

THE RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND EMPLOYEES ENGAGEMENT IN CROWNE PLAZA HOTEL BANGKOK

Tosaporn Mahamud¹

Master of Business Administration, Kasem Bundit University

Email: tosaporn.mah@kbu.ac.th

Kanyanan Arthiranyakun²

Master of Business Administration, Kasem Bundit University

Abstract

The study about the relationship between quality of life and organizational engagement of staff at the operational level of Crowne Plaza Hotel Bangkok aimed at studying the quality of life of staff at the operation level and studying the relationship between quality of life and organizational engagement of the staff at the Crowne Plaza Hotel Bangkok. The samples consisted of 85 employees working at the Crowne Plaza Bangkok. The data was collected during January to February 2018 by using questionnaire. The data analysis consisted of descriptive statistics including frequency, percentage, mean, and standard deviation and inferential statistics including independent-sample t-test, One-way ANOVA and multiple regression model analysis.

From the study, it was found that different personal factor in terms of age had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok. Meanwhile, different personal factors in terms of gender, educational level, income and work position did not have an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok. In addition, it was found that appropriate and fair remuneration in term of “there is satisfaction toward overtime work in order to get the job done even if there is no overtime payment” had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok at the statistically significant level as of 0.05.

Keywords: Quality of Work Life, Employees Engagement, Crowne Plaza Hotel Bangkok

¹ Faculty of Business Administration, Kasem Bundit University, Suan Luang, Bangkok, 10250

² Faculty of Business Administration, Kasem Bundit University, Suan Luang, Bangkok, 10250

Introduction

Human is considered as a very important resource for organizations from the past to the present. Over the past several decades, it can be seen that a lot of research has been conducted to study human resource management in various fields such as recruitment, selection, personnel development or studies of factors affecting the performance, including maintaining quality personnel to continue with the organization in order to create the benefit and effectiveness of organization and be able to compete with business competitors under the ever-changing economic and social conditions.

This is due to the economic problems that occur in many regions around the world today which affects the overall economic situation of the country. Most organizations therefore turn their attention to on the budget, especially for human power development. Human management and development is considered an important cost and is one of the main factors for the success of the organization (Kongchan, 2014). Also, the effective management of human resources in strategic aspects, is also considered as another factor that helps increase the organization's business competitiveness.

It can be seen that before getting quality and suitable personnel to be a part of the organization, the organization itself must have invested in a considerable amount of human resources whether in terms of capital or time. Therefore, the loss of valuable personnel of the organization can result in the organization's operating costs increase and time consumption that the organization must spending them for new recruitment process, selection, training and knowledge development and others in order that the organization can have new employees to replace the resigned ones.

Bryant & Allen (2013) said that the resignation of employees is a waste of money and is considered as a complicated issue for the organization which the budget increases when there are employees resign from the organization. For some employees, their wages are worthier than some employees' whole-year wage. Therefore, one employees intended to quit the job means that the organization gets loss of valuable resources and is necessary to spend additional budget for their recruitment. Also, this can affect the achievement of the organization's goals and can create disruption to the organization as well as create ineffective performance results (Sudjit, 2006).

The hotel business is one of the real estate businesses that occupies attractive growth and can generate permanent profits. In each year, both large and small scale hotels have to allocate a large budget in recruiting personnel to work in the hotels as well as training and development, compensation, including good welfare and many benefits for employees in order to create the good quality of life for the employees. Consequently, the employees in this business are bound and loyal to the organization and grow up together with organization growth. As aforementioned point, creation of organizational engagement is very important issue the organization must keep considering about it.

Accordingly, the researcher is interested in studying about the relationship between quality of life and organizational engagement of staff at the Crowne Plaza Hotel Bangkok. The result of this

study can be used as a guideline to improve the quality of life of the operational level employees to create organizational engagement in order to improve the business performance and growth.

