

MORALE OF EMPLOYEES WORKING AT A HOTEL
IN THE PATTAYA DISTRICT



A MASTER'S PROJECT
BY
SUCHANAN SUKSARANRUEDEE

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

May 2013

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Suchanan Suksaranruedee. (2013). *Morale of Employees Working at a Hotel in the Pattaya District*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University.
Project Advisor: Dr. Usaporn Sucaromana.

The purpose of this research was to study the level of morale among employees working at a hotel in the Pattaya district, and to compare the differences between the morale of the employees based on gender and years of work experience. The instrument used for collecting data was a questionnaire. The participants in this study were 70 employees working at a hotel in the Pattaya district. This instrument comprised of 40 items that were grouped into eight aspects: (a) career advancement, (b) satisfaction with job position, (c) satisfaction with job responsibility, (d) satisfaction with supervision and supervisor, (e) relationship between peers and superiors, (f) satisfaction with salary and fringe benefits, (g) working environment, and (h) job security. The data were analyzed by using percentages, mean scores, and standard deviations. T-test was also employed to identify the differences between the morale of employees based on independent variables which are gender and years of work experience.

The result of the study revealed that the overall morale of employees working at a hotel in the Pattaya district was at a high level. According to the eight aspects, the levels of morale for each aspect were high. In additions, the results showed that there was no significant difference between the morale of employees based on gender and years of work experience.

ขวัญกำลังใจในการปฏิบัติงานของพนักงานโรงแรมแห่งหนึ่งในเขตพัทยา



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒเพื่อเป็นส่วนหนึ่งของการศึกษา
ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

พฤษภาคม 2556

สุชานันท์ สุขสรณฤทธิ. (2556). *ขวัญกำลังใจในการปฏิบัติงานของพนักงานโรงแรมแห่งหนึ่งในเขต
พัทธยา*. สารนิพนธ์ ศศ.ม. (ภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ). กรุงเทพฯ:
บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ. อาจารย์ที่ปรึกษาสารนิพนธ์:
ดร. อุษาสีภรณ์ สุขารมณ

การวิจัยครั้งนี้มีความมุ่งหมายเพื่อศึกษาระดับขวัญกำลังใจในการปฏิบัติงานของพนักงาน
โรงแรมแห่งหนึ่งในเขตพัทธยา และเปรียบเทียบระดับขวัญกำลังใจในการปฏิบัติงานของพนักงาน
โดยจำแนกตามเพศ และประสบการณ์การทำงาน เครื่องมือที่ใช้ในการวิจัยและเก็บรวบรวมข้อมูลคือ
แบบสอบถามเรื่องขวัญกำลังใจในการปฏิบัติงาน กลุ่มตัวอย่าง คือพนักงานโรงแรมในเขตพัทธยา
จำนวน 70 คน แบบสอบถามมีจำนวน 40 ข้อคำถาม ซึ่งแบ่งเป็น 8 ด้าน (1) ด้านความก้าวหน้าใน
ตำแหน่งหน้าที่การงาน (2) ด้านความพึงพอใจในตำแหน่งหน้าที่การงาน (3) ด้านความพึงพอใจใน
งานที่ได้รับผิดชอบ (4) ด้านความพึงพอใจในการปกครองของผู้บังคับบัญชา (5) ด้านความสัมพันธ์
ระหว่างผู้ร่วมงานและผู้บังคับบัญชา (6) ด้านความพึงพอใจในรายได้ (7) ด้านสภาพแวดล้อมในการ
ทำงาน (8) ด้านความมั่นคงในตำแหน่งหน้าที่การงาน การวิจัยครั้งนี้ประมวลผลโดยใช้สถิติค่าร้อยละ
ค่าเฉลี่ย ค่าความเบี่ยงเบนมาตรฐาน และการทดสอบค่าที (t-test) เพื่อศึกษาความแตกต่างระหว่าง
ระดับขวัญกำลังใจของพนักงานโรงแรมจากตัวแปรอิสระที่กำหนด คือ เพศและประสบการณ์การ
ทำงาน

ผลของการวิจัยพบว่าระดับขวัญกำลังใจในการปฏิบัติงานของพนักงานโรงแรมโดยรวมอยู่
ในเกณฑ์สูง และระดับขวัญกำลังใจในการปฏิบัติงานของพนักงานโรงแรมในแต่ละด้านอยู่ในเกณฑ์
สูงเช่นเดียวกัน สำหรับการศึกษเปรียบเทียบความแตกต่างของระดับขวัญกำลังใจในการปฏิบัติงาน
ของพนักงานโรงแรมตามตัวแปรเพศและประสบการณ์การทำงานนั้น พบว่าเพศและประสบการณ์
การทำงานที่ต่างกันมีระดับขวัญกำลังใจในการปฏิบัติงานไม่แตกต่างกัน

MORALE OF EMPLOYEES WORKING AT A HOTEL
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A large, faint watermark of the Srinakharinwirot University logo is centered on the page. The logo is circular with a decorative border and contains the university's name in Thai script and a central emblem.

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May 2013

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The Master's project advisor, Chair of Business English for International Communication Program, and Oral Defense Committees have approved this Master's project, *Morale of Employees Working at a Hotel in the Pattaya District*, by Suchanan Suksaranruedee as partial fulfillment of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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May....., 2013

ACKNOWLEDGEMENTS

This completion of this research endeavor would not have been possible without the assistance of so many. I would like to be thankful and express my deepest appreciation to Dr. Usaporn Sucaromana, my Master's project advisor, for her dedication in giving helpful advice, guidance, encouragement, and enduring patience. I could not have gotten through this without her valuable support and comments. Without her, this success would not have been achieved. I really appreciate her kind assistance throughout my study.

My overwhelming thanks to Assistant Professor Nattha Keawcha and Dr. Wanlapa Thaijinda, the project committees, for their valuable guidance and recommendations.

I am also deeply thankful to Mrs. Nopparat Sriittiyajit, my sister, for her great support to conduct the study.

My appreciation to all instructors from the Business English for International Communication Program for their teaching and advice throughout my study.

Lastly, and most importantly, special thanks to my beloved family and friends for their support and encouragement during my study.

Suchanan Suksaranruedee

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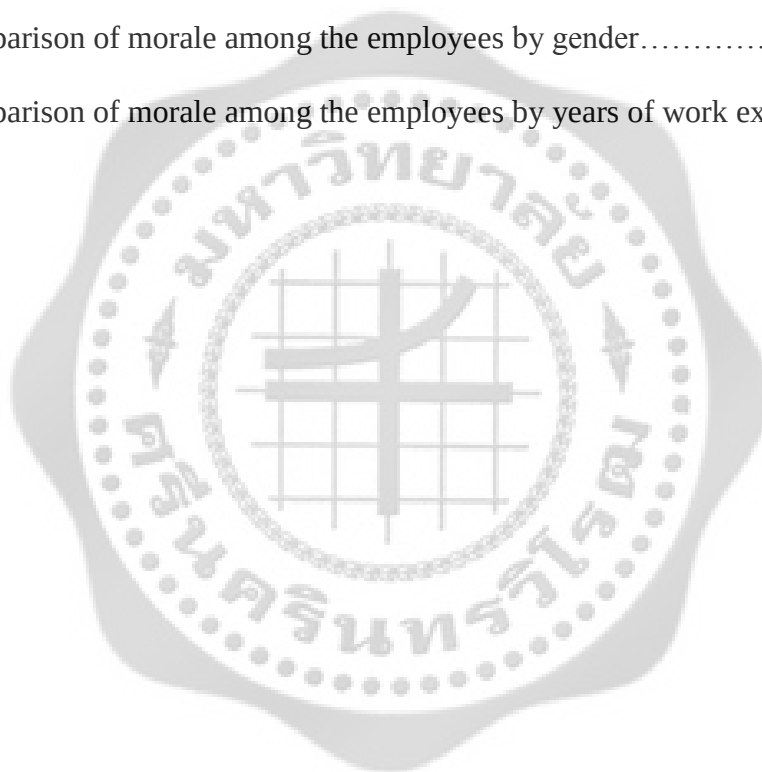
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CHAPTER ONE

INTRODUCTION

Background of the Study

The quality of service from hospitality industry providers are a crucial part of the tourism industry in Thailand. There is a high level of competition in the hospitality industry, especially in hotels. Apart from good service, customers also require the convenience of modern accommodation, low prices, and easy access to local places of interest, shopping, and so on. However, good service is instrumental to achieving customer loyalty, beating the competition, and appealing to the customer's emotions or 'heart' (Mcdowall, 2007). It is for these reasons that employees are the important aspect of delivering the best product and good service to customers (Petcharak, 2002).

