instrument

How to conduct the quality of study? it is important to ensure that the tools or instruments is rigour in content therefore quantitative research, it will be successfully through the measurement of validity and reliability of research instruments (Korb, 2012). Validity defines as the extent to which a concept is accurately measured in a quantitative study (Heale & Twycross, 2015) while reliability defines as the accuracy of the instrument in relation to the consistency of measurement (Heale & Twycross, 2015). Argued from other author defined reliability is the degree of consistency with which the instrument measures an attribute (Polit & Hungler, 1999) hence in this study will conduct the validity and reliability to ensure that the instrument is valid. The examiner of IOC which contains of three professors or experts will evaluate the instruments subsequently, the criteria from Cronbach's alpha calculated by Statistical Package for Social Science (SPSS) version 18.0 software that is used to test validity and reliability therefore alfa is a crucial concept in appraisal of assessments the questionnaire. The numeric value of alpha as shown is the interrelation and dimension which affect the value of alpha (Cortina, 1993). The raging value of alpha between 0.70 to 0.95 is accepted as the validity and reliability hence a low value of alpha could

be due to a low number of questions, poor interrelation between items or in different constructs such as in the case of a low alpha it may be because of poor correlation between items then some should be revised or discarded. After the value of alpha is validity and reliability from the result numeric of alpha which maximum of 0.70 in every item and assumption overall of questionnaire in total is the criteria for this study.

3.4.2   Questionnaire form of this study

The questionnaire will be constructed to surveying for this study and hand out to the participants thus they were asked to fill out the answer. Participants were asked to give on 5-point Likert scales to measure the questionnaire from the highest scale 5) strongly agree, 4) agree, 3) neutral, 2) disagree, 1) strongly disagree with the reason to use 5 Likert scales that attempts to get the concisely and correctly answer from participants. The question will be in form of closed-end as closed-end question is popular and suitable for the survey approach (Robson, 1993) ; (Babbie, 2001) The questionnaire form will be divided into 6 parts to measure in each variable as per table 3.3

Table 3.2 The part of questionnaire form

Part	Topic	Measurement
1	Intrinsic motivation factors	To examine the items in the intrinsic motivation factors is positively related to job satisfaction
2	Extrinsic motivation factors	To examine the items in the extrinsic motivation factors is positively related to job satisfaction
3	Job satisfaction factors	To finding the job satisfaction is positively related to employee engagement
4	Employee engagement	To finding the employee engagement is positively related to employees' innovative behavior
5	Employees' innovative behavior	To examine the items factors is positively related to employees' innovative behavior
6	Demographic	To finding participant age, income, education

Part	Topic	Measurement
		level, position

For practical reason in conducting survey there will be limited to 16 items which will be sub-set of each part that attempts to formulate the questionnaire form in concise and simplify for participant, the questionnaire will be approximately up to 50. Questions will be including adopted, adapted and developed from the literature review, existence study and create new question based on literature review and theory for this study. Questionnaire concerned respondents' demographics, including their age, sex, occupation and nationality in the last part of the form, this is the technique to persuade participants finish all questions before the person's question will be filled.

3.4.3 The research Instrument of this study

How to construct the tool/instrument to use in the form of questionnaire to measure the listed of variables. There are 7 items that has been created to measure the intrinsic motivation factors following by 6 items also has been raised to measure the extrinsic motivation factors. Job satisfaction as one item to measure the employee engagement, employee engagement is related to employees' innovative behavior as one item to measure the effects of engaged frontline staff to innovative behavior and at the end two items were created to measure the employees' innovative behavior hence there will be total of 17 items in this instrument subsequently, there will be at least 3 questions for each item to conduct the survey. The question has been selected as developed for this study and adopted from the other research with references provided. This topic will present the instruments in each variable as the dimensional items at the column 1, following by authors, literature title, theory and question to measure respectively.

Table 3.3 Research instrument

Authors	Items	Question

Authors	Items	Question
Ali and Ahmed (2009)	1. Recognition	1. I believe that I have received the recognition from the job I perform
		2. I believe management recognize any suggestions and new ideas from employees.
		3. My contribution to work is recognized by the company
		4. I have received recognition for the job I perform
		5. I would put more effort towards my job if I receive recognition from the company (develop for this study
Chay and Aryee (1999)	2. Career Growth	6. My present job can move me to reach my career goal
		7. My present job provide me an opportunity to seek my career goal
		8. There is a career growth in this organization
		9. I believe I have a good future in this organization.
		10. I am satisfied with the career opportunities provided by this organization (develop for this study)
Moore and Esselman (1994)	3. Achievement	11. I have achieved in delivery the job I perform
		12. You have expectation to achieve the job you perform
		13. You have the way to achieve the job you perform (Develop for this study)

Authors	Items	Question
Kreitz, P.A. & Orden, A (1990)	4. Job responsibility	14. I understand about my job responsibilities
		15. My job responsibilities do not overload me.
		16. My job responsibilities are interesting because I learn new things every day
		17. My job responsibilities are very challenging.
		Adapted from (Kreitz & Ogden, 1990)
Janssen (2003)	5. Job involvement	18. I feel enthusiasm when I am involved with any job process
		19. I feel value when I am involved with any problem-solving process.
		20. I have been involved in planning to improve the quality of service.
		(Develop for this study)
Locke (1975)	6. Goal Setting	21. Goal-setting can move to me to reach my career goal in job promotion.
		22. Goal-setting is a motivating factor for doing a better job performance.
		23. The experience that I am having now will be a great help to reach my personal goal
		(Develop for this study)
Hagedorn (2000); Zingheim et al. (2009)	7. Pay Salary compensation	24. I am satisfied on my current salary
		25. The organization provides employees with good welfare benefits e.g. health insurance
		26. The organization has a good annual salary incremental scheme.
		27. I have a good living life from my

Authors	Items	Question
		current salary
		(Develop for this study
Janssen (2000)	8. Organizational policy	28. This organization's policy cares about employees
		29. I am satisfied with this organizational policy
		30. I would recommend people to work with this organization
		(Develop for this study)
Saks (2011)	9. Workplace environment – interaction with supervisor-manger-co-worker	31. The people I work with treat me with respect
		32. My peers and I often talk openly on the job about what should be done to get better results
		33. My supervisor and manager are approachable and easy to discuss with any issue within the workplace
		34. The management supports me to improve my performance to meet company expectations
		35. The management treats everyone in the team fairly and equally
		(Develop for this study)
Kahn (1990)	10. work condition	36. I am satisfied with this organization's work conditions such as shift work and duration of working hours
		37. The working conditions in this organization are suitable for me, personally.
		38. The work condition in this organization is

Authors	Items	Question
		fair to employee
		39. I have a work-life balance between work and personal life; from the working conditions
		(Develop for this study)
D. P. S. Andrew, & Kent, A (2007)	11. Leadership vision	40. The management has informed me about the company's vision
		(Slåtten, Svensson, & Sværi, 2011)
		41. The management style of this company has an impact on my job satisfaction
		42. The management in this company always encourages me to write any suggestion for the organization.
		43. The management in this organization listens to employees' suggestions
		(Develop for this study)
Rowden (2002)	12. Training & Development	44. I have received sufficient training that I need for my job
		45. The training that company provides is relevant to the job I do
		46. The training that company provides is good to me to develop myself
		(Develop for this study)
Harter, J.K., Schmidt, F.L. and Hayes, T.L. (2002)	13. Job Satisfaction	47. I have sufficient support and resources that I need to my job
		48. Mostly, I can see the positive result from the job I do in daily work
		49. I feel that my job is valuable to this organization
		50. The amount of work that I do is reasonable.

Authors	Items	Question
		51. Overall, I am satisfied with the job I do. (Develop for this study)
Janssen, O. (2000)	14. Employee engagement	52. In my job, I feel secure at this company.
		53. I feel I belong to this company.
		54. I am good fit in this company.
		55. This company I feel like my second home.
		56. I am engaged with this company. This question adopted from (Janssen, 2000)
Slatten, T. and Mehmetoglu, M. (2011)	15. Employees' innovative behavior	57. I often try to invent new ways of improving the service quality.
		58. Employees in this organization can try to solve the same problems in different ways.
		59. I often try out innovative ideas at my work e.g. say or write something to customers on/about special occasions Slatten, T. and Mehmetoglu, M. (2011)

3.4.4 Pilot/Pre-test

Pilot test refer to so-called feasibility studies which can be defined as small scale in the version or trial in preparation prior to the major study (Polit et al., 2001). Argued that a pilot test can also be called the pre-testing or the meaning that trial. (Baker ,1994). To ensure the suitability and accuracy of the construct in the research instruments. In this study, the pilot test will be using a pre-determined sample of 30 participants from the various position Check-in staff, Boarding gate staff, Lounge attendant staff, Baggage service staff however in this study will determine the

reliability value of the instruments to meet the requirement consequently, the pilot test result must indicate the scales for validity and reliability of alpha value above the acceptable level a > .70) as consider in this study.

3.5 Data Collecting Procedure

The data collecting procedure can be easily defined as how to get the respondents to fill the questionnaire that has been sent to them (Dillman, 1978). There are usually three ways to compile the survey form explained by (Babbie, 2001)

In this study will use the method of self-administered that can be easily explained that to ask the respondents to fill the survey form and to answer the questionnaires by his/her self however to administer the questionnaires has different way to conduct such as mailing to respondent and ask them to return, another effective way is to hand survey form personally to the respondent hence in this study will select first method to be delivery to participants by personal and however by electronic mail may be used in some participant upon request. The procedure to conduct the questionnaire survey as followings:

- Firstly, to make a phone call to Human resources department for the information or procedure to conduct the survey with ground staff.
- Secondly, to prepare the formal letter from faculty of Tourism and Hospitality Management, NIDA and sent the formal letter to HR department by email or by hand depending on requirement.
- Thirdly, a set of questionnaires will be sent to HR department as a meaning of receiving permission to undertake the research in their organization,
- Fourthly, upon the permission were granted from the organization and given self-administered questionnaires to fill however to interpret the questions and face to face will be conducted when is necessary.

The data will be collected from 217-278 employees working from Bangkok flight services company with the position of check-in staff, boarding gate staff, lounge attendant staff, baggage service staff. In addition, to persuade the participant to complete the questionnaires is also considered in rewarding otherwise how to ensure

that the completed questionnaires will be return therefore returning them as a rewarding for special case of "social exchange". Referring to the theory of social exchange as developed by (Thibaut & Kelley, 1959) ; (Homans, 1961) and (Blau, 1964), it could be assuming that a person is most likely to answer a questionnaire when the perceived the value of doing thus the rewards are considered, and the participant trusts that the expected rewards will be delivered. In this study will be also setting the cost to execute the rewarding to all participant for example of rewards pen, key chain, note pad.

3.6   Data Analysis

In this study will also implement structural equation modeling: SEM to analyze the data hence the SEM is a modelling tool for quantitative approach and not a tool for ''descriptive'' analysis (Breiman, 2001). In the marketing literature was on early 1980s which presented Structural equation modeling (SEM) for the first time ((Bagozzi, 1994) , afterward SEM become widely use in an application for any articles were published particularly in the marketing journals in early 1990 moreover, afterward many of articles more than two thirds of all articles using SEM to examine the result from data (Babin, Hair, & Boles, 2008). To provide such justification on why using SEM in this study hence below is the criteria

The criteria selection SEM technique for this study

- To test the proposed conceptual framework and hypotheses
- SEM is structural equation modeling that will be able to apply to model the relationships of causality among the variables and
- The necessary to measure a multidimensional concept of observable variable and unobservable or latent variable which is in the complexity
- To test the relationship among variable (Bollen, 1989)

Since there are about 16 items of variable in this study therefore to examine the relationship between those SEM is suitable technique to get the accuracy result.

There is several computer software has been developed to analyze the SEM and in this study, will be using AMOS program in such AMOS can be analyzed in the very

complex level of variables both observed variable and unobserved or latent variable (Hair, Hult, Ringle, & Sarstedt, 2014).

From the literature review of several explanation about data analysis such as (Duane & Cosenza, 1996) , (Huck, Cormier, & Bounds, 1974) and Babbie (2001) have summarized that the data analysis is the process to ensure all the data is accurately to describe the methodology and conceptual framework as set in the beginning of the research also the conclusion of the data from the research and using wrong data analysis technique may the failure of the result. Confirmatory factor analysis will be used in this study to measure the variable hence in the present CFA become very useful and popular in the process of evaluating and examination in the research world particularly to examine the latent variables or unobserved variable also it is an important tool in evaluating psychometric and scale of reliability. CFA also is important to evaluate the dimensions of research instrument (Factors) and testing the factor loading also when there are more than two latent variables as the multifactorial then CFA will help to test the relationship of factor item by scoring the subscales in this pattern it would know how the subscales should be score and it will know the relationship between the latent variables. (Raykov, 2001).

The criteria of CFA as details to confirm that the variables for this study is validated and correlation with the hypothesis of this study. Bollen (1989) has identified the criteria of using CFA modeling in evaluating the identification as followings:

1. It is important to ensure that the parameters must not higher that the number of elements in the covariance matrix. This could be result that model does not identify if failure to satisfy this criterion.

2. To check the factor loading from the indicator if the indicators have at least three indicators factor is fixed at a nonzero value (usually 1.0) or the variance of each factor is fixed to a nonzero value (usually 1.0), then the model is identified.

3. A model that includes one or more factors, each having only two indicators, will be identified if there are at least two factors, the two indicator factors are correlated with at least one other factor, and at

least one indicator per factor or the factor variances is fixed to a nonzero value (Raykov, 2001).

3.7 Research ethic

Research ethics defines as the principles of beneficences of respect for the human dignity of justice (Polit and Hungler, 1999) in accordance with those stated. Hence this study adheres to the guideline of National Institute of Development Administration (NIDA). To respond to this questionnaire as to complete the study shall be strictly confidential, the researcher and supervisor are the person who will see the completed questionnaire which will remain the property of the National Institute of Development Administration (NIDA) Moreover, the participants reserve the right to stop answering the questionnaire at any time and participants must be over 18 years of age.
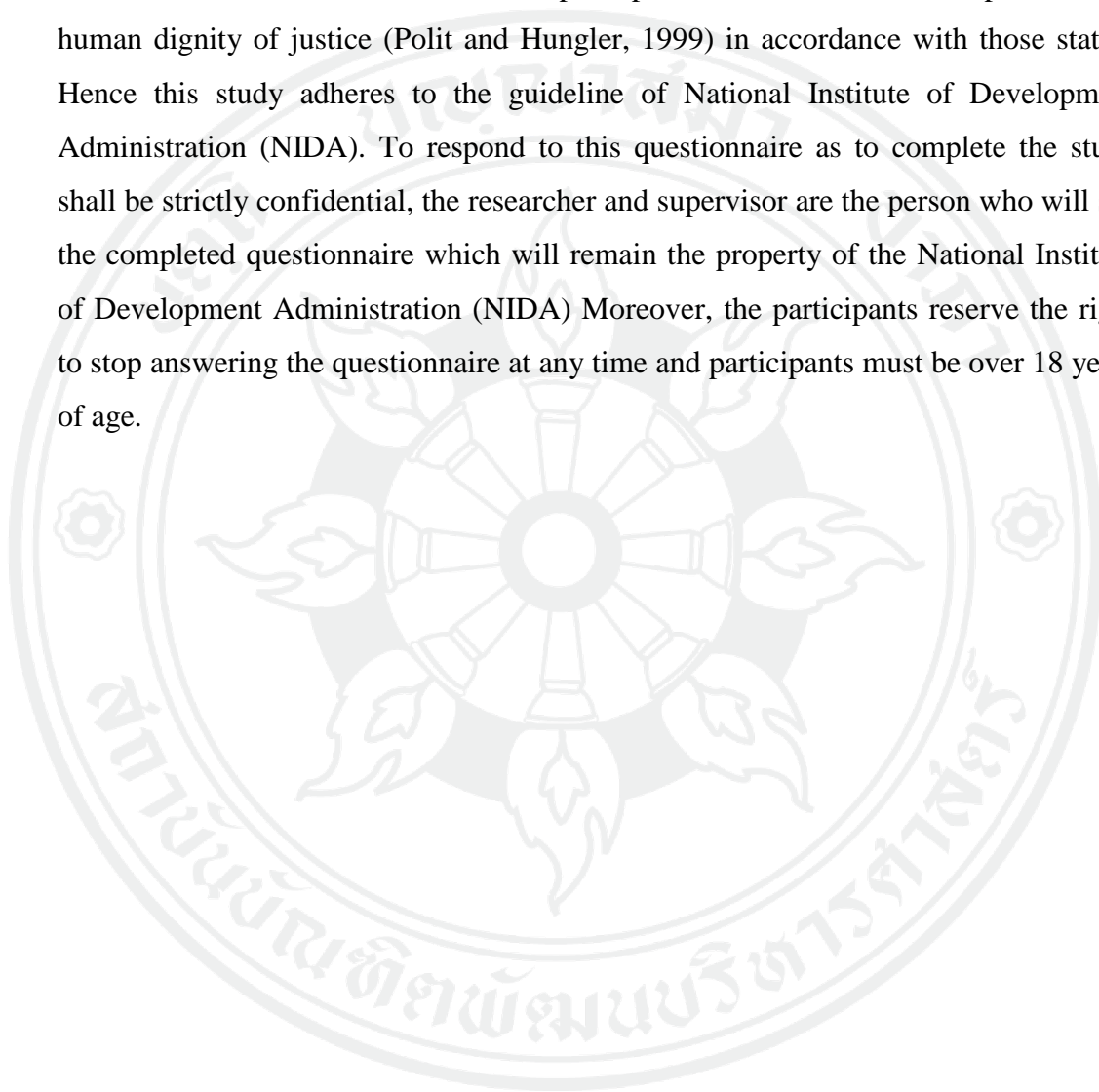
3.8   Summary of the chapter

The methodology has presented in this chapter, conceptual framework models constructs to respond in the research question and objective besides the research instrument is also addressed in this chapter too. Both independent variable (IV) and dependent variable (DV) explain in this chapter in order to giving clear picture on which tools will be applied for this study hence the reader will be able to understand and see the possibility on why the survey questionnaire have been constructed, moving forward to closely the executing for the survey with target group of participants, it indicates the list of participants group to hand out the survey form to give an overview on how the quantitative method will be conducted. Conceptual framework therefore explains the principle and core concept to examine the model of employee engagement.   Finally, the research includes in this study of the research ethic to ensure that the researcher comply to the educational institute and human ethical norm.