Research objectives

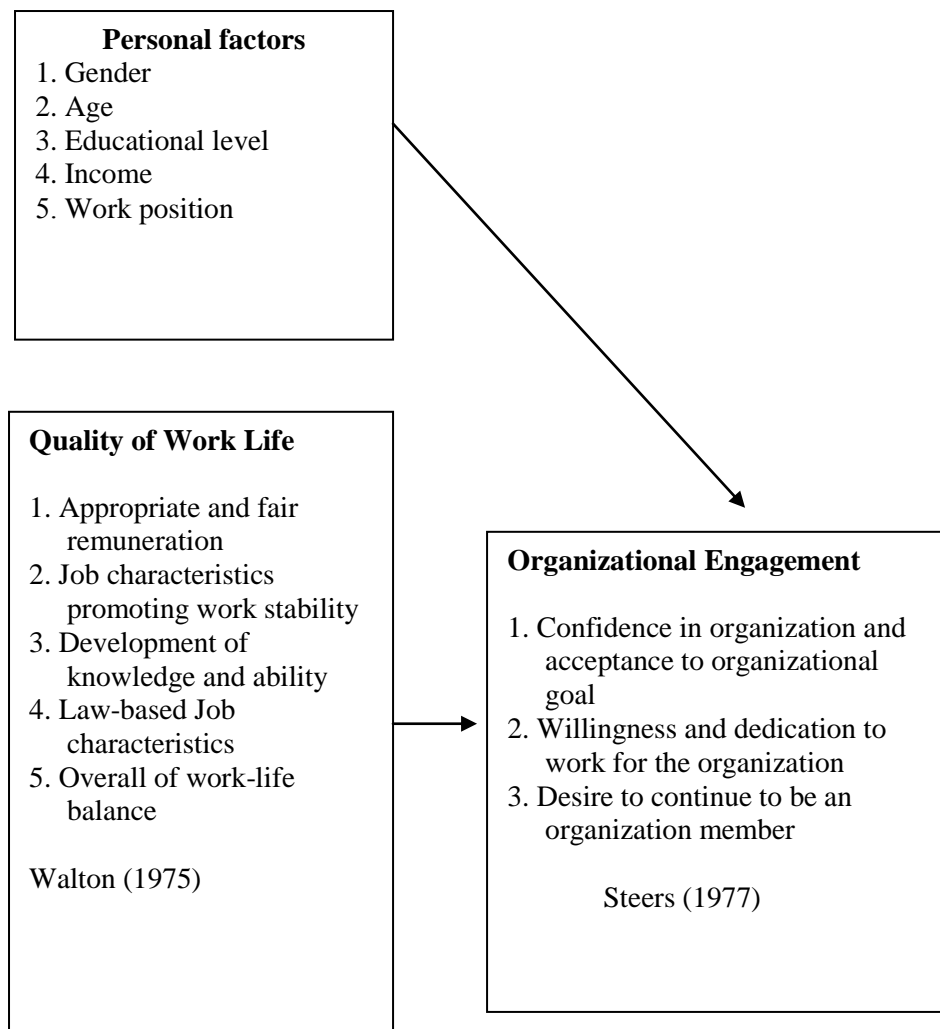
1. To study the quality of life of staff at the operation level of Crowne Plaza Hotel Bangkok.
2. To study the relationship between quality of life and organizational engagement of the staff at Crowne Plaza Hotel Bangkok.

Hypothesis

Hypothesis 1. Different personal factors have an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok.

Hypothesis 2. Life quality has an effect on organizational engagement of employees at Crowne Plaza Hotel, Bangkok.

Conceptual Framework of Research



Literature Reviews

Quality of Work Life

Kitiparaphon (1988) defined that quality of life means the life is happy which it can come from both physical and mental ways. The physical way means the happiness that retrieved from having well-being, such as having good housing, good health and good health care, good transportation, good environment (water, air) and others. In the meantime, mental way refers to the happiness from satisfying their needs and wants, love, warmth and others from family and society. In the meantime, Ketthat (1990) defined the quality of is a happy life which can adjust to the nature both physical nature and social nature, and can adjust nature to one's self without hurting the society and others. Dooris (1999) categorized into 3 main areas including economics, social and environment. Akranavičute, and Ruževičius, (2007) mentioned that the concept of quality of life is related job satisfaction, work performance, motivation, health care and safety, welfare at work and others.

