Modelling the Relationship between
Hotel Employee Commitment and Cultural difference

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DEDICATION

This thesis is dedicated to

My lovely parents, Associate Professor Ladda and Associate Professor Ongart

My wonderful twin sisters Doctor Wongwarin and Wongwarun, and

My beloved husband, Porramate

DECLARATION

I, Miss Tongrawee Silanoi, declare that the PhD thesis entitled Modelling the Relationship between Hotel Employee Commitment and Cultural difference is no more than 100,000 words in length including quotes and exclusive tables, figures, appendices, bibliography, references and footnotes. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.

Signed…………………………………   Date……………………..

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ABSTRACT

This study aims to model the relationship between employee commitment and cultural difference in the hotel sectors in Hua Hin, Thailand and Melbourne, Australia. The purpose of this study is to clarify and better understand the relationship between employee commitment and human culture in the hospitality industry and to clarify the influence of culture using a sample of luxury four and five star hotels located in both Thailand and Australia. The focus is upon determining the relevance of culture by examining the impact of cultural difference on employee commitment.

A research model in this study is originally developed by several scholars including Rokeach (1973) whose work provides the characteristics of cultural values. This study uses an adapted RVS scale to identify the individual culture of hotel employees. In order to identify employee commitment in three terms, this study adapted the scales from three models including Meyer and Allen (1991; 2001), who developed the three component model used to conceptualised organisational commitment, Peccei and Rosenthal (1997) who applied the three-component model of organisational commitment to clarify the components of employee commitment to customers and Meyer et al. (1993) was modified a model to measure occupational commitment.

A questionnaire based survey was administered to collect data from employees in Hua Hin, Thailand and Melbourne Australia in luxury hotels. At least 300 respondents participated in this study in each location. This study encompasses a Descriptive Analysis incorporating a Mann-Whitney U Test, Principal Component Analysis and Structural Equation Modelling to clarify the results of the study. The results of the study find there are differences in cultural values, attitudes and behaviours between hotel employees in both countries. The findings of this study highlight the significant influence of cultural values, attitudes and behaviour on employee commitment in both positive and negative ways in the hospitality context. The managerial implications of the results of this study for hotel operators are presented, and some recommendations made for future hospitality management, intended to increase the level of employee performance and loyalty that could lead to greater competitive advantage and long-term profit in hotel organisations.

LIST OF ABBREVIAIONS

RQ   Research question

H   Hypothesis

TCM   Three component analysis

PCA   Principle Component Analysis

SEM   Structural Equation of Modelling

SPSS   Statistical Package for the Social Sciences

AMOS   Analysis of Moment structure

DF   Degree of Freedom

RMR   Root mean square residual

GFI   Goodness of fit

AGFI   Adjusted goodness of fit

NFI   Normed Fix Index

CFI   Comparative Fix Index

RMSEA   Root mean square error of approximation

PCLOSE   *p* of close fit

BIC   Bayesian information criterion

AIC   Akaike information criterion

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CHAPTER ONE

INTRODUCTION

1.1 Background

Tourism is an important economic activity contributing to at least 9% of the world's GDP and employing over 260 million people worldwide (World travel& Tourism Council 2013). Since 2001, the hospitality industry has grown phenomenally from increased leisure and business demand (Kloppers 2005). According to the International Labour Organisation (ILO) (2010), the hospitality sector of the tourism industry is a vital economic driver in the global economy because it is one of the few industries that is predicted to enjoy employment growth. However, over the last ten years the sector has entered an era of intense competition (Keating & Harrington 2003) and, as a result, countries that rely on tourism for employment growth and economic success need to be proactive in the global marketplace. Investment in accommodation provision is essential to support the growing industry.

Due to the constantly changing increasing pace of business, organisations are facing new challenges and opportunities. Werner (2007) states that "social, cultural, political, technological and global forces challenge organisations to redefine their strategies" (p.11). Organisations continually explore alternative ways to acquire, retain and improve their business position. The hospitality industry is confronted by high pressure at a global level, rapid advances in technology and greater customer expectations.