Employees play a significant role in achieving customer satisfaction and build a relationship with customers (Petcharak, 2002). Therefore, it is unlikely to deny that a human element is the most valuable asset that a hotel service provider has to offer. This is one of the main reasons that hotel service providers look to recruit the most promising employees and retain them in order to promote the quality of their products and services. According to Jerris (1999), in every organization, creativity and resourcefulness are two important components of building and maintaining a successful and productive culture in the contemporary business world. However, in order to recruit and retain the current employees, the most influential factor is morale (Jerris, 1999).

Morale, according to the concept of Spriegel (2011), is the term usually applied to armed forces during wartime and to sports and athletic teams, since it refers to team spirit and co-operation of people for a common purpose. In addition, morale represents the

attitudes of individuals and groups in an organization towards their work environment. It is an indicator of the attitude of employees towards their jobs, superiors, and their organizational environment.

Although the human element is essential to success in the hospitality industry, many organizations, including hotels, favor generating new products and services, and cutting costs over focusing on morale of employees (McCreary, 2011). If the employees are not satisfied, their performance will fall below an acceptable level. Workplace dissatisfaction and poor performance usually lead to frequent absenteeism and high turnover of employees in the hospitality industry (Petcharak, 2002). These factors can also lead to a negative impact on the entire hotel, as staff dissatisfaction can lead to customer dissatisfaction. The level of employee morale has more potential to affect the reputation and future success of the hotel service provider.

Morale is one of the most complicated components when measuring and evaluating human behavior. Morale can be regarded as a set of attitudes and responses to any work conditions that may influence the behavior of the individuals (Kanter, 1977). A high level of morale can be demonstrated when an individual shows determination to do the best under any given circumstance and the ability of a group of people to pull together continuously and consistently for a common purpose (Bayens, 1967).

The morale of the employees, whether or not they are a professional, skilled, or unskilled worker, is a major concern. It is often a challenge for hotel management to maintain employee morale, retain them as staff, and offer the efficient, good service that customers expect (Cheng, 1995). Yu (1999) claimed that in order to reduce labor turnover and retain productive employees, management has to improve working conditions and increase employee morale. In order for management to better understand the needs of their employees, they should be familiar with several key theories that may

help them to understand the basic human needs of their staff. In this study, the level of morale among employees working at the hotel will be examined.

Objectives of the study

The objectives of this study are:

1. To investigate the level of morale among employees working at a hotel in the Pattaya district; and
2. To compare morale of the employees working at a hotel in the Pattaya district based on gender and years of work experience.

Research Questions

In response to the objectives of the study, two research questions have been proposed.

1. What is the level of morale among employees working at a hotel in the Pattaya district?
2. Is there any significant difference between the morale of the employees at a hotel in the Pattaya district based on gender and years of work experience?

Significance of the study

There have been several studies on staff motivation in a variety of businesses, but employee morale is also found as one of the most crucial aspects of the hospitality industry. The results may provide useful information for the management team to generate ideas that will be used to improve and develop procedures in human resource management to lift the morale level for employees at the hotel, reducing the high

absenteeism and turn over rate in the hotel. The results may also be beneficial to both customers and staff in the hospitality industry.

Additionally, when management realizes the significance of a high level of staff morale, they will determine which aspects of it need to be focused on in order to increase the level of employee morale. Then management will be able to provide the suitable motivational approach to maintain morale, and then employees will reach their goals and the goals of the organization. As a result, not only employees will get benefits but also the whole organization will be more successful.

Scope of the study

The objective of this research is to examine the level of morale among employees working at a hotel in the Pattaya district. The variables investigated in this study are (a) the dependent variable which comprises morale, and (b) the independent variables that include gender (male and female) and years of work experience (less than 5 years and 5 years or more).

Definition of Terms

The following consist of the definitions of the terms used in this study.

Morale refers to the state of mind towards the work and environment, towards superiors and colleagues, the goals of the organization, and their assigned duties.

Career advancement refers to the opportunities available to staff for promotion to a higher position.

Satisfaction with job position refers to tasks or duties of staff members and their compatibility with their abilities and interests. It may also imply how people feel like or dislike their job and feelings regarding the nature of their work

Satisfaction with job responsibility refers to an employee's satisfaction with the duties or tasks that they are responsible for.

Satisfaction with supervision and supervisor refers to an employee's satisfaction with every aspect of their supervisor's management style regarding scope of work.

Relationship between peers and superiors refers to the connection between colleagues and an existing superior who relates to each other in both formal and informal levels.

Satisfaction with salary and fringe benefits refers to an employee's level of satisfaction with the various types of compensations that company or organization provides staff with such as salary, company car, house allowance, medical insurance, paid holidays, pension schemes, subsidized meals and etc.

Working environment refers to the place an individual works or surroundings at the place of occupation. It may include factors, such as co-workers, seating, management, or even size of the room.

Job security refers to the probability that a person with the job would have a small chance of becoming unemployed.

Organization of the study

This study is presented in five chapters, including this introductory chapter. Chapter Two is a review of the related literature, with an emphasis of theories of Maslow, ERG, and Herzberg. This overview is followed by an analysis of related research studies conducted in Thailand. Chapter Three will describe the methods of the study. In Chapter Four, an analysis of the data and the results of the study will be provided. Chapter Five consists of conclusions of the study, and a discussion of the findings as well as the limitations of the study, and recommendation for further studies.

CHAPTER TWO

LITERATURE REVIEW

This chapter is a review of the literatures related to theories of morale. The first section consists of the definition of employee morale and the importance of morale. The second section is concerned with relevant theories regarding employee morale. The final section deals with previous studies on employee morale.

Concept of Morale

Definitions of morale have been provided by many authors. For example, Yoder (1981, p. 543-545) defined morale as “*evidence commitment*”, individuals exhibiting the behavioral symbols and symptoms of personal commitment. Morale is essentially regarded as an employee’s feelings or attitudes toward his / her work. Morale is related to work satisfaction and is connected with drive and enthusiasm. On the other hand, Hirantoe (1988) defined morale as the mental or emotional condition that affect an individual’s willingness to work. Thunpol (1991) similarly identified morale as an individual’s feeling regarding the composition of work activities, expressed in form of emotion and the impact of working condition on employee’s feelings. Furthermore, Tiyo (1994) defined morale as the way in which an individual’s mental condition is affected by their work of an individual’s attitude towards, including such factors as enthusiasm, expectation, and willingness. Similarly, Bangmoe (1995) argued that morale was the satisfaction with and the level of employee dedication to their work, in terms of knowledge, effort, time, and money. This definition is similar to Wongphut (1996) who defined morale as a mental condition that affects willingness, discipline, and enthusiasm. However, there are also some definitions, provided by authors including

William Spriegel (2011) who defined morale as the co-operative attitude or mental health of a number of people that are related to each other on some basis. This concept is similar to the definition provided by Bayens (1967) who defined morale as the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose. It can be concluded that morale is generally defined as an individual's feeling regarding their job, such as an employee's level of enthusiasm, their expectation and their willingness to work. It is also an emotion that results from an employee's perception of extrinsic and intrinsic factors that affect their level of job satisfaction.

The Importance of Morale

Morale is a key to an organization's success because if employees are enthusiastic about their achievement at work and try to do their job for the best of their ability, the organization will benefit (Rutherford, 1990). An organization's goals cannot be achieved unless employees work well together, therefore the level of employee morale in the hospitality organization is essential to their success (Petcharak, 2002). One aspect of the duties of the management team is to develop and increase the level of employee morale and about their attitudes toward working life in the organization.

According to Spriegel (2011), the level of morale in an organization can be either high or low. When the morale of the employees is high, they will cooperate fully with the management towards the goal of the organization. A high level of morale also leads to high levels of discipline, a high degree of interest in their job, loyalty to their organization, and successful performance of their duties. If the level of employee morale is low or lacking in a hospitality organization, the causes can be identified as (a) high rate of employees turnover, (b) a high rate of absenteeism, (c) a high volume of complaints, (d) a higher operating costs for recruitment and training, (e) resistance to change, (f) lack

of discipline, (g) low quantity and quality of outcome. A low level of morale can be fatal to an organization. In order to avoid the negative consequences of low morale, every management team should have an attempt to build high level of morale among their employees.