Organizational Engagement

Thepwan (2011) has given the meaning of engagement that it is the dedication to work because it is happy to work and it is willing to work. Suelueng (2014) summarized the engagement dimensions into 3 dimension. The first is affective commitment which means the organizational engagement from feelings of wanting to stay continuously in the organization. This concept emphasizes that people who work have a desire to be with the organization. The second is continuance engagement which means that the feelings to continue staying in the organization because of some benefits to life. This kind of engagement makes people stay with the organization because it is necessary to stay. If they do not continue staying, they will lose some benefits. The third is normative commitment means the feelings to continue in the organization because of the responsibility still remained in the organization. This concept emphasizes that people are engaged with the organization because they will be guilty if they leave the organization. Steers (1977) mentioned the organization engagement in 3 ways including confidence in organization and acceptance to organizational goal, willingness and dedication to work for the organization and desire to continue to be an organization member. Accordingly, employee engagement affects work and work efficiency (Rose, Kumar, & Pak, 2009) and affects the company's financial performance (Chun, Shin, Choi, & Kim, 2013).

Research methodology

Population of this study were of 85 operational staff at the Crowne Plaza Hotel Bangkok and collected data from 85 employees as study samples (Yamane, 1973) which it was accounted for 100%. The study was conducted during January 2018 - February 2018. The research instrument used in this research was questionnaires which it was created as following points.

Firstly, there was a study of relevant documents and research in order to determine the structure of the questionnaire which it consisted of 3 important parts as follows.

Part 1: The personal factors included gender, age, educational level, income and work position. The measurement scale was set as nominal and ordinal. The check-list question type was employed in this questionnaire.

Part 2: The life quality of employees in the operational level of Crowne Plaza Hotel, Bangkok referred to the theory of Walton (1975). The measurement scale was set as rating scale. The Likert scale was used in this questionnaire.

Part 3: The organizational engagement of employees in the operational level of Crowne Plaza Hotel, Bangkok referred to the theory of Steers (1977). The measurement scale was set as rating scale. The Likert scale was used in this questionnaire.

Secondly, there was a study of validity and reliability of the questionnaire in order to inspect whether the questionnaire was created in the line with the study objectives and the question items used in the study was reliable. The validity test employed index of item-objective congruence (IOC) which evaluated by three experts in the study area. Meanwhile, the reliability used Cronbach's alpha which the score was 0.918 which was evaluated by 30 sets of try-out questionnaires.

Statistics used in data analysis

The study used descriptive statistics consisting of frequency, percentage, mean, and standard deviation. Meanwhile, inferential statistics were used for hypothesis testing including independent-sample t-test, One-way ANOVA and multiple regression model analysis.

Results

From the study, it was found that there were 85 employees who answered the questionnaire. Most of the respondents were male (55%), aged under 30 years old (47%), graduated from a bachelor's degree (58%), and earned monthly income between 20,000 -30,000 baht (11%).

Study about the life quality

From the study, it was found that the overall of life quality was rated in high level. When considering into each dimension, it was found that appropriate and fair remuneration was also rated in high level with mean score as of 4.43. It was then followed by overall of work-life balance was related in high level with mean score as of 4.00. The next was development of knowledge and ability which was rated in high level with mean score as of 3.96. The next was job characteristics promoting work stability which was rated in the high level with mean score as of 3.80. Lastly, it was Law-based Job characteristics which was rated in high level with mean score as of 3.59, respectively.

Study about the organizational engagement

From the study, it was found that the overall of organizational engagement was rated in high level. When considering into each dimension, it was found that confidence in organization and acceptance to organizational goal was rated in extremely high level with mean score as of 4.28. It was then followed by willingness and dedication to work for the organization which was rated in high

level with mean score as of 4.15. Lastly, it was desire to continue to be an organization member which was rated in high level with mean score as of 4.00, respectively.

Hypothesis testing result

Hypothesis 1: Different personal factors in terms of gender, age, educational level, income and work position have an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok.

Table 1 Result of independent-sample t-test and One-way ANOVA

Items	Result
1. Gender	Reject
2. Age	Accept
3. Educational level	Reject
4. Income	Reject
5. Work position	Reject

* at the statistically significant level as of 0.05.

From the study, it was found that different personal factor in terms of age had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok. Meanwhile, different personal factors in terms of gender, educational level, income and work position did not have an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok at the statistically significant level as of 0.05.

Hypothesis 2. Life quality has an effect on organizational engagement of employees at Crowne Plaza Hotel, Bangkok.