In this competitive environment, Fyall and Spyriadis (2003) advise that '… international hotel chains need to adopt a more sophisticated approach to strategic marketing and planning' (p.108). Craven and Piercy (1994) suggests that these marketing strategies include tactics where 'firms may increase sales and their market share by decreasing prices, expanding their distribution channels, launching promotional campaigns, and retaining their current customers' (p.223). In addition, a strategy based on decreasing prices is shown to be unsustainable and to have a

significant negative impact on profitability (O'Mahony 2007). The hotel industry needs to continuously develop, because high competition in the hotel market leads most hotels to improve their performance, to be more unique, and to develop a competitive and unique market offering.

As humans are the key issue in the service process, many organisations realise that employees are a significant key factor related to the growth of their organisations. Previous studies have identified that the employee is directly related to organisation performance, thus many scholars have undertaken research to develop employee performance through several aspects. According to Costley and Todd (1987, p.13) "people work for money, but they also work for more than money". Most employees want to be proud of their organisations, to have a good relationship with other employees and managers, and to believe they have worthwhile jobs. Many factors influence both individuals and groups in organisations, but not all are considered when trying to understand the behaviour of people at work. Among those that are most frequently overlooked are the environment and culture of the organisations with which individuals are associated. Some studies relate the significance of employee satisfaction to the development of the organisation. According to Gelade and Young (2005, pp.2-3) "satisfied and motivated employees produce satisfied customers, and satisfied customers tend to purchase more, thereby increasing revenue and profits for the organisation". In addition, satisfied motivated employees can develop employee commitment and strong relationships with customers leading to customer loyalty, the outcomes of which are repeat visitation and positive word of mouth communication (O'Mahony & Sillitoe 2001; Teas 1994). However, the study of employee satisfaction also states that there is no guarantee that employee satisfaction will lead to increasing customer satisfaction.

Some research also impacts on other aspects of the organisation, such as employee commitment. Most previous studies of employee commitment have focused on the commitment of the employee to their organisation (Cohen 1993; 1999; 2006; 2007). Moreover, employee commitment is found to have positive outcomes for the hospitality industry. Because of the diverse characteristics of labour, many hotels try to understand the motivations of their employees in term of increasing employee commitment to the

organisation and customer service (Davidson 2003; Papis 2006). According to Cohen (2003, p.3), organisational commitment "as a research topic is important regardless of its setting because a better understanding of the phenomenon may help us to better understand the nature of the psychological process through which people choose to identify with different objects in their environment and how they find purpose in life". However, in previous literature, several terms of employee commitment are used related to the development of the organisation, and the improvement of customer service such as employee commitment to career (Aryee & Tan 1992; Carson & Bedeian 1994; Arthur & Rousseau 1996; Jones 2007; Doeschot 2008) and employee commitment to the customer (Peccei & Rosenthal 1997; Chung & Schneider 2002; Vandenberghe et al. 2007).

Moreover, in the highly competitive hospitality industry, many hotel businesses attempt to expand their activities overseas with different markets and cultures. This could lead to more diverse recruitment of employees from international, national and local markets. In turn this leads to increasing diversity of cultures in multi-national organisations. Culture is potentially one of the most powerful forces influencing employee performance. The role of human culture is crucial to understanding employee psychology and behaviour. According to Lee et al. (2001), culture has a strong influence on employee commitment. Culture involves norms and standards that describe how employees should behave, and their study also suggests that culture influences employee' behaviour and attitudes (Brewster et al. 2007). Cultural differences exist in the correlation between the antecedents and components of organisational commitment (Meyer et al. 2002).

According to Sorensen (2002) greater productivity and profitability can be obtained from increased employee commitment to the organisation. Moreover, employee commitment can create positive impacts for the whole organisation (Black 1999; Meyer & Herscovitch 2001; Allen & Grisaffe 2001; Wasti 2003), including increased levels of employee performance (Angle& Perry 1981; Perry& Angle 1981; Meyer et al. 1989; Jaramillo et al. 2005), reduced employee turnover rates (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003), higher levels of service quality (Peccei & Rosenthal 1997; 2001; Singh 2000; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004;

Vanderberghe et al. 2007; Clark et al. 2009), employee skill development (Aryee & Tan 1992; Aryee et al. 1994) and organisational citizenship behaviour (Carson & Carson 1998; Somech & Bogler 2002).