Thanasupawat (1994) concluded that the characteristics of employees with high levels of morale include the following examples: (a) the working environment in the organization was pleasant, (b) the working procedure flowed smoothly, and correctly, and there was accountability for the actions of employees, (c) employees concentrated on and enjoyed their work, (d) employees provided their own recommendation on how to improve working conditions and practices, (e) employees provided honest critical feedback, (f) employees were willing to help in emergency or rushed situation, (g) employees would accept additional responsibility willingly, and (h) employees maintained good working habits, although some irregular events occurred. That is, if the organizations are full of employees with a high level of morale, the working environment will be good for all employees. Then the employee will work happily and devote themselves unconditionally to their work. Finally, both employees and organizations will gain more benefits as a whole.

Thanasupawat (1994) also identified the characteristics of employees with low morale in the organization as the following: (a) there were voluntary resignations or transfers above the usual rate, and the reasons for resignation were not provided, (b) employees were tardy, performed their duties with a lack of enthusiasm and they often postponed or avoided work, (c) there was absence, and employees often came to work late and left early, (d) there was a high level of carelessness and maintenance of accessories and tools, (e) employees took more time to do the same amount of work, did not complete their duties, and the outcomes of work were characterized by low

productivity and quality, (f) there was lack of communication, such as meeting, within the organization, (g) there were frequent conflicts and argument among colleagues, (h) subordinates paid no attention to superiors, (i) subordinates were disobedient and impolite to their superiors, (j) subordinates expressed dissatisfaction when criticized, (k) subordinates were not interested in their colleagues, (l) subordinates tried to look busy without actually doing anything, (m) there were complaints and petitions from the public, (n) there were emotional outbursts made by employees, for example, crying, and other expressions of sadness made by female employees, and (o) there were complaints or doubts about the organization.

Petcharak (2002) studied how the motivation factors of employees in a hotel can affect the morale of future employees. The study focused on why people chose to work for the hotel while modeling motivational factors that enable the improvement of their overall performance. The study also sought to learn if there is a gender based difference in terms of motivational factors. The results of this study revealed that the main reasons that people choose to work at the hotel were based on the quality of the hotel, their level of interest in their jobs, salary level, and job security. Gender also played a role in influencing employees' perception of motivational factors.

In this way, motivation and morale can be seen to be closely related. However, motivation was not morale (are not mutually exclusive). The individual level of morale can be regarded as a response to motivation (Santiwong, 1987). The higher the level of morale is, the better the quality of work will be, and the lower the costs are to the organization. In conclusion, employees have many different expectations, but the main factors that affect performance and job satisfaction are very similar. To achieve job satisfaction, a good working environment, opportunities for career advancement, and relationships with co-worker and supervisors are required. If the employees are satisfied

with these factors, they will have a high level of morale and will be more effective and productive employees.

Review of Relevant Theories on Employees' Morale

The level of morale among employees plays a significant role in team management in the contemporary business world (Petcharak, 2002). As a result, human beings are among the most valuable assets in an organization. Some of the relevant theories on employee morale include Maslow's Hierarchy of Needs (1954), Alderfer's ERG theory (1969), and Herzberg's two-factor theory (1959). Maslow's Hierarchy of Human Needs is also linked to Herzberg's motivation-hygiene theory and ERG theory.

Maslow's Hierarchy of Needs

According to Maslow (1954), there are five basic constructs in the human hierarchy of needs. The hierarchy consists of five categories of basic needs: (a) physiological needs, (b) security needs, (c) belongingness needs, (d) self-esteem needs, and (e) self-actualization needs. Physiological needs can be defined as the most basic human needs, such as food, water, air, and shelter. As a result, it is not possible to satisfy higher level needs if the basic needs are not met. Physiological needs can be compared to salary, working environment, and welfare. The second one that would be met is security needs, and can be compared to job security in working life. When the first two levels have been met, the next level of needs must be satisfied.

Belongingness needs can be described in term of having a chance to participate in the activities at workplace, feeling as a part of the group, and getting recognition from others. Self-esteem needs are concerned with gaining respect from others in the workplace and social sphere, and can be based on achievement, independence, and

confidence. The last need is self-actualization, which is the need for success, which is the highest order of human needs and can be compared to promotion, career advancement, higher salaries and bonuses. Maslow's conceptualization of human needs is represented by a triangle with five levels that he referred to as the Hierarchy of needs. Maslow claimed that lower-level needs must be satisfied before advancing to the next higher level, as shown in Figure 1.

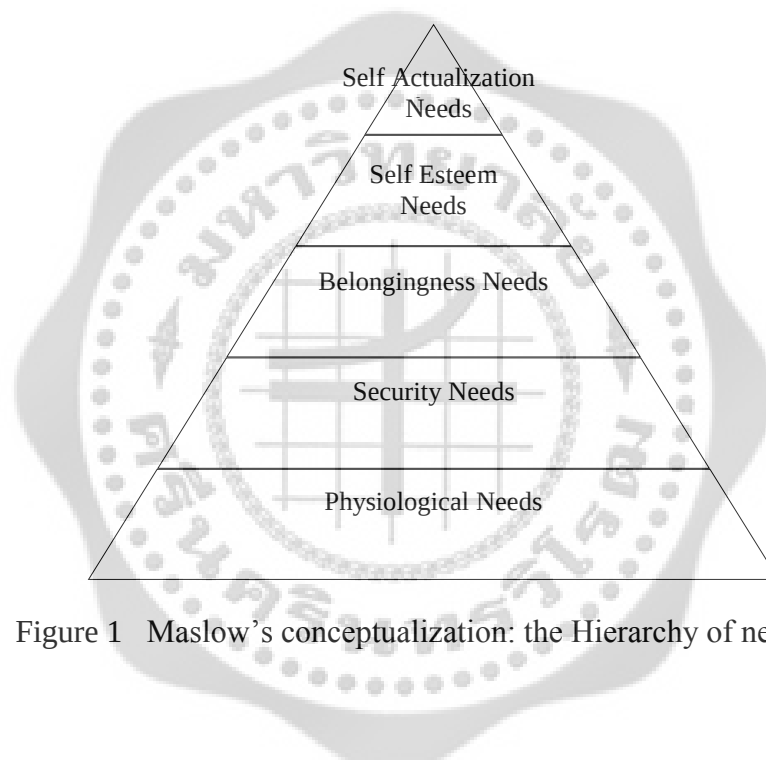


Figure 1 Maslow's conceptualization: the Hierarchy of needs

Existence – Relatedness – Growth Theory (ERG Theory)

Alderfer (1969) stated that there are three categories of human needs that can influence an employee's behavior: (a) existence, (b) relatedness, and (c) growth. ERG theory defines existence needs as the need to stay alive and safe. When people have satisfied their existence needs, they feel safe and physically comfortable. Then they are capable of relationships with other people, and they are concerned about what others think of them. When they can relate to other people, they can feel a sense of identity and position within their immediate society. ERG theory defines these needs as relatedness

needs. ERG theory also defines the need to be creative and contribute to the environment as growth needs and claims that if people grow successfully, they feel a sense of wholeness, achievement and fulfillment.