In the next chapter IV the researcher will present the result of surveying indicates the conclusion from the questionnaire form in to each topic with the figure, table, graph, diagrammatically appears on the next chapter, to be continued.

Table 3.4 Budget for this research

Item	Amount (THB)	Remark
1. Travel expenses – Home to the area of study e.g. Airport, Airline office	10,000	Cover the public transport, fuel for own car
2. Giveaway for participants the questionnaire	10,000	Targeting 400 sampling will be collected with 25 Thb per each sampling
3. Special gift for HR department	10,000	For special thank you in supporting to place questionnaire
4. Paper printing, scan, copy	10,000	
5. Translation	10,000	Where is necessary
Total	50,000	

Table 3.5 Timeline of this study

Detail	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. Consulting with supervisor to conclude the thesis												
2. Chapter 1 and Chapter 2, literature review, academic gaps completed												
3. Chapter 3 the questionnaire												
4. IOC and testing completed from Alfa conbat												
5. Revised data, context where is needed												
6. Final the questionnaire and start to place, survey												

Detail	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
the questionnaire						■						
7. Collect data						■	■					
8. Data Analysis								■	■			
9. Chapter 4 the result								■	■			
10. Chapter 5 and prepare to submit the thesis										■	■	
11. Thesis submit										■	■	

CHAPTER 4

RESULT

4.1 introduction

This chapter will present the result of data analysis with consist of topic 4.1) Introduction 4.2) Pilot test result 4.3) The result of respondents 4.4) CFA Model 4.5) SEM Model 4.6) summary of the chapter. The data was from the survey questionnaires completed by the participants as the target sampling size which have defined in chapter 3 already, the ground staff at Thai Airways International Airlines company whom works at the Suvarnabhumi International Airport total of 320 questionnaires were collected from the different position such as check-in staff, boarding gate staff, baggage handling staff and lounge attendant staff however total of 320 questionnaires were used to analysis.

Questionnaires were given to the participants by online channel e.g. email, line and Facebook while the offline channel was handed to participants directly to fill in the questionnaire. A total of 320 Three hundred forms were collected from participants and the data have been collected between 1 April 2018 to 31 May 2018 to complete the expected amount of data.

4.2 Pilot test result

The pilot test of 30 questionnaires were examined to find out the Alfa Coefficient at 0.70 to be valid from the variable of Intrinsic motivation factor and extrinsic motivation for job satisfaction on employee engagement and finally the examination of employee engagement affects to employee innovative behavior as per below table 4.1 and the demographic characteristics from the pilot test which is 30 respondents were collected their questionnaire therefore the demographics characteristics consist of gender, age, educational, position, year of service in the

organization, income and birthday From the result shows that the majority of respondents were female (73.3%), aged between 36-40 (40.0%), Educational level Bachelor's Degree (93.3%), Job position as Check-in staff (50.0%),Monthly income 30,001-35,000 Baht (53.3%), Year of employment 6-10 years (40.0%), Birthplace were Bangkok (80.0%) please see appendix D

Table 4.1 The research instrument scale reliability

Variable	Question No.	Alfa Coefficient
Intrinsic motivation		
1. Recognition		0.701
	1. I believe that I have received the recognition from the job I perform.	
	2. I believe management recognize any suggestions and new ideas from employees.	
	3. My contribution to work is recognized by the company.	
	4. I have received recognition for the job I perform.	
	5. I would put more effort towards my job if I receive recognition from the company.	
2. Career Growth		0.934
	6. My present job can move me to reach my career goal.	
	7. My present job provide me an opportunity to seek my career goal.	
	8. There is a career growth in this organization.	
	9. I believe I have a good future in this organization.	
	10. I am satisfied with the career opportunities provided by this organization.	

Variable	Question No.	Alfa Coefficient
3. Achievement		0.760
	11. I have achieved in delivery the job I perform.	
	12. You have expectation to achieve the job you perform.	
	13. You have the way to achieve the job you perform.	
4. Job responsibility		0.759
	14. I understand about my job responsibilities	
	15. My job responsibilities do not overload me.	
	16. My job responsibilities are interesting because I learn new things every day.	
	17. My job responsibilities are very challenging.	
5. Job involvement		0.802
	18. I feel enthusiasm when I am involved with any job process.	
	19. I feel value when I am involved with any problem-solving process.	
	20. I have been involved in planning to improve the quality of service.	
6. Goal setting		0.785
	21. Goal-setting can move to me to reach my career goal in job promotion.	
	22. Goal-setting is a motivating factor for doing a better job performance.	
	23. The experience that I am having now will be a great help to reach my personal	

Variable	Question No.	Alfa Coefficient
	goal	
Extrinsic motivation		
7. Pay Salary compensation		0.874
	24. I am satisfied on my current salary	
	25. The organization provides employees with good welfare benefits e.g. health insurance	
	26. The organization has a good annual salary incremental scheme.	
	27. I have a good living life from my current salary	
8. Organizational policy		0.904
	28. This organization's policy cares about employees	
	29. I am satisfied with this organizational policy	
	30. I would recommend people to work with this organization	
9. Workplace environment – interaction with supervisor-manger-co-worker		0.895
	31. The people I work with treat me with respect	
	32. My peers and I often talk openly on the job about what should be done to get better results	
	33. My supervisor and manager are approachable and easy to discuss with any issue within the workplace	
	34. The management supports me to improve my performance to meet company expectations	
	35. The management treats everyone in	

Variable	Question No.	Alfa Coefficient
	the team fairly and equally	
10. work condition		0.943
	36. I am satisfied with this organization's work conditions such as shift work and duration of working hours	
	37. The working conditions in this organization are suitable for me, personally.	
	38. The work condition in this organization is fair to employee	
	39. I have a work-life balance between work and personal life; from the working conditions	
11. Leadership		0.873
	40. The management has informed me about the company's vision (Slåtten et al., 2011)	
	41. The management style of this company has an impact on my job satisfaction	
	42. The management in this company always encourages me to write any suggestion for the organization.	
	43. The management in this organization listens to employees' suggestions	
12. Training &		0.862

Variable	Question No.	Alfa Coefficient
Development	44. I have received sufficient training that I need for my job	
	45. The training that company provides is relevant to the job I do	
	46. The training that company provides is good to me to develop myself	
	(Develop for this study)	
Job Satisfaction		0.845
	47. I have sufficient support and resources that I need to my job	
	48. Mostly, I can see the positive result from the job I do in daily work	
	49. I feel that my job is valuable to this organization	
	50. The amount of work that I do is reasonable.	
	51. Overall, I am satisfied with the job I do.	
Employee Engagement		0.853
	52. In my job, I feel secure at this company.	
	53. I feel I belong to this company.	
	54. I am good fit in this company.	
	55. This company I feel like my second home.	
	56. I am engaged with this company.	
Employees innovative behavior		0.766
	57. I often try to invent new ways of improving the service quality.	
	58. Employees in this organization can try to solve the same problems in different ways.	
	59. I often try out innovative ideas at my work e.g. say or write something to	

Variable	Question No.	Alfa Coefficient
	customers on/about special occasions	

From the overall result of pilot test to show that validity and reliability with the alfa coefficient divided by each variable such as intrinsic motivation at 0.790, Extrinsic motivation at 0.891, Job satisfaction at 0.845, Employee engagement at 0.853 and Employee innovative behavior at 0.766 therefore all the variable have above 0.70 as criteria that concludes this questionnaire is valid and reliable for this research.

4.3 The result of respondents

This topic will present the demographic characteristics from the target sampling size which is 320 respondents were collected their questionnaire therefore he demographics characteristics consist of gender, age, educational, position, year of service in the organization, income and birthday From the result shows that the majority of respondents were female (69.7%), aged between 36-40 (24.4%), Educational level Bachelor's Degree (84.4%), Job position as Check-in staff (48.1%),Monthly income 30,001-35,000 Baht (24.7%), Year of employment more than 10 years (39.7%), Birthplace were Bangkok (66.9%) as shown on the table 4.2

Table 4.2 The demographics characteristics

Demographics	Frequency	Percentage %
Gender (n=320)		
Female	223	69.7
Male	97	30.3
Age (n=320)		
18-25	9	2.8
25-30	44	13.8
31-35	74	23.1

Demographics	Frequency	Percentage %
36-40	78	24.4
41-45	56	17.5
46-50	47	14.7
51 Up	12	3.8
Educational level (n=320)		
Bachelor's degree	270	84.4
Master's degree or higher	50	15.6
Job position (n=320)		
Baggage handling staff	39	12.3
Boarding gate staff	98	30.6
Check-in staff	154	48.1
Lounge attendant staff	29	9.1
Monthly income (n=320)		
Less than 25,000	39	12.2
25,001 – 30,000	73	22.8
30,001 – 35,000	79	24.7
35,001 – 40,000	52	16.3
40,001 – 45,000	56	17.5
45,000 Up	21	6.6
Year of employment (n=320)		
Less than 1 Year	3	0.9
over 1-3 Year	26	8.1
over 3-6 Year	75	23.4
over 6 -10 years	89	27.8
more than 10 Years	127	39.7
Birthplace by region (n=320)		
Bangkok and central area	226	70.6
Northern area	33	10.3
Southern area	27	8.4
North Eastern area	21	6.5
Eastern and Western area	13	4.0
Total	320	100%

4.4 Confirmatory Factor Analysis (CFA) result for this study

Confirmatory factor analysis (CFA) is necessary for this study as the technique of structural equation modeling was used that CFA will focus on measurement the model, to test the relationship between observed variable and latent variables e.g. measurement from the scores. The main objective of variable measurement is to confirm the number of factor that validity and reliable for the variation and covariation between the set of factors.

In the complex models, these identification criterions are useful for standard CFA application however it may be not sufficient for evaluating in such case of complex model therefore to trust the computer software must be considered to detect the unidentified parameters. CFA has been conducted in this study to further validate the measurement to the hypothesized H1- H6 with six factors measurement model as per CFA model (including dependent and independent variables) was examined by the submitted raw data from the survey form collecting 320 forms to AMOS program and requesting the analysis based on the covariance matrix (Joreskog & Sorbom, 1996)
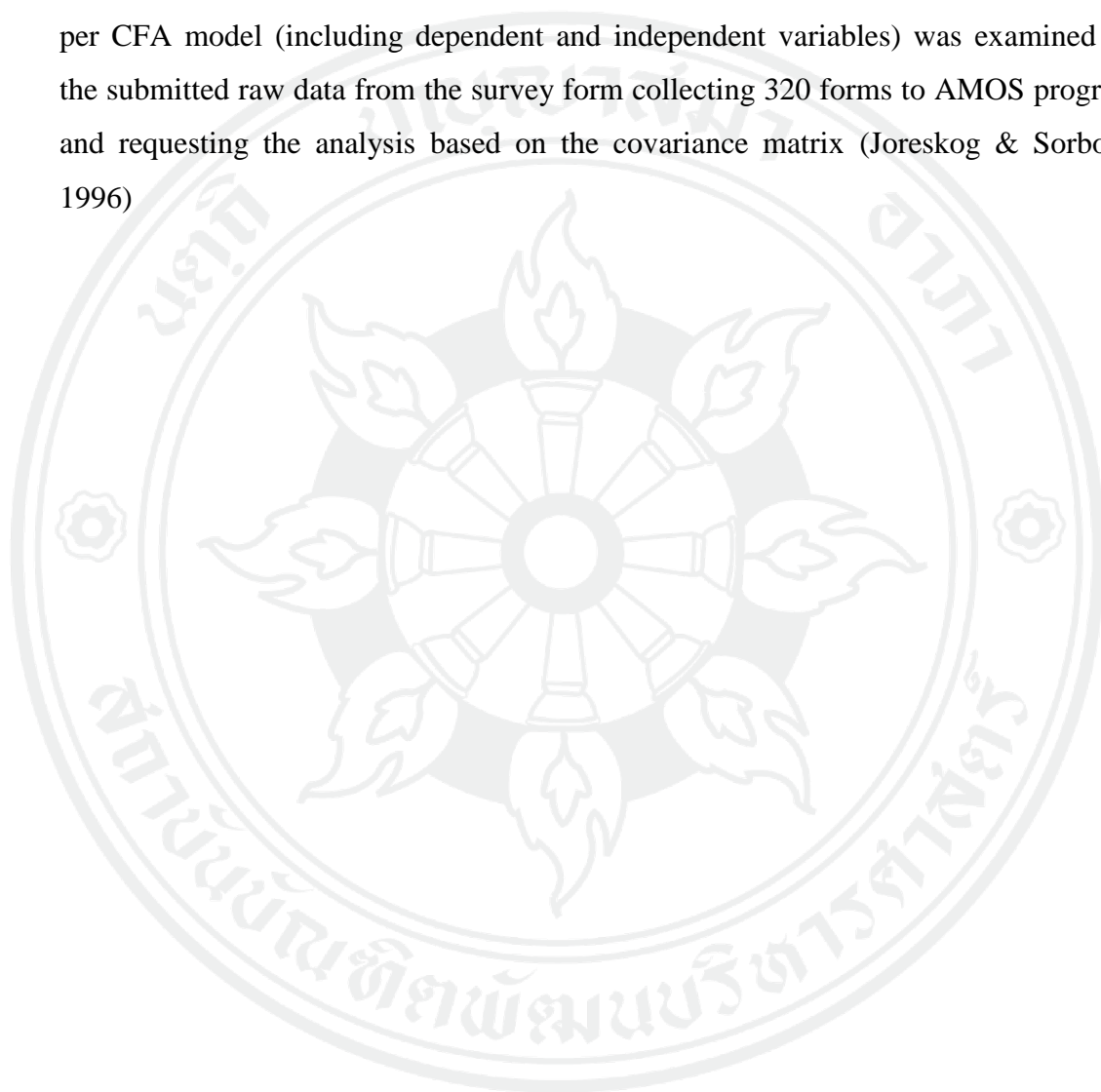
4.4.1   CFA result for Intrinsic Motivation Factor Model