In summary, current research indicates that there is a relationship between employee commitment and organisational performance. However, very little research considers the relationship between employee commitment and the employee culture (as opposed to the organisation) in the service sector generally. Therefore, the purpose of this study is to better understand the relationship between three terms of employee commitment comprising organisational commitment, career commitment and commitment to customer, and human culture in the hospitality industry, and to study this relationship in the context of luxury four and five star hotels located in both Thailand and Australia, and to ascertain the impact of cultural difference on employee commitment.

1.2   Aims of the Research

The aim of this research is to develop a conceptual model of the factors influencing the relationship between employee commitment and cultural difference in the hospitality industry, especially an understanding of the specific role of human culture in influencing employee commitment in its several forms.

The research seeks to:

1.   Explore the difference between employee commitment and employee human culture in hotel organisations in Australia and Thailand.

2.   Develop a model of the relationship between employee human culture and employee commitment in hotels in Australia and Thailand.

3.   Evaluate the constructs and variables of the developed model to determine their relationship to existing employee commitment models, and how these vary between Thailand and Australia.

4.   Provide a framework of reference to methods whereby employee commitment and competitiveness may be improved, from an enhanced understanding of the relevance of cultural difference in the workplace of hotels.

1.3 Research questions

The main goal of this research is modelling the relationship between hotel employee commitment and cultural difference from the Thai and Australian perspectives, which in turn represent sound examples of both eastern and western culture. Specifically, this study investigates the influence of human culture on employee commitment in terms of organisational commitment, career commitment and employee commitment to the customer.

Employee commitment is recognised in the literature as the major driver behind the growth of service based organisations, especially in the hospitality industry. This study attempts to provide a better understanding of employee commitment in its different forms, and the influence of human culture on employee commitment. Moreover, this study presents the differences between Australian and Thai employees so that hospitality providers in each country, and more generally in eastern and western environments, can better manage their employees to be more committed. In particular, this study covers the following research questions:

Research question 1: Is there any difference in cultural and employee commitment between hotel employees in Australia and Thailand?

Research question 2: How can a better understanding of the cultural characteristics of employees improve employee commitment, resulting in improved organisational competitiveness?

Research question 3: What is the relationship between employee commitment and employee human culture, in hotel employees in Australia and Thailand?

In order to clarify the answer to these questions, the three component model of commitment proposed by Allen and Meyer (1990) is used as a measurement of employee commitment in its three forms including organisational commitment, career commitment and commitment to the customer. Human culture is measured through cultural values (Rokeach 1983; Kahle 1983), attitudes and behaviour. Finally, the study seeks to explain the cultural differences between Australian and Thai hospitality employees. Additionally, this research provides significant insight into the differences

between eastern and western work environments, which has potential significance beyond the countries studied.

1.4   Contribution to Knowledge (Academic Contribution)

The research proposed in this study develops a new model to study the relationship between hotel employee commitment and employee cultural difference. There is no current literature that analyses and develops a model for the relationship between employee commitment in all three forms, and employee cultural difference. This study makes a significant contribution to knowledge in addressing this research gap. Moreover, it will extend the literature relating to employee commitment and employee performance in the hospitality sector and specifically in the academic study of hotel performance in tourism. Thus, the purpose of this study is highly important for the tourism, hospitality and marketing sectors in contributing knowledge to the current gap related to the influence of human culture on employee commitment in the hospitality industry. The results of this study will draw together what are currently two separate areas of study in tourism, namely employee commitment currently focussing upon improved customer loyalty, and employee culture currently referred to as host culture, which is part of the wider study of cultural differences between hosts and guests.

1.5   Statement of Significance (Practical Contribution)

In a competitive business environment, hotels need to examine ways to provide better customer service experiences, one of which is to improve hotel employee commitment (Yee et al. 2010). Employee commitment can be a significant factor that influences the growth of a business, particularly in service based industries. Thus, employers need to be aware of and respond to employee commitment. Forms of commitment related to employment suggested by scholars include career commitment (Hall 1971; Blau 1985; Carson & Bedeian 1994; Niu 2010; Chemers 2011), organisational commitment (Kanter 1968; Porter et al. 1974; Shore& Wayne 1993; Meyer et al. 1993; Meyer & Herscovitch 2001; Griffin et al. 2010; Craig et al. 2013; Hartmann et al. 2013; Hofman & Newman 2014) and commitment to the customer (Peccei & Rosenthal 1997; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004; Vandenberghe et al. 2007).