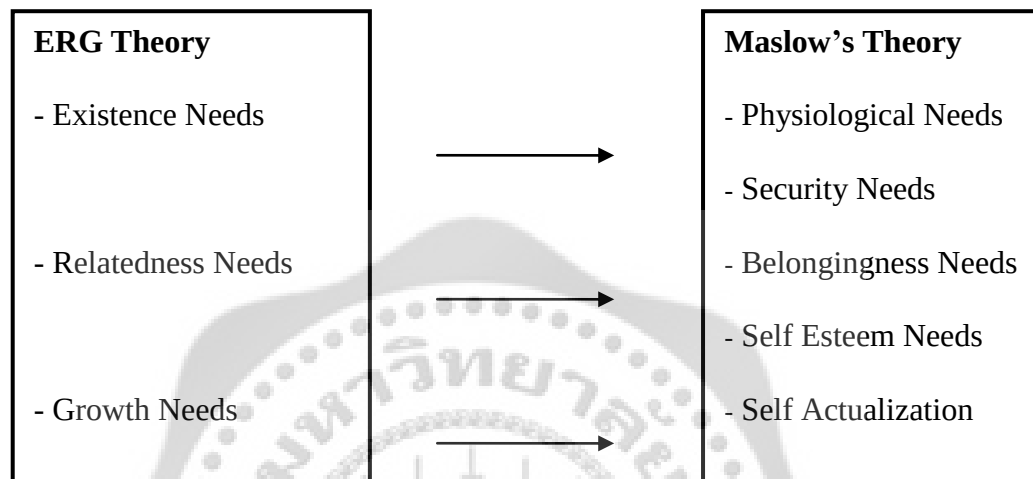


Figure 2 ERG Theory

In Figure 2, Existence needs of ERG theory can be correlated with the first two levels of Maslow's theory: Physiological needs and Security needs that can be described as the most basic human needs. Relatedness needs are concerned with personal relationships as Maslow's Belongingness Needs and Self Esteem Needs which focus on the need to be part of a group and get recognition from others. The last category of ERG theory concerns Growth Needs which are concerned with intrinsic desire for personal development. Growth Needs can be related to the Self-actualization phase of Maslow's theory, which are concerned with promotion, career advancement, higher salaries and bonuses. Despite their similarities, these theories also have significant differences. Alderfer claimed that multiple needs could also operate as motivators and that higher-level needs could be satisfied before lower-level needs, depending on the situation (Wren, 1995).

Herzberg's Theory

Herzberg identified the factors connected with job satisfaction as: achievement, recognition, work itself, responsibility, and advancement. The factors connected with job dissatisfaction were salary, the possibility of growth, interpersonal relationships, status, company policy and administration, working condition, personal life, and job security. Herzberg identified the satisfaction factors as “motivation factors” and the dissatisfaction factors as “hygiene factors”.

Herzberg's motivation factors are necessary in order to motivate employees to achieve higher performance levels. This factor is concerned more with the actual job itself, for example, how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. There are five factors in particular that were strong determiners of job satisfaction: (a) achievement, (b) recognition, (c) work itself, (d) responsibility, and (e) advancement.

Firstly, achievement refers to the job or task that a person can accomplish successfully, especially by means of exertion, skill, practice, or perseverance. Secondly, recognition refers to the feeling of being recognized, or the concern and respect shown by superiors, colleagues, and other members of the organization. Then work itself refers to an employee's level of interest in the job and the need for initiative and challenges, or working condition that could be accomplished by oneself from the beginning until the end (Palawong, 1989). Next, responsibility refers to satisfaction with job duties and responsibility without close observation or close control by supervisors (Palawong, 1989). Finally, advancement refers to salary increases or promotion, including the opportunity to gain knowledge and career advancement (Kasemsuk, 1999). These factors are all associated with *long-term* positive effects on job performance.

Herzberg's hygiene factors are based on the need to avoid unpleasantness at work. If these factors are considered inadequate by employees, they can lead to job dissatisfaction. There are six factors in particular that were strong determiners of job dissatisfaction: (a) salary, (b) interpersonal relationship with superior, subordinates, and peers, (c) company policy, (d) security, (e) working condition, and (f) supervision techniques.

Firstly, salary refers to permanent income, welfare, and other compensations (Tiyao, 2003). Secondly, interpersonal relationships refer to relationships with superior, subordinates, and peers, and the existence of a positive and productive working environment (Palawong, 1989). The next factor is company policy, referring to the rules and guidelines used to manage and maintain to smooth running of an operation. It also determines the formulation and implementation of strategy, and restricts the planning, decision making, and action of employees in the achievement of company goals. The next point is security, which refers to the feeling of an individual for job-security and the stability of organization (Palawong, 1989). The next factor is working condition, described as the conditions in which an individual or staff works including physical environment, amenities, stress, noise level, degrees of safety or danger, and all equipment concerned. The last factor is quality of supervision, which refers to the capability of superiors to perform their duties. These factors were all associated with *short-term* changes in attitudes and job performance (Practical assessment, 2011).

Herzberg also claimed that the most importance of motivation is to fulfill the human needs at the highest level. Although the organization offers a good salary and fringe benefits to their employees, it will not provide them with opportunities for personal growth and development, give them recognition or enhance their abilities and skills. These factors can lead to low productivity and poor performance respectively.

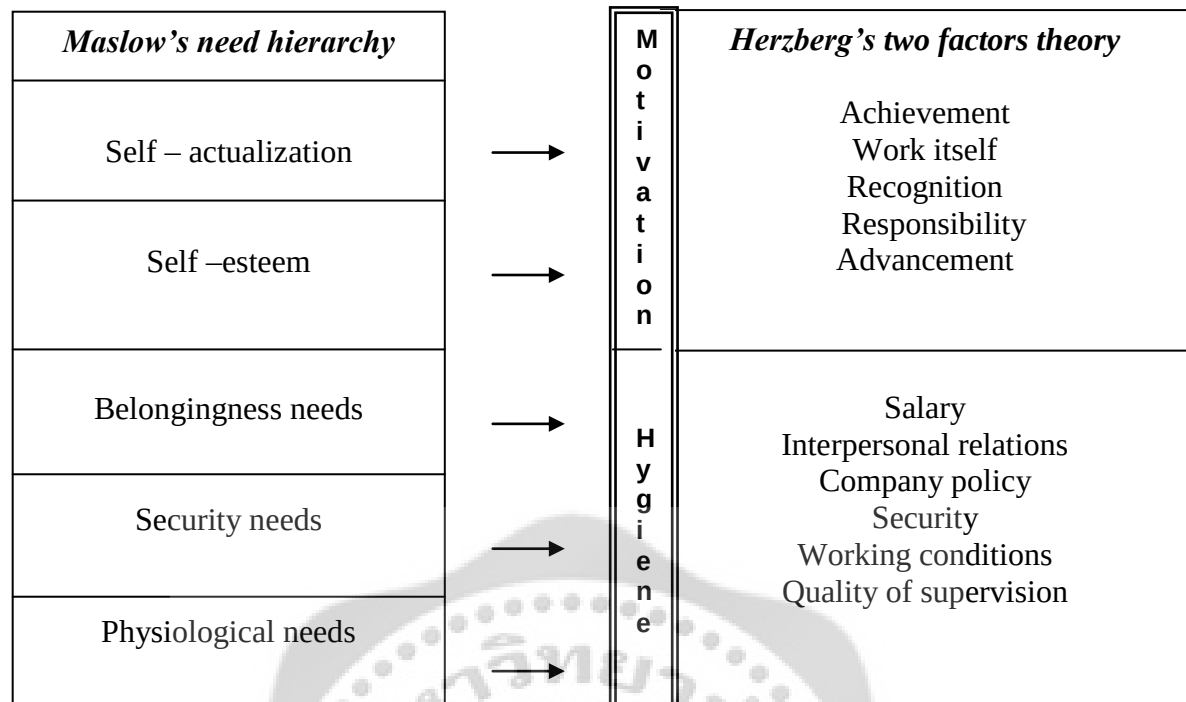


Figure 3 The comparison between Maslow and Herzberg theories

The figure above presents the comparison between Maslow's and Herzberg's theories. These two theories have quite significant similarities. The element of motivation factors in Herzberg's theory can be described as the top two levels of Maslow's theory, self-actualization and self-esteem needs. The first three levels of Maslow's theory, physical needs, security needs, and belongingness needs are equivalent to Herzberg's hygiene factor as they are both concerned with these basic needs of human beings.