Intrinsic motivation factors, this variable was measured by six observed variables e.g. recognition, career growth, achievement, job satisfaction, job involvement and goal setting. All six observed variables examine the latent variables of intrinsic motivation factor that influence on employee's job satisfaction and employee engagement per the hypothesis. Outcomes expectations was measured by 23 questionnaires by each item and the figure shows. The result has found acceptable threshold levels and consistent with the concept (Hair, Black, Babin, Anderson, & Tatham, 1998); (Bollen, 1989). and by Chi – Square = 156.956, df = 141, Sig. = 0.175 < 0.05, CMIN/df. = 11.11 > 5.0 and furthermore GFI = 0.771 < 0.9, AGFI = .812 > 0.80, RMSEA = .20 < 0.50, RMR = 0.04 < 0.05 the highest loading factor is 1.00 on career growth however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.
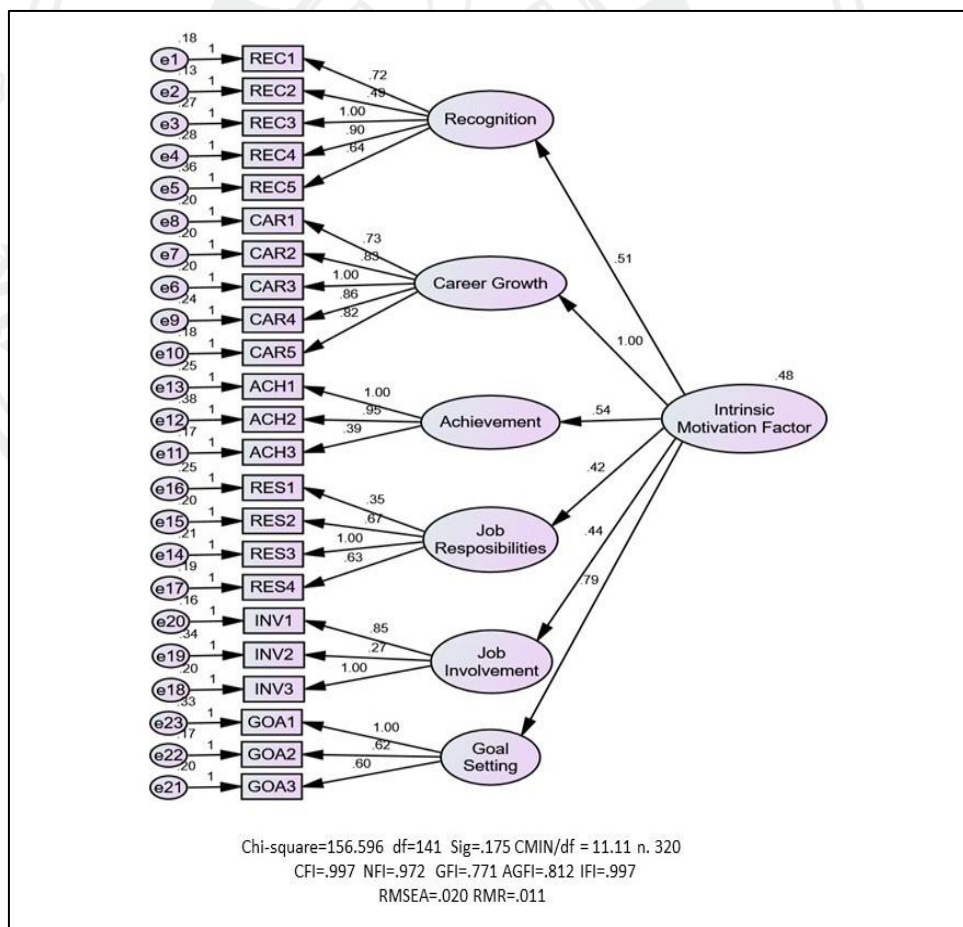
Figure 4.1 The result of CFA Intrinsic motivation mode

4.4.2   CFA result for Extrinsic Motivation Factor Model

Extrinsic motivation factors, this variable was measured by six-observe e.g. pay salary and compensation, workplace environment, organizational policy, work condition, leadership style and training and development. All six observed variables examine on extrinsic motivation factor influence to employee's job satisfaction and employee engagement per the hypothesis. Outcomes expectations was measured by 23 questionnaires by each item and the figure shows. The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = 181.276, df = 175, Sig. = 0.357 < 0.05, CMIN/df. = 1.035 > 5.0 and furthermore GFI = 0.801 < 0.9, AGFI = .812 > 0.80, RMSEA = 0.11 < 0.50, RMR = 0.14 > 0.05 the highest loading factor is 1.00 on organizational policy however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.
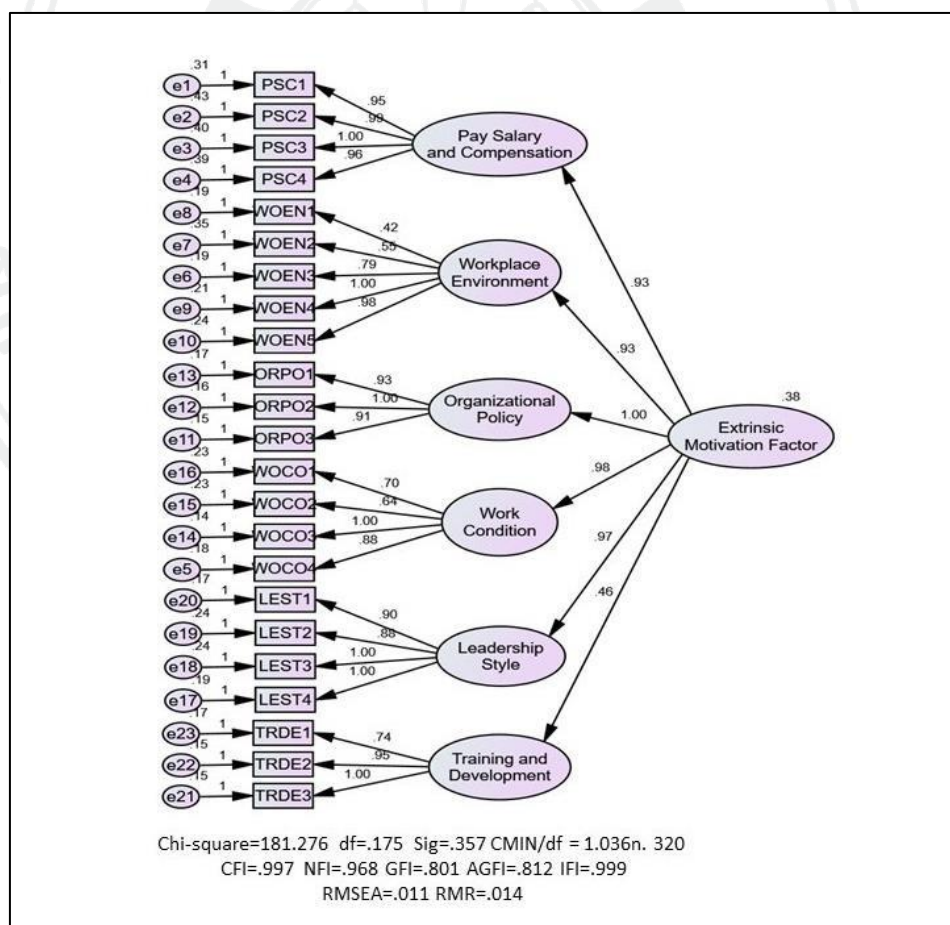
Figure 4.2 CFA Extrinsic motivation factor model

4.3.3 CFA result of Employees' Job Satisfaction Model

Job satisfaction is the mediator to test for the employee engagement as per the hypothesis 3 with five questionnaires from SAT1- SAT5. Outcomes expectations was measured by five questionnaires and the figure shows and the factor loading scales shows SAT2 question has the highest score from the questionnaire (See appendix). The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = 4.207, df = 2, Sig. = 0.122 < 0.05, CMIN/df. = 1.103 > 5.0 and furthermore GFI = 0.925 > 0.9, AGFI = 0.77 < 0.80, RMSEA = 0.063 < 0.50, RMR = 0.014 > 0.05 the highest loading factor is 1.00 on SATI5 however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.
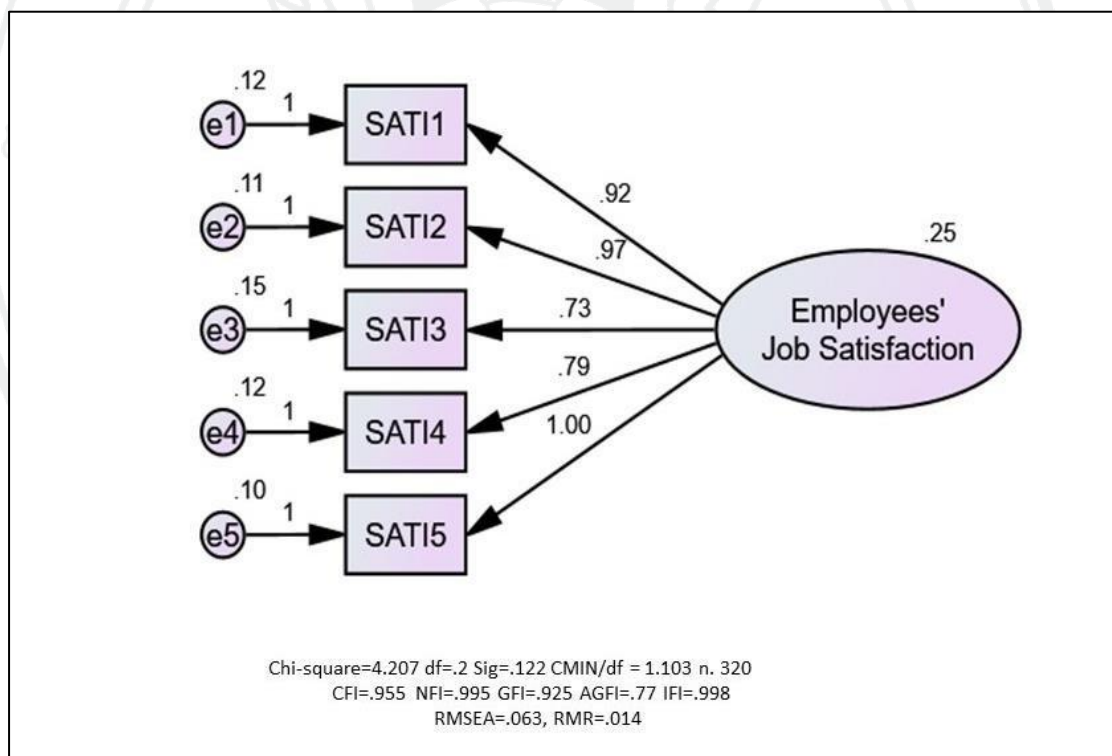
Figure 4.3 CFA Job satisfaction model

4.4.3 CFA result of Employee Engagement Model

Employee engagement is the mediator to test for the employee innovative behavior as per the hypothesis 4 with five questionnaires from ENG1- ENG5. Outcomes expectations was measured by five questionnaires and the figure shows and the factor loading scales shows EAG4 question has the highest score from the questionnaire (See appendix). The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = 45.48, df = 4, Sig. = 0.090 < 0.05, CMIN/df. = 9.096 > 5.0 and furthermore GFI = 0.950 > 0.90, AGFI = 0.850 < 0.80, RMSEA = 0.061 < 0.50, RMR = 0.010 > 0.05, the highest loading factor is 1.00 on ENGA4 however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.
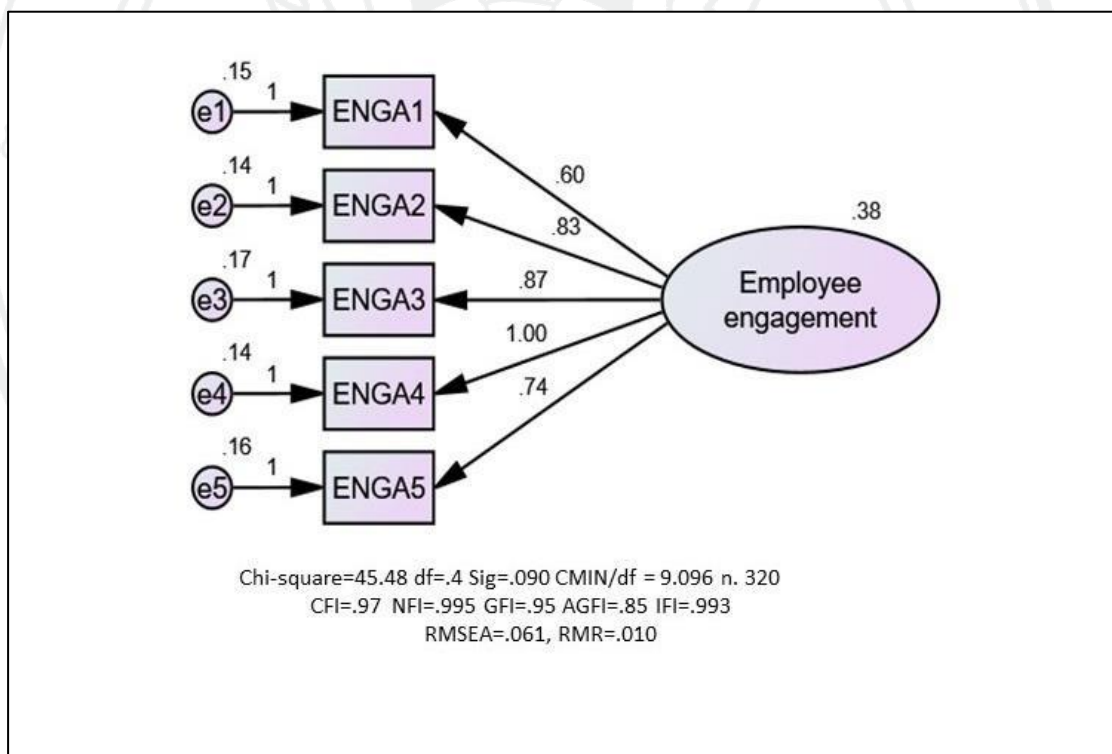
Figure 4.4 CFA Employee engagement model

4.4.4 CFA Employees' innovative Behavior Model

Employees' innovative behavior as per the hypothesis 4 with five questionnaires from INBE1- INBE3. Outcomes expectations was measured by five questionnaires and the figure shows and the factor loading scales shows INBE3 question has the highest score from the questionnaire (See appendix). The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = .358, df = 1, Sig. = 0.550 < 0.05, CMIN/df. = .358 > 5.0 and furthermore GFI = 0.990 > 0.90, AGFI = 0.920 > 0.80, RMSEA = 0.000 < 0.50, RMR = 0.01 < 0.05, , the highest loading factor is 1.00 on INBE1 however all the loading factor in this model is high that consider this model is acceptable and fit to the hypothesis.
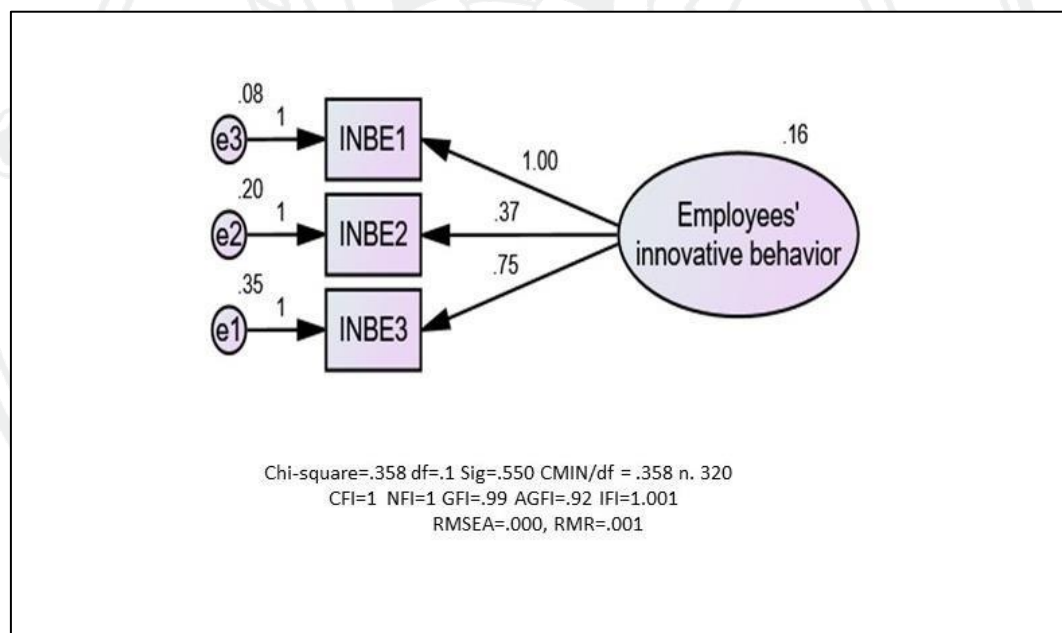
Figure 4.5 CFA employees' innovative behavior model

4.5 SEM Model

This part using Structural Equation Modeling (SEM) has become one of the techniques of choice for researchers across disciplines. Therefore, this part to studies the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement using structural equation modeling (SEM). The result of model show that acceptable threshold levels and consistent with concept of (Hair et al., 1998). The result show that intrinsic motivation factor is higher affect to job satisfaction = .89 factor loading and 1 factor loading for employee engagement rather than extrinsic motivation factor that = .24 factor loading affect to job satisfaction and = .59 factor loading for employee engagement while job satisfaction factor has affect to employee engagement in the acceptable level =.30 as per factor loading and employee engagement has affect to employees' innovative behavior in the good level of factor loading =.67, all factor loading consider to accept the model.