Past research on the influence of employee commitment to organisations has found positive impacts on the level of staff turnover (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003), organisational performance (Angel & Perry 1981; Meyer et al. 1989; Jaramillo et al. 2005) and employee performance (Boshoff & Tait 1996; Becker et al. 1996; Chen 2002; Sharma et al. 2009; Pakistan 2010). Additionally, research has shown that the cost to replace an employee is significant (Iverson& Deery 1997; Sagie et al. 2002; Lazar 2004). Research on employee commitment as it relates to customers has demonstrated the significance of commitment to customers in relation to employee performance (Peccei & Rosenthal 1997; 2001; Vandenberghe et al. 2007) and the quality of service provided (Peccei & Rosenthal 1997; 2001; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004 Vanderberghe et al. 2007).

This study contributes to the existing body of knowledge by investigating the assumptions and human culture related to employee commitment in terms of organisational commitment, career commitment and commitment to the customer, enabling organisations to assess the significance of employee commitment to gain more positive consequences, including increased organisational profitability (Sanford 2005).

The study is an original contribution to research in the hospitality sector because employees are one of the most significant success factors for this service business. The study is an original contribution to society by providing insight to prospective employees of the effects of human culture upon employee commitment in the hospitality industry. The study is unique because it focuses upon three distinct terms of employee commitment: organisational commitment, career commitment and commitment to the customer. By extending understanding of employee commitment in an increasingly international hotel sector, it may be possible to recommend methods for increasing business competitiveness, as well as providing a practical understanding of the role of culture in relation to employee commitment.

1.6 Study Location

The proposed study is conducted in Thailand and Australia to examine the similarities and difference in the cultural background of hospitality employees. Data is collected from over 600 questionnaires administered to employees who work in four to five stars hotels located in Hua Hin and Melbourne. The sample consists of equal participants of employees in Thailand and Australia, at least 300 questionnaires administered in each location.

Hua Hin is a small sub district of Prachuapkhirikhan province in Thailand, and is located in the southern part of the country. Hua Hin, is one of Thailand's premier beach resort towns on the Gulf of Thailand, located less than 200km south of Bangkok, the central city of Thailand. A large range of tourist, accommodation and restaurants are located in Hua Hin, while significant numbers of tourists come to visit Hua Hin, producing tourist revenue of approximately 8,000 million baht per year or approximately 270 million Australian dollars (Municipality of Hua Hin 2012).

Figure 1.1: Map of Hua Hin, Thailand

Source: http://www.Hua Hininjapan.com

Melbourne is the capital city of Victoria, Australia, with over a million international tourists visiting each year (City of Melbourne 2012). Due to the wide range of nationalities living in Melbourne, it could be stated that Melbourne is one of the most harmonious and diverse cultural communities in the world (Visit Melbourne 2012). Attractive places and activities such as high-end cuisine, festivals, events, parks and historical architecture lead Melbourne to hold number one ranking as the most liveable city from 140 cities around the world (The Economist Intelligence Unit 2013). There are many types of accommodation located in Melbourne such as motels, hotels, serviced apartments, guesthouses and hostels. Moreover, Melbourne also has an abundance of luxury hotels. The next chapter will explain more about Melbourne and its hospitality context.