Previous Studies on the Employee Morale

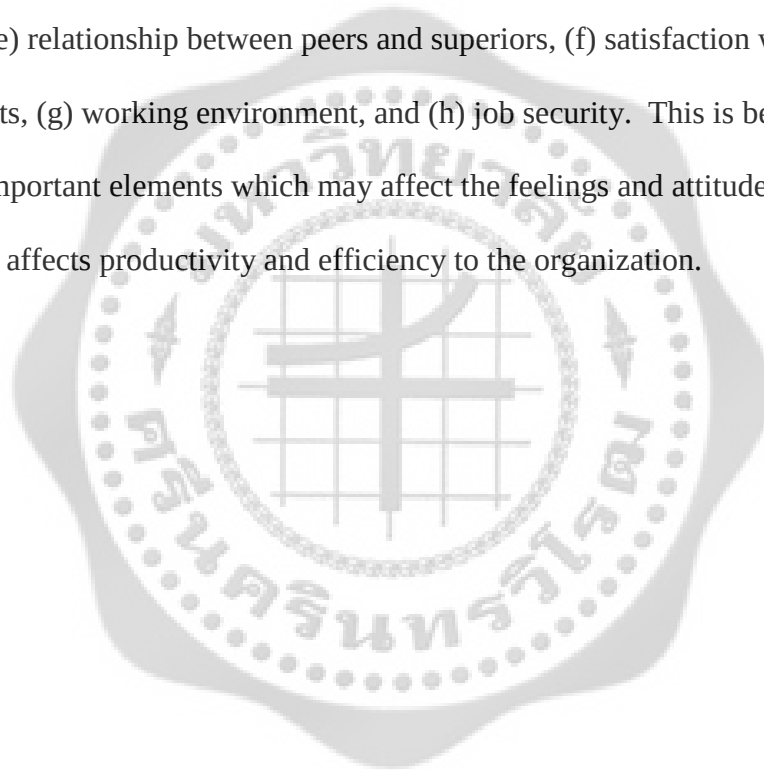
Many studies have explored the significant factors which influence employee morale in the workplace by examining an individual's personal background, their relationships with peers as well as superiors, their level of job satisfaction, the working environment, and their level of job security. These factors are used to assess the level of employee morale.

Songsermpong (2002) studied the level of morale and its impact on the job performance of mobile phone company employees. Songsermpong found that the level of morale among mobile phone employees was in the medium range. In terms of job satisfaction and relationship with peers as well as superiors, the morale and encouragement level was at high level. Additionally, in relation to career opportunities, job satisfaction, the management style of supervisors, satisfaction with salary, working environment and, job security, the morale and encouragement level was in medium range. The result of this research also found that male and female employees had different level of morale and encouragement in the relations to career opportunities and satisfaction with salary.

Tubtimronayuth (2004) studied the level of morale in working performance of audit government army officers, and compared morale and job performance by using some of the main independent variables including gender, position level, education level, official age, and likelihood of marriage. The result revealed that the level of morale in working performance of audit government army officers was in the good range. Regarding job satisfaction, job security, and relationships with subordinates and superiors, employee's morale level was at a high level while satisfaction with fairness in the workplace, job satisfaction, satisfaction with salary and welfare and the opportunity for advancement were at a medium level. The results of this research also found that

there were differing levels, in terms of performance, between male and female audit government army officers. The levels of morale also differed in all aspects, but there were no significant statistical differences.

The purpose of this research is to study the level of morale of employees working at a hotel in the Pattaya district. According to Songsermpong (2002) and Tubtimronayuth (2004), there are eight aspects including (a) career advancement, (b) satisfaction with job position, (c) satisfaction with job responsibility, (d) satisfaction with supervision and supervisor, (e) relationship between peers and superiors, (f) satisfaction with salary and fringe benefits, (g) working environment, and (h) job security. This is because these factors are important elements which may affect the feelings and attitudes of employees and how this affects productivity and efficiency to the organization.



CHAPTER THREE

METHODOLOGY

A quantitative research design was deemed suitable for this study. This chapter describes the methodology of the research, which contains four parts. This chapter begins with a description of participants of the study. Following this explanation, the research instrument used to obtain the data is described, and the procedures for the pilot study and data collection are outlined. Finally, the method of data analysis is explained.

Participants

The participants consisted of 70 employees working at the hotel in the Pattaya district. The employees were Thai natives and came from nine departments including (a) accounting, (b) engineering, (c) food and beverage, (d) front office, (e) human resource, (f) sale and marketing, (g) house keeping, (h) laundry, and (i) garden. They were asked to complete a questionnaire regarding their level of morale. In addition, they were informed that their identity would remain anonymous and that their participation was voluntary. The participants were offered no incentive for their participation.

Research instrument

The instrument used in this study was a questionnaire designed to investigate the morale of employees working at a hotel in the Pattaya district. The questionnaire was adapted from Songsermpong (2002) and Tubtimronayuth (2004). The research instrument was divided into two sections. The first section included demographic information. The participants were asked to provide their personal information, such as gender and years of work experience, with the aim of creating a profile of the

respondents. The second section consisted of 40 items (see Appendix A) asking participants to select the most appropriate answer according to their level of morale. The level of morale among employees working at the hotel were measured based on eight factors: (a) career advancement, (b) satisfaction with job position, (c) satisfaction with job responsibility, (d) satisfaction with supervision and supervisor, (e) relationship between peers and superiors, (f) satisfaction with salary and fringe benefits, (g) working environment, and (h) job security. Table 1 lists the variables taken from the questionnaires and showed which items had been included for analysis.

Table 1 *Questionnaire Descriptions*

Factors	Item Number
Career advancement	1 - 5
Satisfaction with job position	6 - 10
Satisfaction with job responsibility	11 - 15
Satisfaction with supervision and supervisor	16 - 20
Relationship between peers and superiors	21 - 25
Satisfaction with salary and fringe benefits	26 - 30
Working environment	31 - 35
Job security	36 - 40

The questionnaire used a five-point Likert scale, ranging from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5). All items were positive and each item in the questionnaire was designed to measure the level of employee morale. A score of 1 represented the lowest level of morale, 2 represented the low level of morale, 3 represented a medium level of morale, 4 represented a high level of morale, and 5 represented the highest level of morale.

The scores for this questionnaire ranged from 40 to 200 and the levels of employee morale were indicated by the score. The questionnaire was translated from English to Thai (see Appendix B) and language translators were asked to back-translate

and revised when appropriate. The reliability of this instrument was found at 0.94. The project advisor approved the final draft of the questionnaire before it was distributed for data collection.

Procedures of the study

Pilot Study

A pilot study was conducted as a guideline to gather information prior to a larger study in order to improve the reliability and validity of the final questionnaire with the subjects of the study. The data from a pilot study was collected in September 2011. The participants in the pilot test were consisted of 30 employees who have been working at the different hotel in the Pattaya district. The participants were asked to fill out initial surveys based on their level of morale. The initial survey was taken approximately ten to fifteen minutes to complete. Additionally, they were informed that their identity would be kept anonymous. The participants were offered no incentives for their voluntary participation.

Data Collection

All data for the actual study was obtained in October 2011. The researcher met with the Human Resource Manager to seek permission to conduct the study, and to explain the purpose of the research. With the permission, the Human Resource manager helped the researcher to distribute questionnaires to the managers from nine departments, who in turn passed the questionnaires to employees. Then the manager of each department collected the completed questionnaires and brought them back to the Human Resources manager. The researcher then obtained the completed questionnaires from Human Resources manager. The questionnaire took approximately 10 to 15 minutes to

complete. The raw data were entered in the Statistical Package for the Social Science program, known as SPSS, version 10.5. There were checks of basic descriptive statistics in order to ensure accuracy in terms of data entry.

Data Analysis

The data was obtained from the results of the returned questionnaires. In order to describe the level of morale of employees working at a hotel in the Pattaya district, descriptive statistics, such as mean (*M*) and standard deviation (*SD*) were used. The scores on each of the factors of morale were identified as a dependent variable, while gender and years of work experience were categorized as independent variables. In order to compare the levels of morale among employees by gender and years of work experience, T-test was employed to determine the significant differences between morale and the selected independent variables of this study. The interpretation of mean score was analyzed by following the criteria introduced by Pisarnbut (2007) as follows:

A mean score between 1.00 – 1.80 indicates that the level of morale is very low

A mean score between 1.81 – 2.60 indicates that the level of morale is low

A mean score between 2.61 – 3.00 indicates that the level of morale is moderate

A mean score between 3.01 – 4.20 indicates that the level of morale is high

A mean score between 4.21 – 5.00 indicates that the level of morale is very high

CHAPTER FOUR

FINDINGS

This chapter presented an analysis of the data collected by the method described in Chapter Three. The objectives of this study were to investigate the level of morale among employees working at a hotel in the Pattaya district; and to compare the morale of these employees by gender and years of work experience. The chapter is divided into two main sections: Section I presented demographic information and section II presented information about the level of morale.

Demographic Information

Seventy copies of a questionnaire were distributed to employees of the hotel in Pattaya district. The participants were asked to provide information about gender and years of work experience. The data collected are presented below in Table 2.