Each of index by statistically represents model, detail of each index will be explained below the figure 4.6.
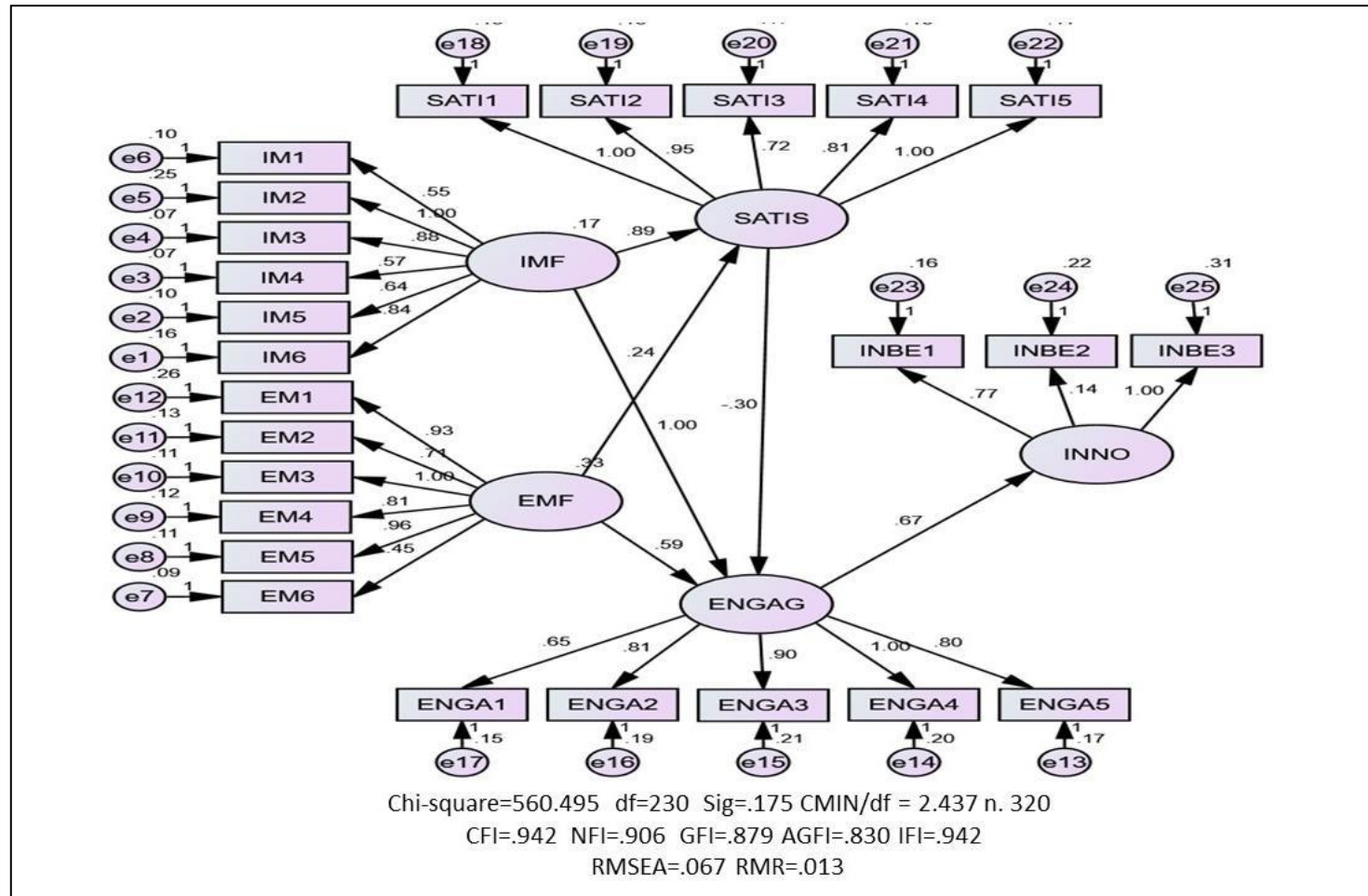
Figure 4.6 Structural equation modeling analysis the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement

The data revealed of Structural equation modeling (SEM) the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement. The Chi-Square value is the traditional measure for evaluating overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariances matrices (Hu & Bentler, 1999). A good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007). The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = 560.495, df = .230, Sig. = .175 < 0.05, CMIN/df. = 2.437 > 5.0, CFI = .942 < .90, NFI .906 > .090, GFI = .879 < .90, AGFI = .830 > .80, IFI = .942 > .90, RMSEA = .067 > .50, RMR = .013 > .05 Furthermore, the results of the structural equation modeling analysis the model influence of learning organization dimensions on organizational commitment and organizational performance are demonstrated relatively a reasonable fit of the seven indexes of model to the data based on several fit statistics including.

1.   Comparative Fit Index (CFI) equals to 0.942 > 0.90 result consistent with the concept Hair et al. (1998) a good comparative Fit Index should more than 0.90. And a value of CFI more than 0.95 is presently recognized as indicative of good fit (Hu & Bentler, 1999) however the result at 0.942 consider the good fit.

2.   Goodness of Fit Index (GFI) equals to 0.879 < 0.909 result consistent with the concept Hair et al. (1998) and Mazur and Mueller (1996) Goodness of Fit Index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix and a good Goodness of Fit Index should more than 0.90 for good fit however the result show 0.879 consider moderate fit (Hair et al., 1998)

3.   Adjusted Goodness of Fit Index (AGFI) which is affected by the number of indicators of each latent variable result of 0.830 > 0.80 and between 0.80 – 0.90 are considered as a reasonable model consistent with the concept (Joreskog & Sorbom, 1996). The GFI and AGFI range between 0 and 1, with a cutoff value more than of 0.80 generally indicating acceptable model fit (Baumgartner & Homburg, 1996). The result of 0.830 consider as good fit (Baumgartner & Homburg, 1996)

4.   Root Mean Square Error of Approximation (RMSEA) mean avoids issues of sample size by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix

(Hooper, Coughlan, & Mullen, 2008). Result found RMSEA = 0.067 > 0.05 acceptable threshold levels consistent with the concept Hair et al. (2014); Browne and Cudeck (1993) have indicated of acceptable good fit.

     5.   Root Mean Square Residual (RMR) are the square root of the discrepancy between the sample covariance matrix and the model covariance matrix. Result found RMR = 0.013 > 0.05 this acceptable threshold levels consistent with the concept (Hu & Bentler, 1999). The standardized root mean square residual removes this difficulty in interpretation, and ranges from 0 to 1, with a value of 0.05 or less being indicative of an acceptable model (Hu & Bentler, 1999).

     6.   Normed fit index (NFI) to analyzes the discrepancy between the chi-squared value of the hypothesized model and the chi-squared value of the null model (Bentler & Bonett, 1980). Result found NFI = 0.906 >0.90 this acceptable threshold levels consistent with the concept Hair et al. (1998). And more recent suggestions state that the cut-off criteria should be NFI more than 0.95 values for this statistic a good fit (Hu & Bentler, 1999).

     7.   Incremental fit index; (IFI) result found = 0.942 > 0.90 this acceptable threshold levels and the values close to 1 indicate a very good fit consistent with the concept (Hair et al. 1998).

     Structural equation modeling analysis the model is strongly suggest that each set of items represents a single underlying construct and provides evidence for discriminate validity or good fit confirm, Overall, the data indicate a good fit and moderate fit for the testing model. By statistically the model fit as per the research question and research conceptual framework proposal conclude as per table 4.3.

Table 4.3 Fit Indices for Proposed the model the causal factors that can affect the influence of frontline airline employees' motivation for job satisfaction on employee engagement.

Index	Criteria	Result	References	Result
Chi – Square	p. > 0.05	560.489	Hair et al. (1998), Bollen (1989) and Sorbon (1996)	Good fit
CMIN/df.	< 5.0	2.437	Bollen (1989) , Diamantopoulos, Siguaw, and Siguaw (2000)	Moderate fit
GFI	≥ 0.90	0.879	Hair et al. (1998), Browne and Cudeck (1993)	Moderate fit
AGFI	≥ 0.80	0.830	Baumgartner, H., & Hombur, C.,(1996), Gefen et al (2000)	Good fit
NFI	≥ 0.90	0.906	Hair et al. (1998) , Mueller (1996)	Good fit
IFI	≥ 0.90	0.942	Hair et al. (1998) , Mueller (1996)	Good fit
CFI	≥ 0.90	0.942	Hair et al. (1998) , Mueller (1996)	Good fit
RMR	< 0.05	0.013	Diamantopoulos , Siguaw (2000)	Good fit
RMSEA	< 0.05	0.067	Hair et al. (1998),Browne and Cudeck (1993)	Good fit

The data revealed of statistics for fit confirm model structural equation modeling (SEM) analysis the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement summarize path coefficients of the relationships as per table 4.4 and detail will be explained to test the hypothesis in this study as follows topic 4.5.1 – 4.5.4

Table 4.4 Analysis statistics the structural equation modeling analysis the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement

Variable	Path	Variable	coefficient	S.E.	t.	p-value	R^2
Employees' Job Satisfaction	<--	Intrinsic Motivation Factor	0.895	0.071	12.543	0.000*	83.00%
Employees' Job Satisfaction	<--	Extrinsic Motivation Factor	0.239	0.025	9.386	0.000*	83.00%
Employee Engagement	<--	Intrinsic Motivation Factor	1.00	-	-	-	75.00%
Employee Engagement	<--	Extrinsic Motivation Factor	0.943	0.457	13.368	0.000**	79.00%
Employee Engagement	<--	Employees' Job Satisfaction	-0.3	0.098	-3.051	0.002*	75.00%
Employees' Innovative Behavior	<--	Employee Engagement	0.669	0.085	7.84	0.000*	77.00%

4.5.1 The intrinsic motivation factors influence on employee's job satisfaction and employee engagement

The result represents the research aims in this study which present in the chapter 1 that is How does the intrinsic and extrinsic motivation factors influence on employee job satisfaction and employee engagement? With the hypotheses:

H1 :   The intrinsic motivation factors influence on job satisfaction.

H5 :   The intrinsic motivation factors influence on employee engagement

Details will be explained as followings:

1.   Intrinsic Motivation factors have 6 latent variables including recognition, career growth, achievement, job responsibilities, job involvement and goal setting. The result has shown the standardized factor loading ranged from 0.55 – 0.1 more than 0.40. The model shows the intrinsic motivation factors a positive direct effect 2 variables and indirect effect 3 variables.

2.   Intrinsic Motivation factors variable will have a positive direct effect to the employees' job satisfaction. The regression weight estimate of standardized coefficients 0.895, has a standard error of about 0.071, t –value 12.543, p-value = 0.000 < 0.05, And the intrinsic motivation factors variable has influence to change the employees' job satisfaction variable of model was able to explain influence to change at rate 83%, this was significant.

3.   Intrinsic Motivation factors variable will have a positive direct effect to the employee engagement. The regression weight estimate of standardized coefficients 1.00, and the intrinsic motivation factors variable has influence to change the employee engagement variable of model was able to explain influence to change at rate 75.00%, this was significant at or below the 0.001 level.

4.   Intrinsic Motivation factors variable will have an indirect effect of 0.49 to the employees' innovative behavior, by pass from the employee engagement variable.

4.5.2 The extrinsic motivation factors influence on employee's job satisfaction and employee engagement

The result represents the research aims in this study which present in the chapter 1 that is How does the intrinsic and extrinsic motivation factors influence on employee job satisfaction and employee engagement? With the hypotheses:

H2 :   The extrinsic motivation factors influence on job satisfaction.

H6 :   The extrinsic motivation factors influence on employee engagement

Details will be explained as followings:

1.   Extrinsic Motivation factors have 6 latent variables including Pay Salary and Compensation, Workplace Environment, Organizational Policy, Work Condition, Leadership Style and Training and Development. The result shows the unstandardized factor loading ranged from 0.45 – 1 more than 0.40. The model show the Extrinsic motivation factors a positive direct effect 2 and indirect effect 2 variables explain as follows;

2.   Extrinsic Motivation factors variable will have a positive direct effect to the employees' job satisfaction. The regression weight estimate of standardized coefficients 0.239, has a standard error of about 0.025, t –value 9.386, p-value = 0.000 < 0.001, And the Extrinsic motivation factors variable have influence to change the employees' job satisfaction variable of model was able to explain influence to change at rate 83.00%, this was significant at or below the 0.001 level.

3.   Extrinsic Motivation factors variable will have a positive direct effect to the employee engagement. The regression weight estimate of standardized coefficients 0.594, has a standard error of about 0.045, t –value 13.338, p-value = 0.000 < 0.05, And the Extrinsic motivation factors variable have influence to change the employee engagement variable of model was able to explain influence to change at rate 75.00%, this was significant at or below the 0.05 level.

4.   Extrinsic Motivation factors variable will have an indirect effect of 0.35 to the employees' innovative behavior, by pass from the employee engagement variable.

4.5.3   Employee's job satisfaction influence on employee engagement

The result represents the research aims in this study which present in the chapter 1 that is How does the employee's job satisfaction influence on employee engagement? With the hypotheses:

H3 :   Employees' job satisfaction influence on employee engagement

Details will be explained as followings:

1.   Employees' Job Satisfaction has 5 observed variables (SATI01 – SATI05). The result shows the unstandardized factor loading ranged from 0.72 – 1 more than 0.40. The model show the Employees' Job Satisfaction factors a positive direct effect 1 variables and indirect effect 1 variables explain as follows;

2.   Employees' Job Satisfaction variable from the result statistically the lower of factor loading to show that not influence on employee engagement. The regression weight estimate of standardized coefficients -0.3, has a standard error of about 0.098, t –value -3.051, p-value = 0.002 < 0.05.

3.   Employees' Job Satisfaction variable will have an indirect effect of -0.2 to the employees' innovative behavior, by pass from the employee engagement variable.

4.5.4 Employee engagement influence on employee innovative behavior.

The result is to represent the research aims in this study which present in the chapter 1 that is How does the employee engagement influence on employee innovative behavior? With the hypotheses:

H4 : Employees engagement influence on employee innovative behavior Details will be explained as followings:

1.   Employee Engagement has 5 observed variables (INBE01 – INBE03). The result shows the standardized factor loading ranged from 0.14 – 1 more than 0.40. except the one observed variables INBE 02 not sig as per result of statistically below 0.40 (Hair et al., 2014) hence the INBE2 observed variable *"Employees in this organization can try to solve the same problems in different ways"* this can be explained as employee understand innovative is important however as per individual's empowerment and company standard limit employee to try on the different way. The model shows the Employee Engagement factors positive direct effect 1 variables as explained.

2.   Employee Engagement variable will have a direct effect to the employees' innovative behavior, the regression weight estimate of standardized coefficients 0.669, has a standard error of about 0.085, t –value 7.84, p-value = 0.000 < 0.001, And the Employee Engagement variable have influence to change the employees' innovative behavior variable of model was able to explain influence to change at rate 77.00%, this was significant at or below the 0.001 level.

4.5.5 Summary of hypothesis in this study

From the above explained result this topic will be present the summary of hypothesis in the table 4.5 show the coefficient of R square and the coefficient direct and indirect effect to structural equation modeling analysis in the table 4.6 detail will be explained as below.