Table 2 Result of multiple regression analysis

Life quality factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
(Constant)	.847	.412		2.056	.044
Appropriate and fair remuneration					
Salary and compensation are worth with the amount of responsible work.	.017	.087	.029	.195	.846
Salary, compensation and benefits are sufficient for current living expenses.	.004	.120	.006	.036	.972
There is satisfaction toward income and welfare received from the organization.	-.088	.101	-.132	-.869	.389

Table 2 Result of multiple regression analysis (Cont.)

Life quality factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
There is satisfaction toward overtime work in order to get the job done even if there is no overtime payment.	.168	.077	.286	2.177	.033
Salary and compensation are worth with knowledge and ability.	.091	.107	.118	.853	.397
Job characteristics promoting work stability					
Organization has the equipment and technology to facilitate work.	.005	.103	.007	.052	.959
Working environment such as lighting, temperature, and peace are in good condition for work.	-.019	.119	-.023	-.158	.875
There is strict conformation of organization rules.	.068	.101	.082	.673	.504
Workplace has a good atmosphere and it is happy to work.	.081	.112	.105	.721	.474
Organization is well prepared for the prevention of operational risks.	.076	.093	.102	.817	.417
Development of knowledge and ability					
There is always a reception of new knowledge development from work.	.176	.093	.235	1.890	.064
Responsible work matches with knowledge and ability.	-.084	.111	-.098	-.764	.448
Organization continuously supports employee knowledge development by training and development.	.144	.111	.170	1.300	.199
Organization provides opportunities for all employees to have the opportunity for further studies.	-.004	.102	-.005	-.037	.971
Organization has a source of information that can be searched conveniently and quickly.	.018	.078	.027	.228	.820

Table 2 Result of multiple regression analysis (Cont.)

Life quality factors	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
Law-based Job characteristics					
Organization is a legally registered establishment.	.201	.198	.238	1.015	.314
Organization is open for service as stipulated by law.	-.276	.192	-.326	-1.435	.157
Work period is operated within law frame.	-.035	.106	-.055	-.326	.745
Organization complies with the legal regulations.	.104	.130	.137	.798	.428
Organization has creative activities that do not conflict with the law.	.101	.115	.128	.881	.382
Overall of work-life balance					
There is enough time to rest and take appropriate health care.	-.111	.103	-.184	-1.068	.290
There is enough time for daily work	.100	.105	.133	.951	.346

* at the statistically significant level as of 0.05.

From the study, it was found that appropriate and fair remuneration in term of “there is satisfaction toward overtime work in order to get the job done even if there is no overtime payment” had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok at the statistically significant level as of 0.05.

Discussion

From the study of relationship between quality of work life and employees engagement in Crowne Plaza Hotel Bangkok, the study result can be discussed as follows.

From the study, it was found that different personal factor in terms of age had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok. Meanwhile, different personal factors in terms of gender, educational level, income and work position did not have an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok at the statistically significant level as of 0.05. This is because age can refer to people who may have more work experience and responsibility which people who trend to grow up will have more understanding on their works as well as they have more responsibility to commit to achieve the organizational goals. In contrast, younger age can refer to less responsibility or have different goal to reach which it can affect to the engagement that they may have toward the organization. The study result matched with Leelertphan (2014) who studied about factor affecting the

level of organizational employee engagement of Nation Broadcasting Corporation Public Company Limited and the result indicated that different personal factor in terms of age had an effect on different organizational employee engagement. The study also matched with Buapeng (2011) who studied about factors affecting organizational engagement of employee of Daikin Industries Thailand Ltd and the result indicated that employee with different age had different organizational employee engagement.

From the study, it was found that appropriate and fair remuneration in term of “there is satisfaction toward overtime work in order to get the job done even if there is no overtime payment” had an effect on different organizational engagement of operational employees at Crowne Plaza Hotel Bangkok. This is because working in the hotel service sector required employees who can work as a team, especially in the time the employees need to arrange the hall for large event or conference. If one of employees leave the job before the job is done, the responsibility of one employee will move to another employees which finally it can create much workload for the ones who remain in the organization. Therefore, working overtime to finish the work even if there is no overtime payment is the usual situation that can be seen in the hotel service sector. Another reason is that when employees can achieve the goal of working together as a team, the work result will often satisfy the customers which finally the employees can be paid extra wages which is in the form of tip. The study matched with Sopaphan (2012) studied about the relationship between quality of work life and organizational engagement of ASA Corrugated Container Co., Ltd and the result indicated that quality of work life had an influence on organizational engagement.