Table 2 *Demographic information concerning the participants*

Independent Variables	N	Percentage
Gender		
Male	21	30.00
Female	49	70.00
Total	70	100.00
Years of work experience		
Less than 5 years	44	62.86
5 years or more	26	37.14
Total	70	100.00

In terms of gender, the majority, or 70%, of the participants in the study were female. The remaining 30% were male. Of the total participants, 44 (62.86%) had less

than 5 years of work experience, and 26 (37.14%) had 5 years or more years of work experience.

Information about the level of morale among employees

This section explored the level of morale among the employees. The standard five-point Likert scale was employed to do this. The data gathered in this part were presented using mean (M) and standard deviations ($S.D.$) followed by a brief description of the results. The mean (M) was used to describe the average degree of the participants' level on their morale. The standard deviation ($S.D.$) was used to show variations in the distribution of the data. The results are demonstrated in Table 3.

Table 3 *Level of morale among employees*

Variable	Mean	S.D.	Level
Career Advancement	3.76	0.55	High
Satisfaction with job position	3.78	0.53	High
Satisfaction with job responsibility	3.99	0.46	High
Satisfaction with supervision and supervisor	3.69	0.86	High
Relationship between peers and superiors	3.85	0.69	High
Satisfaction with salary and fringe benefits	3.49	0.66	High
Working environment	3.63	0.57	High
Job security	3.73	0.61	High
Overall	3.75	0.47	High

As Table 3 showed, the overall level of employee morale was rated as high ($M = 3.75$, $S.D. = 0.47$). The Table 3 also indicated that among the eight factors, “satisfaction with job responsibility” was rated highest ($M = 3.99$, $S.D. = 0.46$), followed by “relationship between peers and superiors” ($M = 3.85$, $S.D. = 0.69$), and “satisfaction with job position” ($M = 3.78$, $S.D. = 0.53$).

In order to reveal any significant differences concerning employee morale with regard to gender and years of work experience, means, standard deviations, and t-test values were used and the results are shown in Tables 4 and Table 5.

Table 4 *Comparison of morale among employees by gender*

Variable	Gender	N	Mean	S.D.	t
Career advancement	male	21	3.74	0.35	-0.21
	female	49	3.77	0.61	
Satisfaction with job position	male	21	3.95	0.35	1.86
	female	49	3.70	0.57	
Satisfaction with job responsibility	male	21	4.05	0.30	0.90
	female	49	3.96	0.52	
Satisfaction with supervision and supervisor	male	21	3.68	0.71	-0.11
	female	49	3.70	0.93	
Relationship between peers and superiors	male	21	3.83	0.62	-0.18
	female	49	3.86	0.72	
Satisfaction with salary and fringe benefits	male	21	3.61	0.83	0.85
	female	49	3.44	0.58	
Working environment	male	21	3.61	0.54	0.21
	female	49	3.64	0.59	
Job security	male	21	3.71	0.67	-0.10
	female	49	3.73	0.60	
Overall mean score	male	21	3.78	0.42	0.36
	female	49	3.73	0.49	

Note: * = $p < .05$

The results, as can be seen from Table 4, indicate no significant difference in morale by gender. The average score for the level of morale among male participants was 3.78 ($S.D. = 0.42$), while that among female participants was 3.73 ($S.D. = 0.49$). With regard to the eight factors, “satisfaction with job responsibility” was rated highest by the male participants ($M = 4.05$, $S.D. = 0.30$), followed by “satisfaction with job position” ($M = 3.95$, $S.D. = 0.35$), “relationship between peers and superiors” ($M = 3.83$, $S.D. = 0.62$), “career advancement” ($M = 3.74$, $S.D. = 0.35$), and “job security” ($M = 3.71$,

S.D. = 0.67). Among female participants, “satisfaction with job responsibility” was rated highest ($M = 3.96$, S.D. = 0.52), followed by “relationship between peers and superiors” ($M = 3.86$, S.D. = 0.72), “career advancement” ($M = 3.77$, S.D. = 0.61), and “job security” ($M = 3.73$, S.D. = 0.60); and the mean scores for “satisfaction with job position” ($M = 3.70$, S.D. 0.57) and “satisfaction with supervision and supervisor” ($M = 3.70$, S.D. = 0.93) were found to be equal.

Table 5 *Comparison of morale among employees by years of work experience*

Variable	Years of work experience	N	Mean	S.D.	t
Career advancement	Less than 5 years	44	3.75	0.54	-0.20
	5 years or more	26	3.78	0.57	
Satisfaction with job position	Less than 5 years	44	3.75	0.51	-0.47
	5 years or more	26	3.82	0.55	
Satisfaction with job responsibility	Less than 5 years	44	3.98	0.49	-0.20
	5 years or more	26	4.00	0.43	
Satisfaction with supervision and supervisor	Less than 5 years	44	3.82	0.73	1.45
	5 years or more	26	3.48	1.03	
Relationship between peers and superiors	Less than 5 years	44	3.86	0.56	0.17
	5 years or more	26	3.83	0.88	
Satisfaction with salary and fringe benefits	Less than 5 years	44	3.43	0.67	-1.04
	5 years or more	26	3.60	0.64	
Working environment	Less than 5 years	44	3.68	0.44	0.85
	5 years or more	26	3.55	0.74	
Job security	Less than 5 years	44	3.69	0.53	-0.64
	5 years or more	26	3.79	0.75	
Overall mean score	Less than 5 years	44	3.75	0.41	0.17
	5 years or more	26	3.73	0.56	

Note: * = $p < .05$

Table 5 showed no significant differences concerning employee morale by years of work experience. The morale level of employees who had worked at the hotel for less than 5 years and for those who had worked for 5 years or more was not significantly different, with the overall mean score for employees who had worked in the hotel for less

than 5 years being 3.75 (*S.D.* = 0.41), and for employees who had worked for 5 years or more, 3.73 (*S.D.* = 0.56).

Employees who had worked in the hotel for less than 5 years rated “satisfaction with job responsibility” ($M = 3.98$, *S.D.* = 0.49) highest, followed by “relationship between peers and superiors” ($M = 3.86$, *S.D.* = 0.56), and “satisfaction with supervision and supervisor” ($M = 3.82$, *S.D.* = 0.73). For employees who had worked for 5 years or more, “satisfaction with job responsibility” was also rated highest ($M = 4.00$, *S.D.* = 0.43), followed by “relationship between peers and superiors” ($M = 3.83$, *S.D.* = 0.88), and “satisfaction with job position” ($M = 3.82$, *S.D.* = 0.55).

Summary

The objective of this study was to investigate the levels of morale among employees working at a hotel in the Pattaya district, and to explore whether gender and years of work experience had any significant differences on morale level. The findings indicated that the level of morale among the employees was at a high level. Regarding the eight factors, “satisfaction with job responsibility” was ranked highest, followed by “relationship between peers and superiors”, and “satisfaction with job position”.

Additionally, the results showed that there were no significant differences between morale levels compared by gender and years of work experience.

CHAPTER FIVE

CONCLUSION AND DISCUSSION

This chapter contains three main sections: conclusion, discussion, and limitations and recommendations for further studies.

Conclusion

The purpose of this study was to investigate the level of morale among employees working at a hotel in the Pattaya district, and to do a comparison amongst them based on gender and years of work experience. The instrument used for collecting data in this study was a questionnaire composed of two parts which respectively investigated: (a) the demographic information of the participants, and (b) their level of morale. The participants in the study were 70 employees working at the hotel. The data from the 70 questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS).

The level of morale among employees was examined with regard to eight factors; (a) career advancement, (b) satisfaction with job position, (c) satisfaction with job responsibility, (d) satisfaction with supervision and supervisor, (e) relationship between peers and superiors, (f) satisfaction with salary and fringe benefits, (g) working environment, and (h) job security. The study found that the overall level of morale among the employees was at a high level and there was no significant difference between the level of morale based on gender and years of work experience.

Discussion of Major Findings

The following was a discussion of the major findings in relation to the research questions.

Research Question 1:

What is the level of morale among employees working at a hotel in the Pattaya district?