Table 4.5 the summary of coefficient of R square from the hypothesis

No.	Hypotheses	(R^2)	Result
H1	Employee intrinsic motivation factor influence on job satisfaction	83.00%	Supportive
H2	Employee extrinsic motivation factor influence on job satisfaction	83.00%	Supportive
H3	Employees' job satisfaction influence on employee engagement		Not Supportive
H4	Employee engagement influence on employees' innovative behavior	77.00%	Supportive
H5	Employee intrinsic motivation factor influence on employee engagement	75.00%	Supportive
H6	Employee extrinsic motivation factor influence on employee engagement	75.00%	Supportive

The statistically result shows that all hypothesis in this study supportive in the (R^2) valued % which the data revealed of summary coefficients direct effect and indirect effect the structural equation modeling analysis of the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement. The result found employee engagement factors will have influence on the employees' innovative behavior are highest of the total effect are 0.86, the second are extrinsic motivation factors the effect are 0.61, the third are intrinsic motivation factors the effect are 0.45 and the employees' job satisfaction the total effect are 0.37. And result show the intrinsic motivation factors will have influence on the employee engagement factors most the total effect is 0.51, the second are extrinsic motivation factor the effect are 0.47 and the employees' job satisfaction the total effect are 0.34. Furthermore, the result shows the extrinsic motivation factor variable will have influence on employees' job satisfaction the total effect is 0.73 and the intrinsic motivation factors the effect are 0.23

Table 4.6 The summary coefficients direct effect and indirect effect the structural equation modeling analysis of the influence of frontline airline employees' motivation for job satisfaction on employee engagement.

Variable	Effect	Employees' Job Satisfaction	Employee Engagement	Employees' Innovative Behavior
Intrinsic Motivation Factor	Direct Effects	0.848	1.000	
	Indirect Effects		-0.110	0.547
	Total Effects	0.848	0.890	0.547
Extrinsic Motivation Factor	Direct Effects	0.301	0.515	
	Indirect Effects		-0.039	0.293
	Total Effects	0.301	0.476	0.293
Employees' Job Satisfaction	Direct Effects		-0.130	
	Indirect Effects			-0.080
	Total Effects		-0.130	-0.080
Employee Engagement	Direct Effects			0.615
	Indirect Effects			
	Total Effects			0.615
	R^2	83.0%	75.0%	77.00%

Therefore, from the above SEM model show that some of the variables is not significant as per the factor loading result which cause the some of the hypothesis is not supportive e.g. H3 : Employees' job satisfaction influence on employee engagement. Further to analysis of SEM model on which of factor loading is not significant to adjust the model by cutting the path analysis on which variables have the lower factor loading than .50 hence there are 4 path analyses have been eliminated e.g. job satisfaction to employee engagement factor loading (.30), INBE 2 factor loading (.14), EMF 6 factor loading (.45) and Extrinsic motivation to job satisfaction factor loading (.24) however after adjusting the model, the index of new SEM model indicate as the good fit result as per below adjust SEM Model
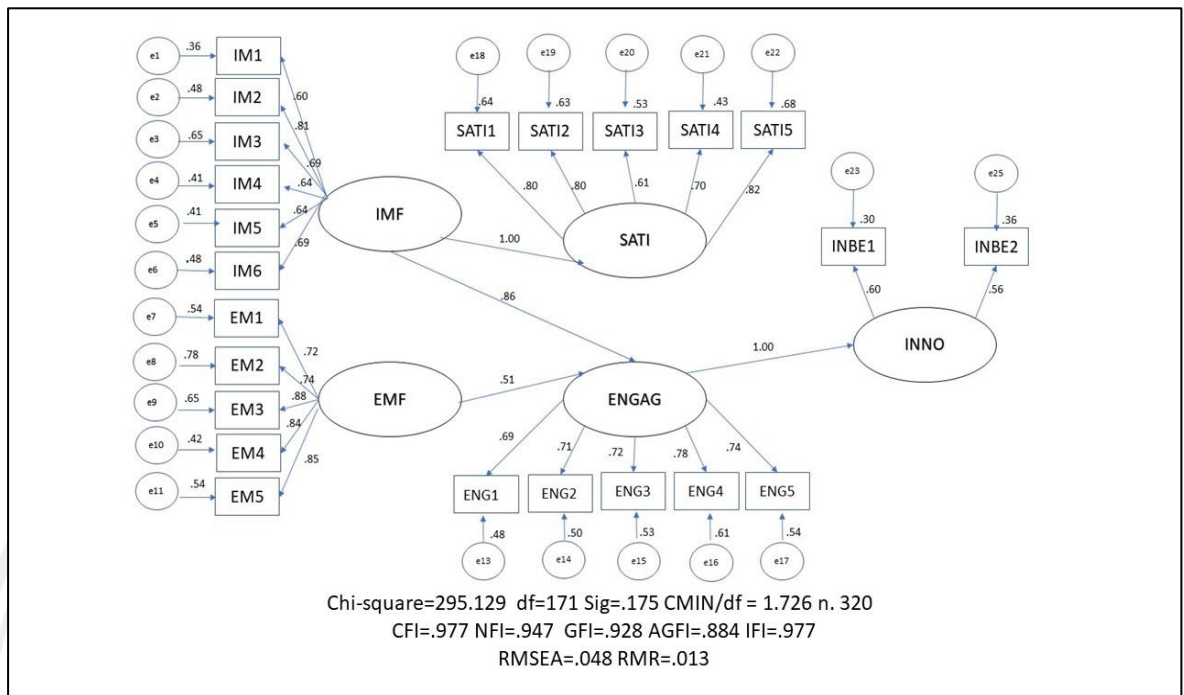
Figure 4.7 The adjust model of Influence on motivation towards employees' innovative behavior

The data revealed of Structural equation modeling (SEM) the model the influence of frontline airline employees' motivation for job satisfaction on employee engagement. The Chi-Square value is the traditional measure for evaluating overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariances matrices (Hu & Bentler, 1999). A good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007). The result has found acceptable threshold levels and consistent with the concept (Hair et al., 1998); (Bollen, 1989). and by Chi – Square = 295.109, df = 171, Sig. = 0.175 < 0.05, CMIN/df. = 1.726 < 5.0, Furthermore, the results of the structural equation modeling analysis the model influence of learning organization dimensions on organizational commitment and organizational performance are demonstrated relatively a reasonable fit of the seven indexes of model to the data based on a number of fit statistics including.

1.   Comparative Fit Index (CFI) equals to 0.977 > 0.9 result consistent with the concept Hair et al. (1998) a good comparative Fit Index should more than 0.90. And a value of CFI more than 0.95 is presently recognized as indicative of good fit (Hu & Bentler, 1999)

2.	Goodness of Fit Index (GFI) equals to 0.928 > 0.9 result consistent with the concept Hair et al. (1998) and Mazur and Mueller (1996) Goodness of Fit Index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix and a good Goodness of Fit Index should more than 0.90.

3.	Adjusted Goodness of Fit Index (AGFI) which is affected by the number of indicators of each latent variable result of 0.884 > 0.8 and between 0.80 – 0.90 are considered as a reasonable model consistent with the concept (Joreskog & Sorbom, 1996). The GFI and AGFI range between 0 and 1, with a cutoff value more than of 0.80 generally indicating acceptable model fit (Baumgartner & Homburg, 1996).

4.	Root Mean Square Error of Approximation (RMSEA) mean avoids issues of sample size by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix (Hooper et al., 2008). Result found RMSEA = 0.048 < 0.05 acceptable threshold levels consistent with the concept Hair et al. (2014); Browne and Cudeck (1993) have indicated of acceptable model fit.

5.	Root Mean Square Residual (RMR) are the square root of the discrepancy between the sample covariance matrix and the model covariance matrix. Result found RMR = 0.013 < 0.05 this acceptable threshold levels consistent with the concept (Hu & Bentler, 1999). The standardized root mean square residual removes this difficulty in interpretation, and ranges from 0 to 1, with a value of 0.05 or less being indicative of an acceptable model (Hu & Bentler, 1999).

6.	Normed fit index (NFI) to analyzes the discrepancy between the chi-squared value of the hypothesized model and the chi-squared value of the null model (Bentler & Bonett, 1980). Result found NFI = 0.947 > 0.90 this acceptable threshold levels consistent with the concept Hair et al. (1998). And more recent suggestions state that the cut-off criteria should be NFI more than 0.95 values for this statistic a good fit (Hu & Bentler, 1999).

7.	Incremental fit index; (IFI) result found = 0.977 > 0.90 this acceptable threshold levels and the values close to 1 indicate a very good fit consistent with the concept (Hair et al. 1998).

The result in table show structural equation modeling analysis the model are strongly suggest that each set of items represents a single underlying construct and provides evidence for discriminate validity or good fit confirm, Overall, the data indicate a good fit for the testing model.

Table XX Fit Indices for Proposed the model the causal factors that can affect the influence of frontline airline employees' motivation for job satisfaction on employee engagement.

Index	Criteria	Result	References	Result
Chi – Square	p. > 0.05	295.129	Hair et al. (1998), Bollen (1989) and Sorbon (1996)	Good fit
CMIN/df.	< 5.0	1.726	Bollen (1989) , Diamantopoulos et al. (2000)	Good fit
GFI	≥ 0.90	0.928	Hair et al. (1998),Browne and Cudeck (1993)	Good fit
AGFI	≥ 0.80	0.884	Baumgartner, H., & Hombur, C.,1996, Gefen et al (2000)	Good fit
NFI	≥ 0.90	0.947	Hair et al. (1998) , Mueller (1996)	Good fit
IFI	≥ 0.90	0.977	Hair et al. (1998) , Mueller (1996)	Good fit
CFI	≥ 0.90	0.977	Hair et al. (1998) , Mueller (1996)	Good fit
RMR	< 0.05	0.048	Diamantopoulos , Siguaw (2000)	Good fit
RMSEA	< 0.05	0.013	Hair et al. (1998),Browne and Cudeck (1993)	Good fit

4.6 Summary of the chapter

The employee engagement factor has the most coefficient influence on the employee innovative behavior as per the result found, secondly the extrinsic motivation factors influence on the employees' job satisfaction following by other variables hence the relationship between variables such as intrinsic and extrinsic motivation factor, job satisfaction, employee engagement and employee innovative behavior are linked as per the hypothesis have been presented in the chapter II. The result was also interested that the extrinsic motivation factors e.g. pay salary, workplace environment, leadership style, organizational policy, work condition and training & development are more coefficient influence on employees' job satisfaction that the intrinsic motivation factors, this is to prove that employee would satisfy on the job from the tangible situation and they will receive it in tangible rather than the intrinsic factors as it is non-tangible, employee whom stay longer in the company

would feel engage to company from their intrinsic motivation factors apart from extrinsic.

It is interesting that employee engagement influence on the employee innovative behavior as said when employee stay longer in the company they feel belong to, they have sense of ownership to improve the job they are doing in daily to be better and they are happy to create new thing every day to improve their work and services towards customer and organization. The next chapter will present the discussion and conclusion of the study moreover will be discussed about the recommendation for future study include the contribution to both academic and practical with the new knowledge model.
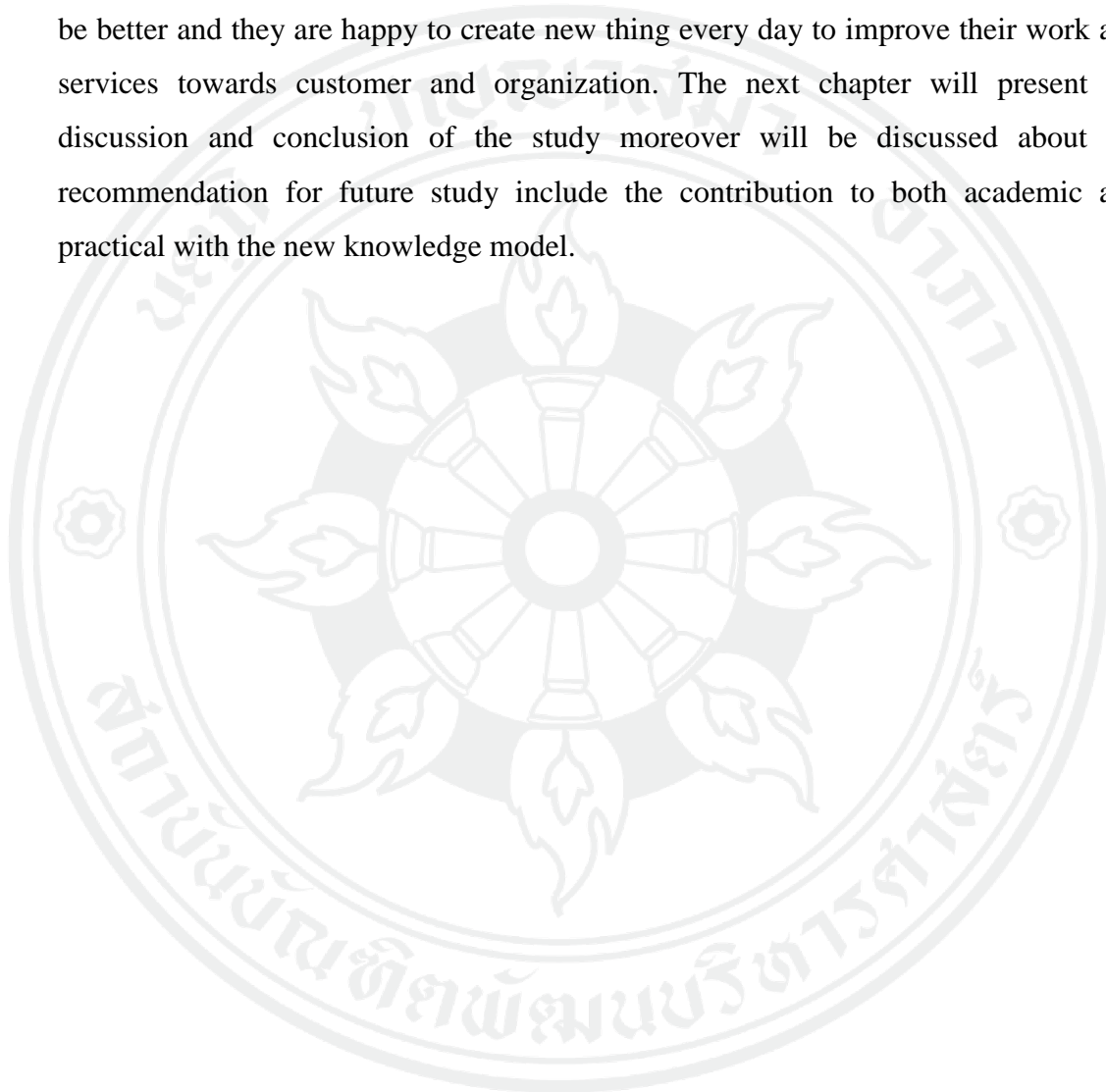
CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter is the final chapter of the thesis that will be divided into each topic 5.1 Introduction 5.2 Discussion of this study 5.3 Conclusion of this study 5.4 Recommendation for future research 5.5 limitation and suggestion for future study 5.6 Summary of the chapter. The result of this study will answer to the research questions and examine the hypothesis. Each of topic descripts in conclusion of this study, the key finding which shows by the statistically analysis and justification the outcome. Importantly, this study has recommended for the future research, the contribution to both academic and practical specially for the academic have been created a new knowledge model from the key finding hence in this chapter is the conclusion of the research journey that will be completed in this chapter.

5.2 Discussion of this study

This chapter will provide an answer to the proposed research aim and question in this study. From the result in chapter 4 reveal a good positive acceptable to the proposed conceptual framework commencing from the first research aim in this study.

5.2.1 How does the intrinsic and extrinsic motivation factors influence on employees' job satisfaction?

From the first research question in this study. The key finding from the result in chapter 4 about the intrinsic motivation factors on employees' job satisfaction that having a direct effect to the level of employees' job satisfaction as the result shows that job satisfaction can be imposed as the individual's attitude and feeling of people have about their work or task they are doing as in this study the intrinsic motivation

factor consist of recognition, career growth, achievement, job responsibility, job involvement and goal setting to examine the motivation factor in believing that employee attitudes and feeling have been examined and influence on job satisfaction, there were pass research that finding about intrinsic motivation factor influence on job satisfaction (Gaertner, 1999). There is more research is ongoing believing that employee attitudes and feeling have directly impact on job satisfaction and turnover rate.