Recommendations from the study

1. The organization should increase the life quality of employees by increasing appropriate and fair remuneration in order that they employees can work harder to get the work done matching with the payment that they receive. Also, the organization should offer the job that can help the employee plan to progress their work position and grow up in the organization. In addition, the organization should provide such the knowledge and ability development program to increase the employee's skills to service the customers and reach their work goal in the organization. Also, the organization should provide the work within the time frame the government allow the employees to work. Lastly, the organization should emphasize on the employees' life balance.

2. In order to create the employee engagement, the organization should build the employees' confidence and acceptance to organizational goal which it can be done through giving skill, knowledge, ability, supports and facility from the organization. Also, the organization should increase the employees' willingness and dedication to work for the organization by giving them fair payment and care, if the organization want the employees to work harder for organization, the organization itself also need to understand and give the employees harder vice versa. Lastly, the organization should increase the employees' desire to continue to be an organization member by providing them good working environment such as good friends, good supervisors, good workplace and others.

Recommendations for further studies

1. There should be further study of variables related to the relationship between quality of life and organizational engagement such as organizational values, organizational culture or work potential development in order to see the influence on organizational engagement.

2. There should be a qualitative study by interviewing the employees about the factors that can increase the organizational engagement. In addition, there should be an interview with the management team on how the organization can create the employee organizational engagement as well as what is obstacles or problems the organization may have which they can interrupt the organizational engagement creation for the employees.

References

- Akranavičiute, D., & Ruževičius, J. (2007). Quality of life and its components' measurement. *Engineering economics*, 52(2).
- Buapeng, P. (2011). *Factors affecting organizational commitment of employee of Daikin Industries Thailand Ltd. Independent research*, (Master of Business Administration, Faculty of Business Administration, Rajamangala University of technology Thanyaburi).
- Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review*, 45(3), 171-175.
- Chinachote, P. (2015). The relationship between organizational commitment and membership behavior of Small Commercial Bank Employees in Bangkok. *Kasem Bundit University Journal*, 16(2), 41-60.
- Chun, J. S., Shin, Y., Choi, J. N., & Kim, M. S. (2013). How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behavior. *Journal of Management*, 39(4), 853-877.
- Dooris, M. (1999). Healthy Cities and Local Agenda 21: the UK experience—challenges for the new millennium. *Health promotion international*, 14(4), 365-375.
- Ketthat, S. (1990). *Directions and policies for managing science and technology education in Thailand For the beginning of the 21st century*. Report of the 4th Science and Technology Conference, 46.
- Kitiparaporn, P. (1988). Various business view for quality of life of anyone. *Journal of Economics and Business Administration*, 42-61.
- Kongchan, A. (2014). *Human resource management*. Bangkok: Pabpim
- Leelertphan, W. (2014). Factor affecting the level of Organizational Employee Engagement of Nation Broadcasting Corporation Public Company Limited. (Independent research, Master of Business Administration, Nation University).

- Rose, R. C., Kumar, N., & Pak, O. G. (2009). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research (JABR)*, 25(6).
- Sopaphan, S. (2012). The relationship between quality of work life and organizational commitment of ASA Corrugated Container Co., Ltd. (Master Thesis of Business Administration, Silpakorn University).
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.
- Sudjit, K. (2006). *Factors affecting the intent to leave of professional nurses, governmental hospitals, Bangkok Metropolitan area*. Bangkok: Chulalongkorn University.
- Suelueng, P. (2014). *Participation and organizational engagement that affected desired behavior of employees of tire industry group*. (Independent Study, Master Degree, Rajamangala University of Technology Thanyaburi).
- Thepwan, P. (2011). *Strategic human resource management: concepts and strategies for competitive advantage*. Bangkok: SE-Education.
- Walton, R . E. (1975). *Criteria for Quality of Working Life*. New York: Free Press.
- Yamane, T. (1973). *Statistics: an Introductory Analysis* (3rd edition). New York: Harper & Row.