The study found that the overall level of morale among the employees was at a high level. Considering each factor, “satisfaction with job responsibility”, “relationship between peers and superiors”, “satisfaction with job position”, “career advancement”, and “job security” are the top five from the eight factors. The result may be due to the fact that the hotel has adjusted its organizational structure, management system, scope of job competency, and focused on its employees, recognizing them as a valuable asset. The result of this study was supported by Daschler and Ninemeier’s (1989), they found that challenging work, work that yields a sense of personal accomplishment, increased responsibility, and the chance to grow in the job were all important. These were factors that encourage satisfaction of job responsibility, satisfaction of job position, and career advancement to be in a high level. Therefore, organizations would find several ways of designing jobs to maintain both quality and morale of employees in order to encourage them to work with the organizations as long as possible (Jerald & Robert, 1997).

According to Herzberg’s study (1959), he claimed that factors that influence human behavior can be separated into “motivation factors” and “hygiene factors”. If the motivation and hygiene factors were at a high level, it could reflect an overall positive performance both of the employees and the organization. Regarding the results, “satisfaction with job responsibility”, “satisfaction with job position”, and “career

advancement” were the three of eight factors that rated high. These were similar to the motivation factors that show the respect to how much employees like the job that they do. They are concerned with the actual job itself, for instance, how interesting the job is and how much opportunity it gives for extra responsibility, recognition, and promotion. As a result, if the organization can score highly in these factors, it will probably result in the employees being more likely to reach the organization’s goals. The result also can indicate that the hotel pay more attention to the scope of work, give the clarification of duties to the employees, and focusing on the career path of their employees if they could show high performance in their working. Therefore, management should create strategies to support their employees in order to maintain and increase employee morale.

Research Question 2:

Is there any significant difference between the morale of the employees at a hotel in the Pattaya district based on gender and years of work experience?

The findings showed that there were no significant differences between morale based on gender and years of work experience. It is possible that gender and years of work experience might not be factors leading to differences on the level of morale. The findings were also relevant to Kittimavikrom’s (1994) study on the level of morale of employees in the personnel department of the Bangkok Bank Public Company Limited. Kittimavikrom found that there was no significant difference in morale levels in relation to gender. He explained that male and female had equivalent right in working and they could show their competencies and skills in order to perform their work successfully. As a result, they both got no differences in compensation and benefit from companies. This might be a reason why there were no significant different between morale based on gender.

From the result of the study, there was interesting information about the morale level based on gender. With regarding to the eight factors relating to morale, “satisfaction with job responsibility” was rated at the highest level for both males and females, despite they came from different job functions. The result indicated that male participants, who rated “satisfaction in job responsibility” high, were working in the engineer function. While the female participants, who rated “satisfaction in job responsibility” high, were working at sale and marketing function. This could imply that the hotel has clarified the duties or tasks that the employees are responsible for, whatever functions they are working at. The employees feel a sense of ownership of the work. Then, the employees are able to use their skills and abilities to accomplish their work as well.

Additionally, there also were no significant differences between the level of morale and years of work experience. The findings of the study were consistent with the findings of Peungnusun’s (1997) study, which dealt with morale of teacher at a vocational education school in Bangkok. Peungnusun found that differences in years of work experience caused no significant difference in the level of morale among teachers in the school. Participants in every range of working experience had a high level of morale. This is because each employee works in the same working environment where they feel familiar. Thus, years of work experience might not lead to significant difference between morale of employees.

Limitations of the Study and Recommendations for Further Studies

This study has some limitations. Firstly, the results might not reflect the level of morale among employees working at hotels in general since the number of participants in this study was only seventy. Further studies should involve a larger number of participants, and also draw them from different hotels and different district. The study

could also be expanded to other businesses like hospitals, banks, call centers and etc. Secondly, this study employed only, a questionnaire to collect the data on the level of morale among employees; consequently, In order to gain more information, short interviews with employees, and/or observations are recommended. Thirdly, further studies should investigate other demographic variables such as age, educational level, and salary in order to ascertain if there are any significant differences among employees concerning the level of morale based on these variables.



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APPENDIX A

ENGLISH VERSION OF QUESTIONNAIRE

Appendix A

Questionnaire (English Version)

Questionnaire Morale of employees working at a hotel in the Pattaya district

Instruction:

The questionnaire consists of the following two parts.

Part I : Demographic information

Part II : The questionnaire

The researcher kindly requests that the respondent answer the following question as truthfully as possible. The result will be beneficial. The information you provide will be kept strictly confidential and used solely for research purposes.

Thank you very much for your cooperation.

Ms. Suchanan Suksaranruedee

Part 1:
Personal Information

Direction: Please make a checkmark (✓) in a box.

1. Gender

☐ Male

☐ Female

2. Years of working experience in the hotel

☐ Less than 5 years

☐ 5 years and more

3. Current department/ function(please indicate).....

Part 2

Morale of employees working at a hotel in the Pattaya district

Directions: Please rate your agreement by marking (✓) on the statement level which you agree.

No.	Statement	Level of Agreement				
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1.	I think I can gain career growth through my work.					
2.	I have got an opportunity for considering my accomplishment through my work.					
3.	I have an opportunity to attend functions such as seminars or training.					
4.	My supervisor supports me with any promotional aspirations.					
5.	I think that career growth in my function have a chance progression not less than in other functions.					
6.	My job responsibility matches to my job capabilities.					
7.	My skills and abilities are used in my current position.					
8.	My current responsibilities are match with my proficiency					
9.	I have never bored with my duties.					
10.	My current responsibilities are match with my attentiveness					
11.	My job let me use my skill set to do my duties complete.					
12.	My supervisor gives me a freedom in making decision and trusting my work					
13.	I have completely known the roles and responsibilities of my own work as well.					

No.	Statement	Level of Agreement				
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
14.	I am satisfied to prioritize, plan, and decide the scope of my own work by myself.					
15.	I determined to complete my work on time.					
16.	My supervisor is decentralize of administration fairly					
17.	My supervisor is clearly instructs and suggests me on what to do.					
18.	My evaluation carried out fairly by my supervisor.					
19.	My supervisor always praises the subordinate who has good performance.					
20.	My supervisor pays attention to keep track of my performance.					
21.	My colleagues and I are able to openly exchange opinions.					
22.	My colleagues and I work together with harmony and have good relation in working.					
23.	If there is a problem, my colleagues and I can resolve it through a mutual understanding.					
24.	When I need a suggestion, my supervisor always gives me an advice.					
25.	My supervisor is friendly with his/her subordinate.					
26.	I am satisfied with my salary and fringe benefits from the hotel.					
27.	I am satisfied with my compensation from the hotel.					
28.	I am satisfied with my current bonus from the hotel.					
29.	I am satisfied with my annual salary increase from the hotel.					
30.	I have ever thought about changing jobs for a higher salary.					

No.	Statement	Level of Agreement				
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
31.	My workplace is safe for working at.					
32.	The quantity of my work is consistent with the number of working hours.					
33.	The hotel environment is a suitable working place.					
34.	There is a sufficient amount of tools and equipment needed for working.					
35.	There is a friendly and caring working atmosphere.					
36.	I feel safe when go to work and while doing my work.					
37.	My current position makes me feel secure.					
38.	There is fair treatment between employees and employers.					
39.	I can feel security in my job whatever the economic is.					
40.	I can be assured that the hotel is able to treat little accidents for employees.					



APPENDIX B

THAI VERSION OF QUESTIONNAIRE

Appendix B

Questionnaire (Thai Version)

แบบสอบถาม

เรื่อง ความคิดเห็นที่มีต่องานของฉัน

คำชี้แจง

แบบสอบถามความคิดเห็นที่มีต่องานของฉัน ประกอบไปด้วยข้อคำถามจำนวน 2 ตอน คือ

ตอนที่ 1 เรื่องทั่วไปของฉัน

ตอนที่ 2 ฉันกับการทำงาน

ขอความกรุณาให้ท่านตอบแบบสอบถามให้ครบทั้งสองตอนด้วยความจริงใจ เพื่อนำข้อมูลที่ได้ไปใช้ประโยชน์ในการวิจัยต่อไป โดยข้อมูลจะถูกนำเสนอในภาพรวมของกลุ่มตัวอย่างที่ศึกษามีได้เฉพาะเจาะจงไปที่บุคคลใดบุคคลหนึ่ง และเมื่อการวิจัยได้เสร็จสิ้นแล้วแบบสอบถามนี้จะถูกทำลาย

ผู้วิจัยขอขอบคุณในความร่วมมือของท่าน

นางสาว สุชานันท์ สุขสรณฤดี

นิสิตระดับปริญญาโท มหาวิทยาลัยศรีนครินทรวิโรฒ

หมายเลขโทรศัพท์ติดต่อ 089-1319119

ตอนที่ 1
เรื่องข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง กาเครื่องหมาย ✓ ลงใน □ หรือเติมข้อความลงในช่องว่างตรงกับความเป็นจริงของท่าน

1. เพศ

☐ ชาย

☐ หญิง

2. ประสบการณ์ในบริษัท

☐ น้อยกว่า 5 ปี

☐ 5 ปีหรือมากกว่า

3. แผนก/ส่วนงาน/สังกัดฝ่าย/หน่วยงาน.....(โปรดระบุ).....