Recognition is one of the key factor to improve employees' work performance as from the result in this study, employee feel happy when their work recognized by management and company moreover feeling valued and meaningful on the job they are doing is highly motivated them on the job satisfaction, career growth in the organization is also key factor to improve their level of job satisfaction as employee would feel motivate when they can see the opportunity to growth in the organization hence the goal setting would be aligned with this circumstances too so in this study also finding the goal setting is crucial for employee to reach their career growth. Hence, to rewarding employee by providing the effective recognition would affect to employee motivation and level of job satisfaction according to the pass study from Deeprose (1994) also found in his study about recognition is the key motivation factor to increase level of job satisfaction of his study on the hotel and hospitality industry however in the target sampling size in this study is ground employee of Thai Airways International Airlines also considered as hospitality industry to show that career growth will be the ultimately outcome to enhance the employees' job satisfaction.

When Ali and Ahmed (2009) confirmed that motivation and job satisfaction have statistically significant correlation with reward and recognition respectively. Job responsibility, Job involvement , Achievement are positively outcome of employee motivation to improve the level of job satisfaction as employee feel more satisfy when they know exactly about their job responsibility, clear of their job description with specific task therefore they could concentrate on what their responsibility when job involvement has impact on their feeling, employee will feel satisfy or happy with their job when they are able to maximize their performing in the job, they involve in the process of improving job or service quality provide to customer, involve in solving problem also could make their feel satisfy, involve in any activities, functionally at

work they do thus this result could retain employee with the organization and reducing the turnover invention, reducing the costs of hiring. The study revealed that there would be a positively changed in employee motivation and job satisfaction when company can have offered the opportunity to get involve in their job responsibility and participate in organization planning and policy to improve quality services that build the level of valuable and meaningful of their work. In addition, the intrinsic motivation factor affect to employee engagement as per the result and The literature related to employee motivation and employee engagement shows from the several research that the affects to engagement with the motivational process of intrinsic and extrinsic factors (Demerouti et al., 2001); (Schaufeli & Bakker, 2004)

The extrinsic motivation factor from the result in chapter 4 as the extrinsic motivation factor consist of Pay salary & compensation, Workplace environment, Organizational policy, Work condition, Leadership style and Training Development. The result shows a very positive related to job satisfaction regarding to the ratio of statistically number is higher that intrinsic motivation factor hence there are underlining that the examination of job satisfaction from the extrinsic factor from the previous study in the pharmaceutical industry (Garg & Kumar, 2012) have found that the comprehensive of job satisfaction factors such as pay & fringe compensation, promotion, training & development, the interaction between co-worker, supervisor, manager and subordinate will affect to the level of job satisfaction hence the research from the various researchers, authors have identified that to build the strong job satisfaction must comprise of extrinsic motivation factor.

Pay salary & compensation is the key to the level of job satisfaction as employee need to have a quality of life, good living life from their earn income thus everyday they come to work with full of energy and good feeling about their job that provide them a good living life they feel they owe to organization and job, without good salary and compensation they would not be able to have good living and support, look after their family when work place environment, organizational policy and work condition are important part of increase the level of job satisfaction also the examiner factor in this study that reveal in the good result that employee feel happy when they can interact with co-worker, supervisor in the friendly environment, openly

mind to talk to each other, feel comfortable to say exactly what they are thinking and feeling, organizational policy play a vital role to employee in regards of they are comfortable to fit in the organizational policy, comply with the policy without any against or rejection also the policy is fair to employee comprise of work condition as the target sampling has the working hour in shift work that would affect to their level of satisfy if the work condition not really load them and allow them to have a work life balance from the working schedule work.

Leadership style have found in this study that the management with clear vision and good communication between employee and management will impact to the level of job satisfaction. Training & Development is one of the key factor in extrinsic motivation that could impact on the level of job satisfaction therefore employee feel appreciated when organization provide the training that relevant to their job moreover that training should be useful for them in terms of career development too. In this study, the result shows that employee feel satisfy when training & development program provided by company to improve their skill, knowledge and competency to their job duty and for future career development.

5.2.2 How does employees' job satisfaction influence on the employee engagement?

The second research question in this study. "How does job satisfaction influence on the employee engagement. The result in this study shows the level of job satisfaction impact on the level of engagement. Regarding to the previous research about the relationship between job satisfaction and employee engagement that concluded as   job satisfaction is an antecedent of engagement it is shown that related to other attitude and behaviors, positively it will be also related with organizational, commitment, job involvement, organizational citizenship behaviors (OCB), (Locke & Dunnette, 1976) The criticism by (Tiwari, 2011) explained that job satisfaction as an antecedent of employee engagement hence the factor of job satisfaction to examine the level of engagement included as above mention hence it is similar to the intrinsic and extrinsic motivation factor which is the factor in this study even though most of pass research studied on the hospitality industry or banking, information technology industry however the result to show as job satisfaction is an antecedent of employee

engagement hence in this study with target sampling is ground employee at Thai Airways International, the Airline business, the result with high ratio of job satisfaction.

It is interesting that the highest loading factor from the result to show that employee would feel satisfy when they have completed their daily job rather that satisfy by the company acknowledge their job. It is shown that work-itself of employee, job responsibility, job involvement is important for them to feel satisfy also the rewarding and compensation keep their level of satisfy when the leadership, co-worker, supervisor have impact to them in terms of interaction in daily work and inter-communication that would build the workplace environment become as their second home, they feel belong to this company and they feel engage to company at the end.

However, in this study the result show by statistically the factor loading is quite low than .50 as consider no significant this can be explained that job satisfaction and employee engagement is quite synchronize in the way that employee feel more motivate by the intrinsic and extrinsic motivation to engage rather than job satisfaction as job satisfaction also need to motivate by e.g. career growth, recognition, goal setting, pay salary & compensation, leadership, organizational policy and in in this study result show job satisfaction is not influence on employee engagement.

5.2.3 How does employee engagement influence on the employees' innovative behavior?

The third research question in this study. How does employee engagement influence on the employee innovative behavior? It is interesting topic to find out the consequent of employee engagement. In this study intend to examine that after engaged employee and then what should be affected in terms of improving employee performance and organizational performance hence the research question, hypothesis and conceptual framework to study of employee innovative behavior have been proposed in this study in frontline ground staff at Thai Airways International Airlines, most of the previous studied have focused the innovation in the R&D department where the innovation is part of their job description and for employee those who are

not involve or force to have innovation but if the organization can establish it that would be a long term successful for organization performance.

To clarify about innovation terms Innovation is still hot topic in both academic and managerial study, the terms of innovation was "innovare" the Latin as original which mean to do or to make something new, create in the complex construct (Macey & Schneider, 2008), 2009). To achieve the competitive advantage in the business world today, the innovation become a vital method (Noefer et al., 2009). While Sundaray (2011) states that engaged employee are positively have their enthusiasm to their work and willing in their job performance to creating and innovation. There are quite a number of research about innovation, innovative behavior particularly the frontline position in the hotel industry hence in this study also examine the ground employee at Thai Airways International Airlines also consider as frontline position to deal with customer and the result was very interesting to show that engaged employee who has been with company more than 6 years above have the level of engagement that would create their mindset, attitude and sense of belonging to the company also create some behavior to show their enthusiasm towards customer and job. They innovate the way to solving problem, the way to providing quality services to customer from the normal pattern it may be not a very new thing however when engaged employee will act more innovative than not-engaged employee for instance engaged employee will often notice the customer birthday when they check-in and immediately blessing the customer for "Happy Birthday" moreover to pass the special message to other staff in another department e.g. at the boarding gate and provide some special gift that company have in the policy this behavior will more occur to the engaged employee. Another action that engaged employee will act in the innovative way to solve customer's problem such as when customer carry the excess in cabin baggage allowance e.g. more than 7 kilo then they would help customer by transferring some item to another small bag which provided by the company and let customer holding as a hand carry that would exclude the in cabin baggage allowance rather than just advise customer to transfer to their check-in baggage that could cost more time to do it however this would occur to the engaged employee rather that not-engaged employee will just follow by the normal policy.

5.3   Conclusion of this study

This topic will present the conclusion of the result which has already present in the chapter 4 in the summary to respond to the research question which consist of 1) How does intrinsic and extrinsic motivation factor influence on employees' job satisfaction? 2) How does employees' job satisfaction influence on employee engagement? 3) How does employee engagement influence on employee innovative behavior. From the research question to hypothesis for this study as following table 5.1.

Table 5.1 the result of hypothesis

Hypothesis	Result
H1: Employee intrinsic motivation factors is positively related to employees' job satisfaction	Supportive
H2: Employee extrinsic motivation factors is positively related to employees' job satisfaction	Supportive
H3: Employees' job satisfaction is positively related to employee engagement	Not supportive
H4: Employees engagement is positively related to employee innovative behavior	Supportive
H5: Employee intrinsic motivation factors is positively related to employee engagement	Supportive
H6: Employee extrinsic motivation factors is positively related to employee engagement	Supportive

From the above table, the result is supportive this study therefore the conclusion will be explained in the main key finding on each key word such as intrinsic motivation factor, extrinsic motivation factor, employees' job satisfaction, employee engagement and employee innovative behavior as always appear in this study the context will be concluded in description as follow:

5.3.1   Intrinsic motivation factor

From the theorical has reviewed from the Hertzberg's two theory the intrinsic motivation factor consists of recognition, career growth, achievement, job responsibility, job involvement and goal setting for those 6 items have been an observed variable to examine the employees' job satisfaction in this study and

confirmatory factor analysis also has been conducted to finding correlation between each variable. As result show the loading factor of each variables consider model fit in level of good fit and moderate fit, the highest loading factor is career growth following by goal setting, achievement, recognition, job involvement and job satisfaction therefore the target sampling int his study is Thai Airways International Airlines, the national flag carrier in Thailand, for the result of career growth is the highest factor to motivate employee. From the several studies examine that employee will seek the opportunity of career growth within company hence any company can provide the opportunity for employee of career growth that the will be the positive sign of employee job satisfaction consequently, to engage employee would be positive result too. (Weng et al., 2010).

Thai Airways International's employee believe that company can provide them an opportunity to growth in the company as organization is large, they can grow within country and internationally that has been a most reason people dreams to work with Thai Airways as they believe in the future even though the starting salary is quite low compare other international airlines in Thailand, example the survey questionnaire is *"There is career growth in this organization"* or "*I believe I have a good future in this organization"* which is the highest score from the sampling too. Goal setting the consequent when employee believe that they have a good career growth then they will set their goal to reach their career goal therefore goal setting is the second highest factor loading from this study as goal setting with the strong determination will of course help them to reach the objective. Achievement is the outcome on what they are doing in daily work, in their work-life balance and on their job. Employee feel satisfy when can achieve their task, they have achieved to manage their work and life style that means the company they are working for can fulfill them both career and personal life. When recognition is a rewarding from company or management can provide to employee for them to feel pride of what they are doing and been acknowledged that will really motivate them to improve a performance, one of the question in the survey have highest scored that *"I would put more effort towards my job if I receive recognition from the company"* this shows that recognition is very important to keep employee motivation.

Job responsibility and job involvement are the lowest scored from this survey that can be explained as employee they know what they must do in daily work, clear of job responsibility keep employee motivation to work as they understand the specific task they are comfortable to do the job as their responsibility and job involvement is the moment that they feel pride of. There is a research about job satisfaction traditionally has been distinguished from job involvement, which is defined as a cognitive belief state reflecting the degree of psychological identification with one's job (Kanungo, 1982). In conclusion, intrinsic motivation factor influences on the level of employees' job satisfaction and employee engagement as the result shown in chapter 4 with the statically number analysis from the reliable computer software AMOS program however the predictor may not be resulted as the first expectation but the interesting result from the survey will be bring more knowledge and recommendation to improve the level of employee motivation which will be explained more in the next topic.

5.3.2   Extrinsic motivation factor

The extrinsic motivation factor have been reviewed from the various research and theorical hence in this study the Herzberg' two theory is the most reasonable theory to apply int his study which consists of Pay salary & compensation, Workplace environment, Organizational policy, Work condition, Leadership style and training & development and the highest factor loading from the result finding Organizational policy following by work condition, pay salary & compensation, work place environment, leadership style and training & development is the lowest factor loading. This is to show that as Thai Airways International is large organization hence the organizational policy is very important for employee to acknowledge and comply with as The factor of good organizational policies that cause employee work easily and feel satisfy on their job. (Dartey-Baah & Amoako, 2011) from the various research in addition good organizational policy must be cleared and understanding.

Work condition is the second highest factor loading from this study as the target sampling is ground staff working at the airport in shift work, it is no doubt that work condition become one of the factor impact to level of motivation, job satisfaction. The work condition should allow employee to be able to keep their

energetic during the work hour that should not be longer with their personal competence to stay active during the work hour that could impact to their performance. Workplace environment and pay salary & compensation consecutively are important to keep their motivation at work, employee spend more time at work than home however good environment in terms of interaction with co-worker, supervisor and manager become vital for them to feel enjoy and happy at work, pay salary & compensation is of course very important for all employee however it is interesting that this is not the highest factor for employee to keep their motivation and satisfaction if the pay salary is good enough for them at least to have good life style from their income.

Leadership style has impact to employees' motivation in the way that good leadership with clear of company vision, good communication between management and employee will increase to the level of satisfaction and engagement while training & development is the lowest factor loading from this study it may be explained that the training provided to specific training course outline that relevant to their job however employee just receive training because it is necessary.

From the result finding the employee intrinsic motivation factor have influence on the level of employees' job satisfaction and employee engagement as per the with the statically number analysis from the reliable computer software AMOS program however the predictor may not be resulted as the first expectation but the interesting result from the survey will be bring more knowledge and recommendation to improve the level of employee motivation which will be explained more in the next topic.

5.3.3 Job satisfaction

The intrinsic and extrinsic motivation factors influence on employees' job satisfaction as the rewarding to satisfy employee with the work itself. Intrinsic factor is the internal factor relate directly to individual' attitude and work while extrinsic is external factor not directly relate to work itself but depends on outside condition surrounding hence the intrinsic e.g. recognition, career growth, achievement, job responsibility, job involvement and goal setting. Those are the cognitive affects to individual's feeling towards work and become high factor loading impact to the level

of job satisfaction rather than the extrinsic. As this study, the result shows career growth is the most affect to level of job satisfaction that already explain in the previous topic employee really feel happy and satisfy when they can see the career opportunity in the organization even though the pay salary may not high as they expect however the opportunity to growth has impact to them along with goal setting to achieve their career growth hence the organization should have a career plan to employee as the road map along the way with this organization that would really motivate employee to put the efforts to reach their goal. Job responsibility and job involvement seems important to them when they have clear about their job description also if they can involve in the process of improving service quality and performance.

The level of job satisfaction has been affected by the extrinsic motivation factor that depends on the individual's outside condition e.g. pay salary & compensation, work place environment, organizational policy, work condition, leadership style, training & development. In this study, the result shows organizational policy has the highest factor loading from the item in extrinsic motivation factor that affects to job satisfaction. To explain this result, employee are willing to cooperate and comply with organizational policy as long as the policy is not against employees' feeling and employee understand the clear vision of company's policy therefore from the survey questionnaire item the most question has been highest scored is "Overall, I am satisfied with this company" to shows the level of satisfaction from employee to their job and organization even though the pay salary & compensation is not high as prediction, employee still found the value of working in this organization.

Work condition is the second highest factor loading from this study because the ground staff e.g. check-in staff, boarding gate, baggage handling, lounge attendant have a shift work rotation hence the work condition should be suitable to manage the work life balance and not too overload both physical and mental, the working hour shouldn't excess than human work condition also flexibility in the swap working schedule among employee should be considered and this should be the way to increase level of employees' job satisfaction.

5.3.4 Employee engagement

There are 5 observed variables to examine the employee engagement as become in the 5 questions in the survey questionnaire. The survey form was collected for 320 forms from various ground staff position e.g. check-in, boarding gate, baggage handling, lounge attendant. The employee engagement is the main key word in this study as the study of antecedent and consequent of employee engagement has present in this study. Intrinsic and extrinsic motivation factor and job satisfaction have been reviewed from the previous literature and research to confirm that they are an antecedent of employee engagement therefore the result was very good in the figure of factor loading. The highest score from 5 questions as consider as observed variables is ENGA4 *"This company I feel like my second home"* the score shows that employee really feel engage with company and may spend more time at work than home in some occasional however to feel like my second home means that they feel secure and belong to company even though the survey was sent to a wide range of respondent whom work for the company from 1 – more than 10 years the answer still in high score that can be explained employee who just work between 1-3 years also feel belong to company as it consider as individual's attitude to feel pride to work in such a large and reputation company which many people dream to work for also the image of company make them feel pride and engage.

However, the level of engagement seems high from the result, but company should enhance the employee program to encourage the level of employee engagement for the long terms success in the organizational performance, increase the level of employees' job performance and overall increasing service quality. It concludes that employee engagement plays a very important role for organization to achieve their company's objective and success together with the customer program.

5.3.5 Employees' innovative behavior

This topic intent to study the effects of employee engagement after the evaluating the influences that confirm the supportive of hypothesis and conceptual frame work proposal. Innovation become a vital to improve company performance both in technology and employee hence the result from chapter 4 shows the high level of factor loading, to examine the employees' innovative behavior from 3 questions as consider as observed variables INBE 1 – 3 to confirm the outcome of latent variable,

employees 'innovative behavior, from the 3 observed variable the highest factor loading is from INBE1 *"I often try to invent new ways of improving the service quality"* the coefficient = 1 as the maximum ratio it can be explained that employee understand the terms of innovation moreover employee see the importance of being innovative also know about how innovative is necessary for organization and employee to improve their performance also feeling good when they have attempted the way to improving service quality however this behavior on innovative, create the new thing or improve from the current procedure to be better as innovation then often happen to senior employee who has been worked for 6 years up compare to junior employee who has worked less than 6 years.

Senior employee as said would be able to think outside of the box to providing the service quality and solving problem but standardized remains it consider that experienced employee would gain more capability to do thing innovative also when employee stay longer in the company the level of engagement is higher, the feeling of belonging to company also high that caused the better way to work from normal standard or procedure or just even the characteristic of employee innovative behavior will act more active with full of energetic and dynamic to show how engaged they have at work this align with literature review earlier the engaged employee will show more enthusiasm to do the job in the way of innovative and creative way. In addition, the empowerment also one of the finding that when company give them an empowerment to encourage them to invent the creativity and innovative way to improv their job performance.

This is to conclude that the examiner of employee engagement as the observed variable to test on employees' innovative behavior as latent variable is supportive from the result of index e.g. Goodness Fit Index GFI = 1 > 0.9 if higher than 0.90 consider is good fit model hence organization should emphasis on how to enhance the innovation campaign to their employee to the objective of improving organizational performance, services quality and employee performance too.

5.4 Recommendation for future research

The topic will discuss about the recommendation from this study for both academic and practical contributions

5.4.1 Academic contributions

From the past study in the academic world about the topic of airlines industry, most of the study studied about the airline's performance, customer satisfaction and how to improve the performance in terms of services, operation thus there is limited of academic research studied about human capital such as employee engagement while the employee engagement topic studied on almost in the hospitality industry, hotel, restaurant and general industry hence there is a gap between airlines industry and employee engagement that should be filled in the study of employee engagement in the airline industry. This study has found that the intrinsic and extrinsic motivation factor influence on the employees' job satisfaction and employee engagement.

This study enhance new knowledge about the driver of employee engage as from the result evaluate from the highest factor loading such as career growth, achievement, organizational policy and leadership which is very interesting finding that pay salary & compensation is the most important driver to engage employee as understood, the engaged employee emphasizes on how organization treat them rather than just see the pay salary & compensation however this study used the quantitative approach to conduct the survey questionnaires from employee ranking staff to senior staff and supervisor, it is recommended that in the next research can be use different method such as qualitative to get the deeper information by interviewing, focus group or group discussion from the higher position or HR department also for the next research can be used the conceptual framework from this study in the differentiate context and another focus topic. This study also added knowledge in the supply side rather that demand side from the previous study that studied about customer satisfaction toward specific airline thus this result of the study can be applied for anyone interested in the topic of airline, employee engagement, employee motivation and employees' job satisfaction to use as information or reference for the next study.

Furthermore, from the result of this study would invent the new theorical and variables to crate model for next study in the regards of employee engagement and employees' innovative behavior as follow:

Model of Employee engagement and employees' innovative behavior
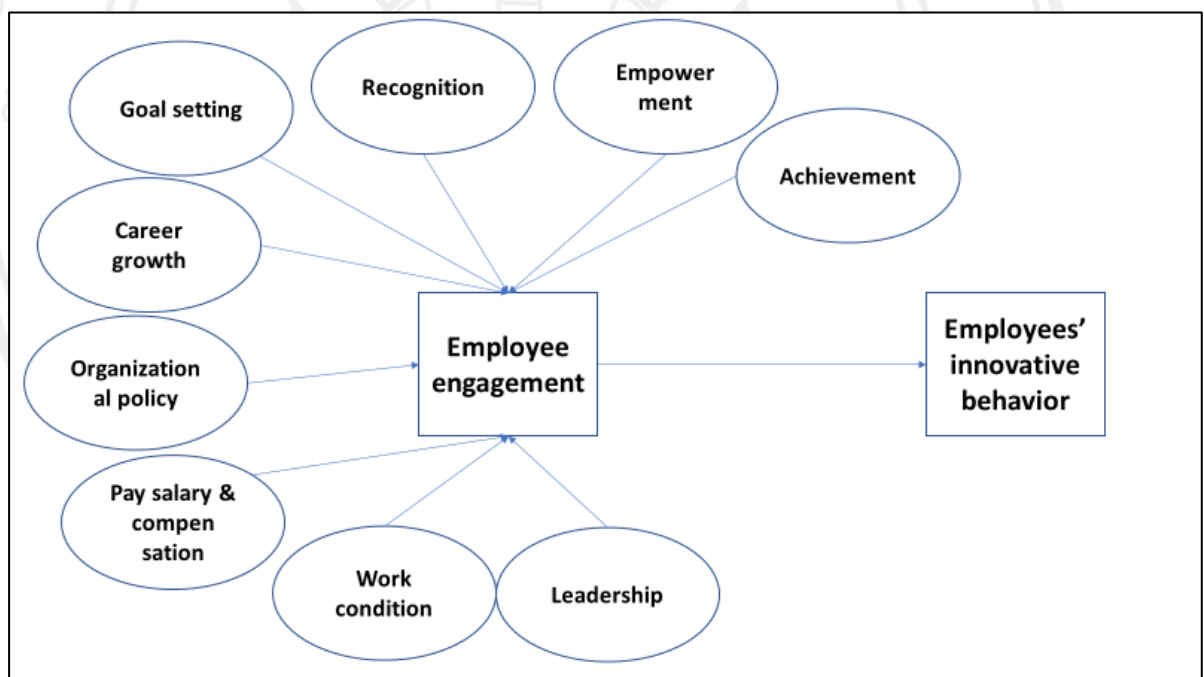
Figure 5.1 New conceptual framework model from this study

From the above model propose form this study, researcher would like to create new model for academic implications for future study as other researcher may interested to find out more on how employee engagement influence on employees' innovative behavior therefore the variables have been created to examine the factor of employee engagement and employees' innovative behavior. From this study finding that the key factor to influence on employee engagement are career growth, organizational policy, recognition, goal setting, pay salary & compensation and work condition, achievement, leadership and empowerment to examine the employees' innovative behavior which was a good result as from this study the finding that when junior employee is lack of empowerment and leadership in guideline to invent the new thing or the authority to invent new thing thus the innovative could not be possible for those therefore empowerment will be described as suggestion for future study.

As the theory of empowerment, empowerment defined as the ability to get thing done or make thing better in the different way as usual also it is important motivational tools for employee who dedicated to their job. Employee who feel lack of any access to the information, resources, support from supervisor and opportunity are often feel powerless and disengaged to their job and organization (Trus, Razbadauskas, Doran, & Suominen, 2012) hence employee who are excluded from any decision making even in the small job and need the approval from supervisor all the time will lead to disengaged and powerless to create or invent new thing even make thing better. Spreitzer (1995) suggested that by the psychological empowerment is the emotional for staff needed to be successful and the process of psychological empowerment is influenced by the workplace environment, supportive from co-worker, the individuals' meaning as the role and responsibility is meaningful for employee on the job they are doing.

In conclusion, for the academic implications in this study for future study the factor to examine employees' innovative behavior are empowerment and leadership while employee engagement's factor consists of career growth, organizational policy and job satisfaction also the proposed of model of conceptual framework.

5.4.2 Practical contributions

From the result of this study confirmed that the intrinsic and extrinsic motivation factor influence on employees' job satisfaction and employee engagement analyzing from the highest factor loading of extrinsic motivation statically is organization policy is highest following by work condition, pay salary & compensation, workplace environment, leadership style and training & development, the highest factor loading of intrinsic motivation factor sterically is career growth, goal setting, recognition, achievement, job responsibility and job involvement also the result confirmed that job satisfaction influence on the level of employee engagement and consequently employee engagement influence on employees' innovative behavior subsequently the organization should provide a clear vision about organizational policy and communicate to employee to understand of policy in order to comply it, the policy must be clear, concise, transparent and equality to everyone, the policy concern about employee benefit such as policy of annual leave, staff complimentary ticket, work condition must be acceptable from the employee and organization that should be flexible and mutual beneficial. The structure of annual increment of salary should be clear and transparent for employee to know what they can expect in the future. Good communication between employee through workplace, supervisor, manager are the driver of employees' job satisfaction and engagement when employee feel comfortable to talk openly among their co-worker, supervisor that will build a strong team work. Leadership should be clear about their vision and communicate to employee, training & development should be relevant to their job and opportunity to grow in their career.

Career growth, the intrinsic motivation factor, is the highest factor loading from the result that shows when employee work in the such a large organization employee see the opportunity to grow in the organization even though pay salary may not high hence company specially management and HR should have a career growth plan provide to employee to motivate them and employee should set their goal to achieve it. Recognition campaign should be implemented to motivate employee who has a good performance it may be conducted in quarterly, yearly to recognize the

good employee and reward may be in the form of compliment letter, announcement, trophy or gift. when job responsibility and job involvement must be specific and clear of job description, provide an opportunity for employee get involve in the job such as the process of improving service, solving problem, to ask employee's opinion that will make employee feel valued and sense of belonging.

The influence of employee's job satisfaction on employee engagement has a high coefficient result to confirm that job satisfaction is positively related to employee engagement and as the antecedent confirmed from the previous research too. To build the level of job satisfaction will of course useful for long term successful of organization and level of employee engagement.

The study about employees' innovative behavior has been conducted as the consequent of employee engagement, this study aims to examine that the engaged employee would act innovative behavior in the way of inventing the new thing, making better way to solve customer's problem, creative new idea to improve the quality service as the fully explained in the discussion and conclusion topic. The importance of enhancing the organizational culture supportive of innovative by establishing the rewards for innovation. It is important to provide a social recognition or rewarding to innovative employee and increase the extent of employee's self-views as innovative. Organization should then take a step to break the comfort zone of employee to try innovative behavior.

5.5 limitation and suggestion for future study

This topic will discuss about the limitation for this study and suggestion for future study as following.

5.5.1 Limitation for this study

This study has some limitation in the literature review of employees' innovative behavior relevant to the airline industry as the pass study most innovative topic in the technology company, retailing business. There are just a few researches about innovative behavior in the airlines industry also the terms of innovative needs to explain to the respondent when they must fill the survey questionnaire. Another

limitation is the survey questionnaire open for range of employment period from less than 1 year up to 10 years therefore most of respondent who works more than 6 years would understand about innovative behavior rather than junior staff who may not have a chance to invent new thing to solving problem or improving service quality.

5.5.2 Suggestion for future study

This study focus on the supply side (employee) for the next study can use the result from this study and apply to study deeper in the context of building employee relationship program, focusing more on the practical and how to implement the employee relationship program to find out new knowledge about employee engagement and employees' innovative behavior.

The qualitative approach method will be suggested for the next study relevant to this topic as the interview can be described more in deeper detail on how employee feel engage, what is the main driver in descriptive detail also selected respondent from the senior staff and HR department to find out more about the driver of employee engagement

5.6 Summary of the chapter

From the context in chapter 5 summarizes the result from chapter 4 according to the hypothesis and the result show that in the positive way to support to all hypothesis also in discussion topic represent the result by referring to the literature review in chapter 2 to confirm the result that support the research aim and research question. The conclusion in this chapter have been analyzed and synthesized from the result. Finally, the limitation and recommendation for next study also represent in this chapter.

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APPENDICES

APPENDIX A

Invitation letter for IOC

1. Dr. Chatchaya Yodsuwan
2. Assistant Professor Dr. Kanokkarn Kaewnuch
3. Dr. Sangkae Boonsiri
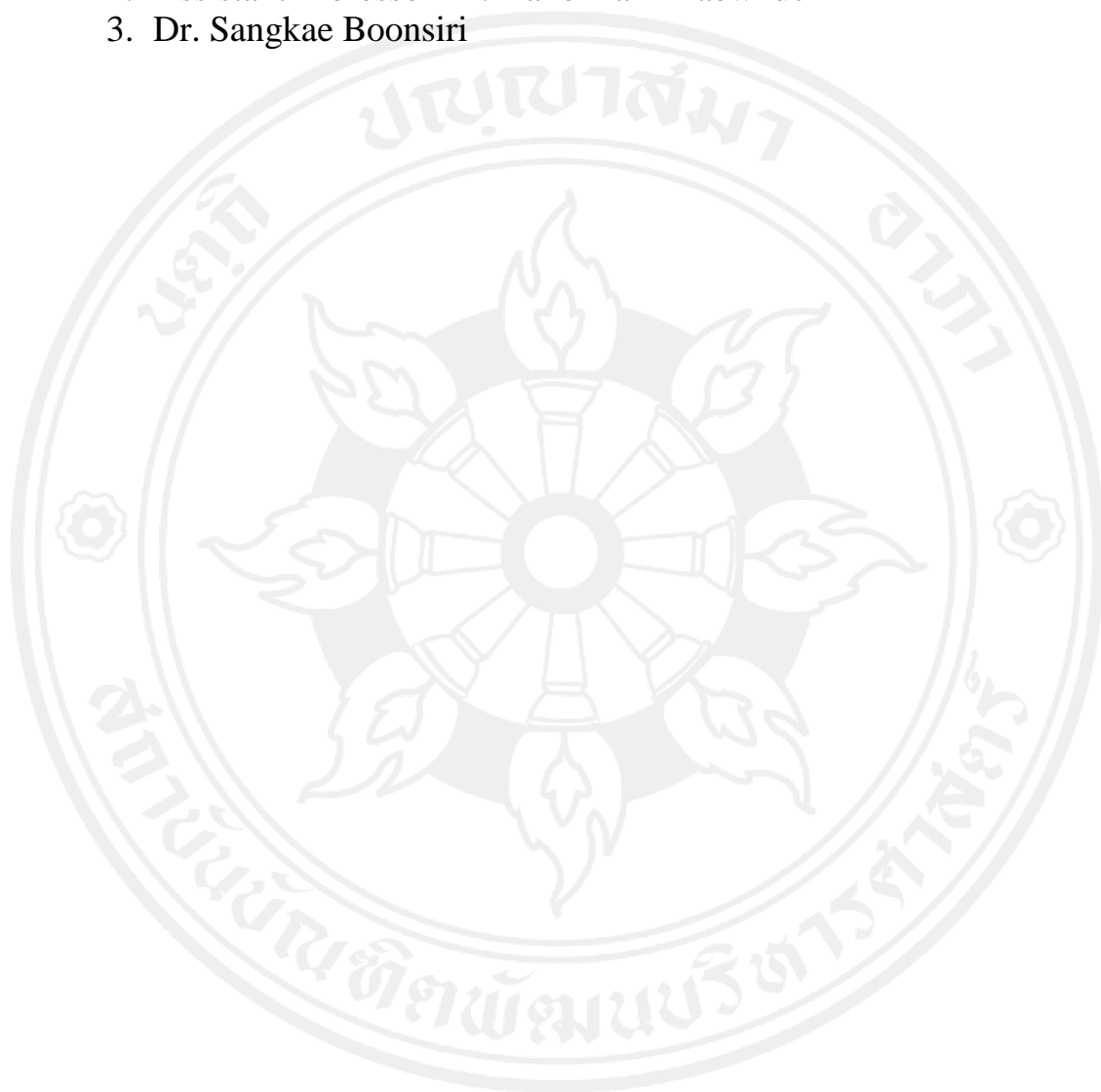
ที่ ศธ ๐๕๒๖.๑๘/ ๙|๗|๖