ตอนที่ 2
ฉันกับการทำงาน

คำชี้แจง โปรดอ่านข้อความในแบบสอบถามนี้แต่ละข้ออย่างละเอียด ซึ่งเกี่ยวกับการปฏิบัติงานในหน่วยงานของท่าน แล้วพิจารณาให้ถ่องแท้ว่าข้อความแต่ละข้อตรงกับระดับความคิดเห็นเพียงใด และใส่เครื่องหมาย (✓) ลงในช่องว่างทางขวามือ เพียงช่องเดียวที่ตรงกับระดับความคิดเห็นของท่าน

กรุณาตอบให้ครบ 40 ข้อ

ข้อที่	ข้อความ	ระดับความคิดเห็น				
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1	ฉันคิดว่างานที่ฉันทำอยู่ทำให้ฉันมีโอกาสก้าวหน้า					
2	ฉันมีโอกาสที่จะได้รับพิจารณาความดีความชอบในงานที่ปฏิบัติอยู่					
3	ฉันมีโอกาสในเข้าร่วมสัมมนา อบรม ฝึกอบรม หรือการศึกษาต่อเนื่องเพิ่มพูนความรู้ ความสามารถในงาน					
4	ฉันได้รับการสนับสนุนจากผู้บังคับบัญชาในการเลื่อนตำแหน่งหน้าที่					
5	ฉันคิดว่าความก้าวหน้าในตำแหน่งงานของหน่วยงานของฉัน มีไม่น้อยไปกว่าหน่วยงานอื่น					
6	งานที่ฉันรับผิดชอบและทำอยู่ปัจจุบัน ตรงกับความรู้ความสามารถของฉัน					
7	ฉันคิดว่าหน้าที่การงานของฉัน ทำให้ฉันได้ใช้ความรู้ความสามารถเต็มที่					
8	งานที่ฉันรับผิดชอบและทำอยู่ในปัจจุบัน ตรงกับความถนัดของฉัน					

ข้อที่	ข้อความ	ระดับความคิดเห็น				
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
9	ฉันรู้สึกไม่เบื่อหน่ายต่องานที่ทำอยู่เลยแม้แต่น้อย					
10	งานที่ฉันรับผิดชอบและทำอยู่ในปัจจุบันตรงกับความสนใจของฉัน					
11	ฉันได้ใช้ทักษะที่หลากหลายในการปฏิบัติงานให้ประสบผลสำเร็จ					
12	ผู้บังคับบัญชาให้อิสระในการตัดสินใจและไว้วางใจการทำงานของฉัน					
13	ฉันทราบถึงบทบาทและหน้าที่ของตนเองเป็นอย่างดี					
14	ฉันพอใจในการได้รับมอบหมายในงาน การได้จัดลำดับ วางแผนงาน เลือกวิธีการทำงานอย่างอิสระด้วยตัวฉันเอง					
15	ฉันมุ่งมั่นที่จะปฏิบัติงานให้เสร็จตามกำหนดเวลา					
16	ผู้บังคับบัญชาของฉันมีการกระจายอำนาจการบริหารอย่างยุติธรรม					
17	ผู้บังคับบัญชาของฉันมีการสั่งงาน ชี้แจง และให้คำแนะนำในการปฏิบัติงานได้อย่างชัดเจน					
18	ผู้บังคับบัญชามีการพิจารณา ประเมินผลการทำงาน ความดี ความชอบด้วยความยุติธรรมไม่ลำเอียง					
19	ผู้บังคับบัญชาของฉัน มีการชมเชยลูกน้องที่ปฏิบัติงานได้ดี					
20	ผู้บังคับบัญชาใส่ใจที่จะติดตามผลการปฏิบัติงานของฉัน					

ข้อที่	ข้อความ	ระดับความคิดเห็น				
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
21	ฉันและผู้ร่วมงานสามารถแลกเปลี่ยนความคิดเห็นกันได้เต็มที่					
22	ทีมงานของฉันร่วมงานกันด้วยความสามัคคี มีน้ำใจ ถ้อยทีถ้อยอาศัย					
23	เมื่อเกิดปัญหาหรือความขัดแย้ง ฉันและเพื่อนร่วมงานสามารถพูดคุยและเข้าใจกันได้เป็นอย่างดีที่พอใจทุกฝ่าย					
24	เมื่อต้องการคำปรึกษาในการทำงาน ผู้บังคับบัญชาจะรับฟังและให้คำแนะนำแก่ลูกน้องเสมอ					
25	ผู้บังคับบัญชาของฉันให้ความเป็นกันเองกับลูกน้อง					
26	ฉันพอใจในเงินเดือนรวมถึงรายได้พิเศษอื่นๆที่ได้รับต่อเดือนจากโรงแรม					
27	ฉันพอใจในเงินค่าสวัสดิการประเภทต่างๆที่ได้รับต่อเดือนจากโรงแรม					
28	ฉันพอใจในโบนัสที่ได้รับจากโรงแรม					
29	ฉันพอใจในอัตราการขึ้นเงินเดือนของโรงแรมต่อปี					
30	ฉันเคยคิดอยากจะลาออกเพื่อไปรับรายได้ที่ดีกว่า					
31	สถานที่ทำงานของฉันมีความปลอดภัยเหมาะกับการทำงาน					
32	ปริมาณงานในหน่วยงานของฉันมีความสอดคล้องกับจำนวนชั่วโมงในการทำงาน					

ข้อที่	ข้อความ	ระดับความคิดเห็น				
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
33	สิ่งแวดล้อมภายในโรงแรม เช่น แสงสว่าง อุณหภูมิ มีความเหมาะสมต่อการปฏิบัติงานของฉัน					
34	หน่วยงานของฉันมีวัสดุ อุปกรณ์ เครื่องมือ เครื่องใช้สำนักงานที่จำเป็นต่อการปฏิบัติงานอย่างเพียงพอ					
35	บรรยากาศในการทำงานมีความเป็นกันเอง เอื้ออาทรต่อกัน					
36	ฉันมีความปลอดภัยในชีวิตและทรัพย์สิน ในขณะที่เดินทางไปทำงานและรวมถึงขณะปฏิบัติงาน					
37	ฉันรู้สึกถึงความมั่นคงในตำแหน่งงานที่ฉันปฏิบัติอยู่					
38	หากทางโรงแรมมีปัญหาใดๆเกิดขึ้น ฉันมั่นใจว่า จะได้รับการปฏิบัติอย่างเป็นธรรม ในฐานะระหว่างลูกจ้างและนายจ้าง					
39	ฉันรู้สึกได้ต่อความมั่นคงของตำแหน่งหน้าที่การงาน ไม่ว่าเศรษฐกิจจะเป็นเช่นไร					
40	ฉันมั่นใจว่าทางโรงแรมมีการเตรียมความพร้อมในการรองรับกรณีอุบัติเหตุ เล็กๆน้อยๆสำหรับพนักงานเป็นอย่างดี					



APPENDIX C

RELIABILITY

Appendix C

Reliability of the Instrument

Reliability Statistics

Cronbach's Alpha	Number of Items
0.94	40

Item-Total Statistics

Item	Cronbach's Alpha
1	0.94
2	0.94
3	0.94
4	0.94
5	0.94
6	0.94
7	0.94
8	0.94
9	0.94
10	0.94
11	0.94
12	0.94
13	0.94
14	0.94
15	0.94
16	0.94
17	0.94
18	0.94
19	0.94
20	0.94
21	0.94
22	0.94
23	0.94
24	0.94
25	0.94
26	0.94
27	0.94
28	0.94
29	0.94

Item	Cronbach's Alpha if Item Deleted
30	0.95
31	0.94
32	0.94
33	0.94
34	0.94
35	0.94
36	0.94
37	0.94
38	0.94
39	0.94
40	0.94





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