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๖ มีนาคม ๒๕๖๑

เรื่อง   ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือ

เรียน   อาจารย์ ดร.จิรชญา ยอดสุวรรณ์

สิ่งที่ส่งมา   แบบสอบถาม จำนวน ๑ ชุด

          ด้วยนายสัณหกช วิทยาภรณ์ รหัสประจำตัวนักศึกษา ๕๗๒๖๗๑๑๐๐๔ นักศึกษาปริญญาโท
ภาคพิเศษ หลักสูตรการจัดการมหาบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวและบริการแบบบูรณาการ
คณะการจัดการการท่องเที่ยว ได้ศึกษาหัวข้อวิชาค้นคว้าอิสระ เรื่อง "The Influence of Frontline Airlines
Employees Motivation and Job Satisfaction on Employee Engagement" โดยมี
ผู้ช่วยศาสตราจารย์ ดร.สุวารี นามวงค์ เป็นที่ปรึกษา ซึ่งนักศึกษามีความจำเป็นอย่างยิ่งที่จะต้องหาความ
เที่ยงตรงเชิงเนื้อหาของแบบสอบถาม

          คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ได้พิจารณาเห็นว่าท่านเป็น
ผู้เชี่ยวชาญและมีประสบการณ์ จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญในการตรวจสอบเครื่องมือวิจัยให้กับ
นายสัณหกช วิทยาภรณ์ เพื่อให้เครื่องมือการศึกษาวิชาค้นคว้าอิสระมีความถูกต้องและมีความน่าเชื่อถือ
รายละเอียดตามเอกสารแนบ

          จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์รับเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือดังกล่าว
จะขอบคุณยิ่ง

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

สำนักงานเลขานุการคณะ
โทรศัพท์ ๐ ๒๗๒๗ ๓๖๘๙
นายสัณหกช วิทยาภรณ์ โทร. ๐๘๑-๖๒๗๕๕๖๒

บันทึกข้อความ

ส่วนราชการ คณะการจัดการการท่องเที่ยว กลุ่มงานการศึกษา โทร. ๓๖๘๙

ที่ ศธ ๐๕๒๖.๑๖/๒๔๓๘ วันที่ ๖ มีนาคม ๒๕๖๑

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.กนกกานต์ แก้วนุช

       ด้วยนายสัณหกช วิทยาภรณ์ รหัสประจำตัวนักศึกษา ๕๗๒๑๗๒๑๐๐๔ นักศึกษาปริญญาโท ภาคพิเศษ หลักสูตรการจัดการมหาบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวและบริการแบบบูรณาการ คณะการจัดการการท่องเที่ยว ได้ศึกษาหัวข้อวิชาค้นคว้าอิสระ เรื่อง "The Influence of Frontline Airlines Employees Motivation and Job Satisfaction on Employee Engagement" โดยมี ผู้ช่วยศาสตราจารย์ ดร.สุวารี นามวงค์ เป็นที่ปรึกษา ซึ่งนักศึกษามีความจำเป็นอย่างยิ่งที่จะต้องหาความ เที่ยงตรงเชิงเนื้อหาของแบบสอบถาม

       คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ได้พิจารณาเห็นว่าท่านเป็น ผู้เชี่ยวชาญและมีประสบการณ์ จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญในการตรวจสอบเครื่องมือวิจัยให้กับ นายสัณหกช วิทยาภรณ์ เพื่อให้เครื่องมือการศึกษาวิชาค้นคว้าอิสระมีความถูกต้องและมีความน่าเชื่อถือ รายละเอียดตามเอกสารแนบ

       จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์รับเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือดังกล่าว จะขอบคุณยิ่ง

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)

คณบดีคณะการจัดการการท่องเที่ยว

บันทึกข้อความ

ส่วนราชการ คณะการจัดการการท่องเที่ยว กลุ่มงานการศึกษา โทร. ๓๒๘๙

ที่ ศธ.๐๕๒๖.๑๗/ ว ๕ ๓๗ วันที่ ๖ มีนาคม ๒๕๖๑

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.แสงแข บุญศิริ

     ด้วยนายสัณหกช วิทยาภรณ์ รหัสประจำตัวนักศึกษา ๕๙๒๑๗๒๑๐๐๔ นักศึกษาปริญญาโท ภาคพิเศษ หลักสูตรการจัดการมหาบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวและบริการแบบบูรณาการ คณะการจัดการการท่องเที่ยว ได้ศึกษาหัวข้อวิชาค้นคว้าอิสระ เรื่อง "The Influence of Frontline Airlines Employees Motivation and Job Satisfaction on Employee Engagement" โดยมี ผู้ช่วยศาสตราจารย์ ดร.สุวารี นามวงค์ เป็นที่ปรึกษา ซึ่งนักศึกษามีความจำเป็นอย่างยิ่งที่จะต้องหาความ เที่ยงตรงเชิงเนื้อหาของแบบสอบถาม

     คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ได้พิจารณาเห็นว่าท่านเป็น ผู้เชี่ยวชาญและมีประสบการณ์ จึงขอเรียนเชิญท่านเป็นผู้เชี่ยวชาญในการตรวจสอบเครื่องมือวิจัยให้กับ นายสัณหกช วิทยาภรณ์ เพื่อให้เครื่องมือการศึกษาวิชาค้นคว้าอิสระมีความถูกต้องและมีความน่าเชื่อถือ รายละเอียดตามเอกสารแนบ

     จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์รับเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือดังกล่าว จะขอบคุณยิ่ง

(รองศาสตราจารย์ ดร.เทิดชาย ช่วยบำรุง)
คณบดีคณะการจัดการการท่องเที่ยว

Q

APPENDIX B

Letter of permission to Thai Airways International for collecting survey questionnaire

ที่ ศธ ๐๕๒๖.๑๖/ ๖๐๘

คณะการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย แขวงคลองจั่น
เขตบางกะปิ กรุงเทพฯ ๑๐๒๔๐

๒ เมษายน ๒๕๖๑

เรื่อง   ขออนุญาตเข้าเก็บข้อมูล

เรียน   ผู้อำนวยการฝ่ายทรัพยากรบุคคล บริษัท การบินไทย (มหาชน) จำกัด

สิ่งที่ส่งมาด้วย   แบบสอบถามเชิงลึก จำนวน ๑ ชุด

      ด้วย นายสัณหกช วิทยาภรณ์ รหัสประจำตัวนักศึกษา ๕๙๒๑๗๒๑๐๐๔ นักศึกษาปริญญาโท ภาคพิเศษ หลักสูตรการจัดการมหาบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวและบริการแบบบูรณาการ คณะการจัดการการท่องเที่ยว ได้ศึกษาหัวข้อวิชาการค้นคว้าอิสระ เรื่อง "The Influence of Frontline Airlines Employees Motivation and Job Satisfaction on Employee Engagement" โดยมี ผู้ช่วยศาสตราจารย์ ดร.สุวารี นามวงค์ เป็นที่ปรึกษา ซึ่งนักศึกษามีความจำเป็นอย่างยิ่งที่จะขอความอนุเคราะห์เข้าเก็บข้อมูลใน บริษัท การบินไทย (มหาชน) จำกัด เพื่อหาความเที่ยงตรงเชิงเนื้อหา

      เพื่อให้การศึกษาของนักศึกษาดังกล่าวบรรลุตามวัตถุประสงค์ คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์ จึงใคร่ขอความอนุเคราะห์ให้นักศึกษาเข้าเก็บข้อมูลในสถานที่ดังกล่าว โดยการใช้แบบสอบถามเชิงลึก ในหัวข้อ "The Influence of Frontline Airlines Employees Motivation and Job Satisfaction on Employee Engagement" เป็นเครื่องมือในการเก็บข้อมูล ตั้งแต่ วันที่ ๑ พฤษภาคม ๒๕๖๑ เป็นต้นไป ถ้าหน่วยงานของท่านสะดวกในการเข้าเก็บแบบสอบถามในครั้งนี้ โปรดติดต่อ นายสัณหกช วิทยาภรณ์ เบอร์โทรศัพท์ ๐๘๗-๖๗๗๕๕๖๒ E-mail SANHAKOT@HOTMAIL.COM ด้วย

      จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จะขอบคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.แสงแข บุญศิริ)
รองคณบดีฝ่ายวางแผนและพัฒนา
รักษาราชการแทนคณบดีคณะการจัดการการท่องเที่ยว

สำนักงานเลขานุการคณะ
โทรศัพท์ ๐ ๒๗๒๗ ๓๖๔๘
นายสัณหกช วิทยาภรณ์ เบอร์โทรศัพท์ ๐๘๗-๖๗๗๕๕๖๒ E-mail SANHAKOT@HOTMAIL.COM

APPENDIX C

The research instruments in this study

คณะการจัดการการท่องเที่ยว

The Questionnaire form for Master Thesis Submitted for

Fulfillment of the Requirements for the Degree of

Master of Management (Integrated Tourism and Hospitality Management)

The Graduate School of Tourism Management

National Institute of Development Administration

Dear Participants

The research questionnaire is designed to examine The Influence on Frontline Airlines Employees' Motivation for Job Satisfaction and Employee Engagement from ground staff positions such as check-in staff, boarding gate, baggage handling staff and lounge attendant staff at Suvarnabhumi International Airport. This research is conducted by Mr. Sanhakot Vithayaporn, master's Degree Student at The Graduate School of Tourism Management; National Institute of Development Administration. The objective of the research is to find the employee motivation factor and job satisfaction on employee engagement.

All information will be treated strictly confidential and used exclusively for academic purposes. This questionnaire is divided into two parts:

Part 1: The factors that impact on employee motivation and job satisfaction on employee engagement and the positive relationship to employees' innovative behavior.

Part 2: General Information.

Instruction: Please mark (✓) how much you agree with each statement on your most appropriate answer.

Part 1: The factors that impact on employee motivation and job satisfaction on employee engagement and the positive relationship to employees' innovative behavior.

	Employee Motivation and Job Satisfaction on Employee Engagement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
		(5)	**(4)**	**(3)**	**(2)**	**(1)**
1. Intrinsic Motivation Factor						
Recognition						
1	I believe that I should receive the recognition that I deserve from the job I perform.					
2	I believe management recognize any suggestions and new ideas from employees.					
3	My contribution to work is recognized by the company.					
4	I have received recognition for the job I perform.					
5	I would put more effort towards my job if I receive recognition from the company.					
Career Growth						
6	My present job can move me to reach my career goal.					
7	My present job provides me an opportunity to seek my career goal.					
8	There is career growth in this organization.					
9	I believe I have a good future in this organization.					
10	I am satisfied with the career opportunities provided by this organization.					
Achievement						
11	The company supports me to achieve the job I perform.					
12	I have achieved a balance with my work and my private life.					
13	I have achieved delivering company procedures to fulfill customers' needs.					
Job Responsibilities						
14	I understand about my job responsibilities.					

Employee Motivation and Job Satisfaction on Employee Engagement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	(5)	**(4)**	**(3)**	**(2)**	**(1)**
15 My job responsibilities do not overload me.					
16 My job responsibilities are interesting because I learn new things every day.					
17 My job responsibilities are very challenging.					
Job Involvement					
18 I feel enthusiasm when I am involved with any job process.					
19 I feel value when I am involved with any problem-solving process.					
20 I have been involved in planning to improve the quality of service.					
Goal Setting					
21 Goal-setting can move to me to reach my career goal in job promotion.					
22 Goal-setting is a motivating factor for doing a better job performance.					
23 The experience that I am having now will be a great help to reach my personal goal.					
2. Extrinsic Motivation Factor					
Pay Salary and Compensation					
24 I am satisfied with my current salary.					
25 The organization provides employees with good welfare benefits e.g. health insurance					
26 The organization has a good annual salary incremental scheme.					
27 I have a good living life from my current salary.					
Workplace Environment – Interaction with Manager, Supervisor and Co-Worker					
28 The people I work with treat me with respect.					
29 My peers and I often talk openly on the job about what should be done to get better results.					
30 My supervisor and manager are approachable and easy to discuss with any issue within the workplace.					
31 The management supports me to improve my performance to meet company expectations.					

	Employee Motivation and Job Satisfaction on Employee Engagement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
		(5)	**(4)**	**(3)**	**(2)**	**(1)**
32	The management treats everyone in the team fairly and equally.					
Organizational Policy						
33	This organization's policy cares about employees. E.g. medical policy, health insurance, travel policy					
34	I am satisfied with this organization's policy e.g. employee benefit policy					
35	I would recommend people to work with this organization.					
Work Condition						
36	I am satisfied with this organization's work conditions such as shift work and duration of working hours.					
37	The working conditions in this organization are suitable for me, personally.					
38	The working conditions in this organization are fair to employees.					
39	I have a work-life balance between work and personal life; from the working conditions.					
Leadership Style						
40	The management has informed me about the company's vision.					
41	The management style of this company has an impact on my job satisfaction.					
42	The management in this company always encourages me to write any suggestion for the organization.					
43	The management in this organization listens to employees' suggestions.					
Training and Development						
44	I have received sufficient training that I need for my job.					
45	The training that the company provides is relevant for me to develop myself to do the job.					
46	I have been given an opportunity to develop my knowledge and skills.					
3. Employees' job satisfaction						
47	I am satisfied with the support from the company that I need for the job.					

	Employee Motivation and Job Satisfaction on Employee Engagement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
		(5)	(4)	(3)	(2)	(1)
48	I view my job as being meaningful.					
49	I am satisfied because I feel that my job is valuable to this organization.					
50	I am satisfied with the amount of work I do.					
51	Overall, I am satisfied with this organization.					
4. Employee engagement						
52	In my job, I feel secure at this company.					
53	I feel I belong to this company.					
54	I am a good fit with this company.					
55	This company I feel like my second home.					
56	I am engaged with this company.					
5. Employees' innovative behavior						
57	I often try to invent new ways of improving the service quality.					
58	Employees in this organization can try to solve the same problems in different ways e.g. solving excess baggage problem					
59	I often try out innovative ideas at my work e.g. say or write something to customers on/about special occasions.					

Part 2: General information

60. Gender

(   ) Male   (   ) Female

61. Age

(   ) 18-25   (   ) 25-30

(   ) 31-35   (   ) 36-40

(   ) 41-45   (   ) 46-50

(   ) 51 Up

62. Educational level

(   ) Bachelor's degree   (   ) Master Degree or Higher

63 Job position

(   ) Check-in staff   (   ) Boarding gate staff

(   ) Baggage handling staff   (   ) Lounge attendant staff

64   Monthly   income   in   Thai   Baht

(   ) Less than 25,000   (   )   25,001   -   30,000

(   ) 30,001 – 35,000   (   ) 36,001 – 40,000

(   ) 40,001 – 45,000   (   ) 45,001 Up

65. How long have you been employed?
(   ) Less than 1 Year   (   ) Over 1-3 Year

(   ) Over 3-6 Year   (   ) Over 6 -10 year

(   ) More than 10 Years

66. Where is your birthplace ? _____

APPENDIX D

The result of pilot test demographic characteristic

Demographics	Frequency	Percentage %
Gender (n=30)		
Female	22	73.3
Male	8	26.6
Age (n=30)		
18-25	-	-
25-30	2	6.6
31-35	4	13.3
36-40	12	40.0
41-45	8	26.6
46-50	2	6.6
51 Up	2	6.6
Educational level (n=30)		
Bachelor's degree	28	93.3
Master's degree or higher	2	6.6
Job position (n=30)		
Baggage handling staff	5	16.6
Boarding gate staff	5	16.6
Check-in staff	15	50.0
Lounge attendant staff	5	16.6
Monthly income (n=30)		
Less than 25,000	-	-
25,001 – 30,000	-	-
30,001 – 35,000	16	53.3
35,001 – 40,000	10	33.3
40,001 – 45,000	2	6.6
45,000 Up	2	6.6
Year of employment (n=30)		
Less than 1 Year	-	-
over 1-3 Year	-	-
over 3-6 Year	8	26.6
over 6 -10 years	12	40.0
more than 10 Years	10	33.3
Birthplace by region (n=30)		
Bangkok and central area	24	80.0
Northern area	1	3.3
Southern area	2	6.6
North Eastern area	2	6.6
Eastern and Western area	1	3.3
Total	30	100%

BIOGRAPHY

NAME   Sanhakot Vithayaporn
ACADEMIC   Bachelor of Arts Major Tourism Industry 1993
BACKGROUND   Suan Dusit University
EXPERIENCES   ASIA ATLANTIC AIRLINES 2016 - 2018
                    ASIANA AIRLINES 2013 - 2016
                    AIR NEW ZEALAND 2010 - 2013
                    QANTAS AIRWAYS 1994 - 1999