Figure 1.2: Map of Melbourne

Source: http://www.australia-migration.com
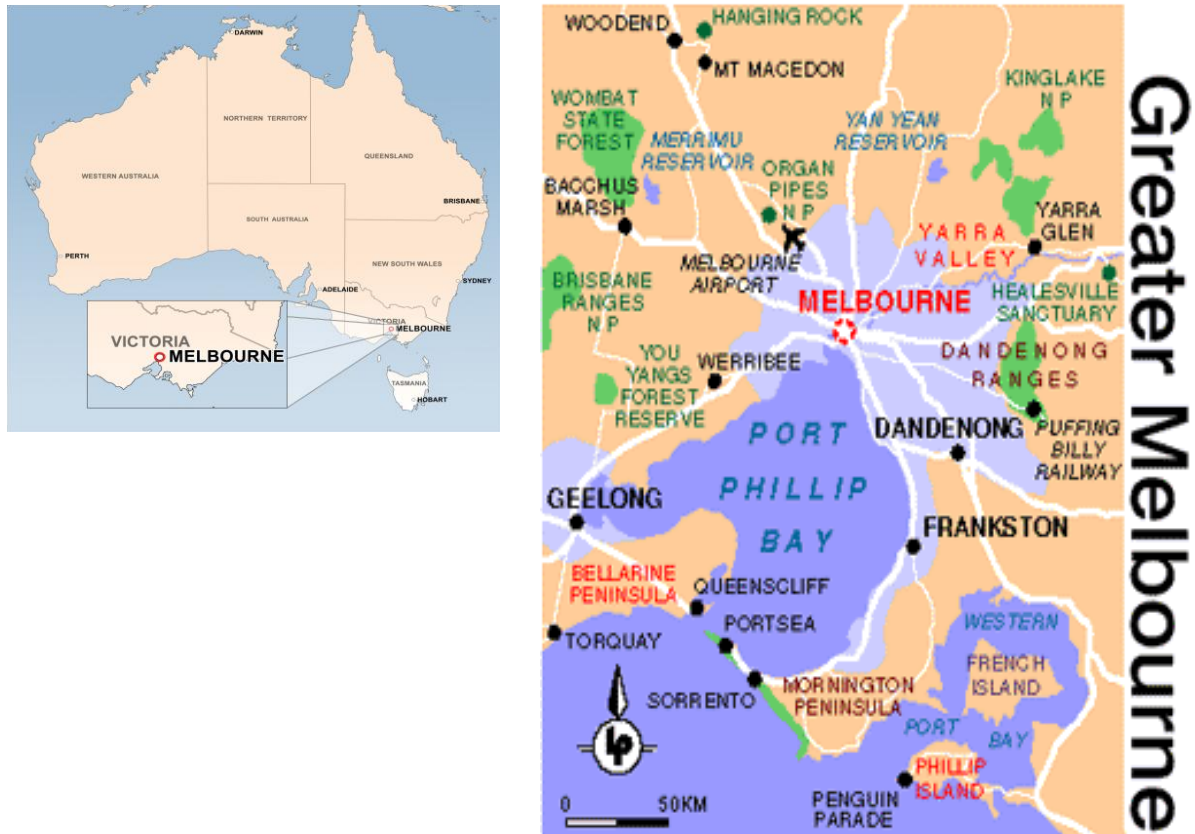
1.7 Key terms

Human culture: refers to personal employee culture consisting of cultural values, attitudes and behaviour.

Cultural difference: refers to differences in hotel employee human culture between Thailand and Australia.

Employee commitment: refers to three terms of employee commitment including organisational commitment, career commitment and employee commitment to the customer.

Hotel employee: refers to hotel employees who work in four to five star hotels in Thailand and Australia.

Thailand: refers to hotel employees who work in Hua Hin sub district of Prachuapkhirikhan province in Thailand.

Australia: refers to hotel employees who working in Melbourne, Victoria, in Australia.

1.8   Overview of the Research and Research Procedure

The objective of this study is to investigate the relationship between hotel employee commitment and human culture. Additionally, this study aims to compare cross cultural factors between the Thai and Australian perspectives as representative of eastern and western cultures. The study is organised into eight chapters, this section provides a brief review of the structure of the thesis as follows:

Figure 1.3: Summary of research structure

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┌─────────────────┐     ┌─────────────────┐     ┌─────────────────┐
│   Chapter 1     │     │   Chapter 6     │     │   Chapter 7     │
│  Introduction   │     │ Principle       │     │ Structural      │
│                 │     │ component       │     │ Analysis        │
│                 │     │ Analysis        │     │                 │
└─────────────────┘     └─────────────────┘     └─────────────────┘

┌─────────────────┐     ┌─────────────────┐     ┌─────────────────┐
│   Chapter 2     │     │   Chapter 5     │     │   Chapter 8     │
│ Literature      │     │ Descriptive     │     │ Conclusion and  │
│ Review          │     │ Analysis        │     │ Limitations     │
└─────────────────┘     └─────────────────┘     └─────────────────┘

┌─────────────────┐     ┌─────────────────┐
│ Chapter 3       │     │   Chapter 4     │
│ Conceptual      │     │   Research      │
│ Framwork        │     │   Methodology   │
└─────────────────┘     └─────────────────┘
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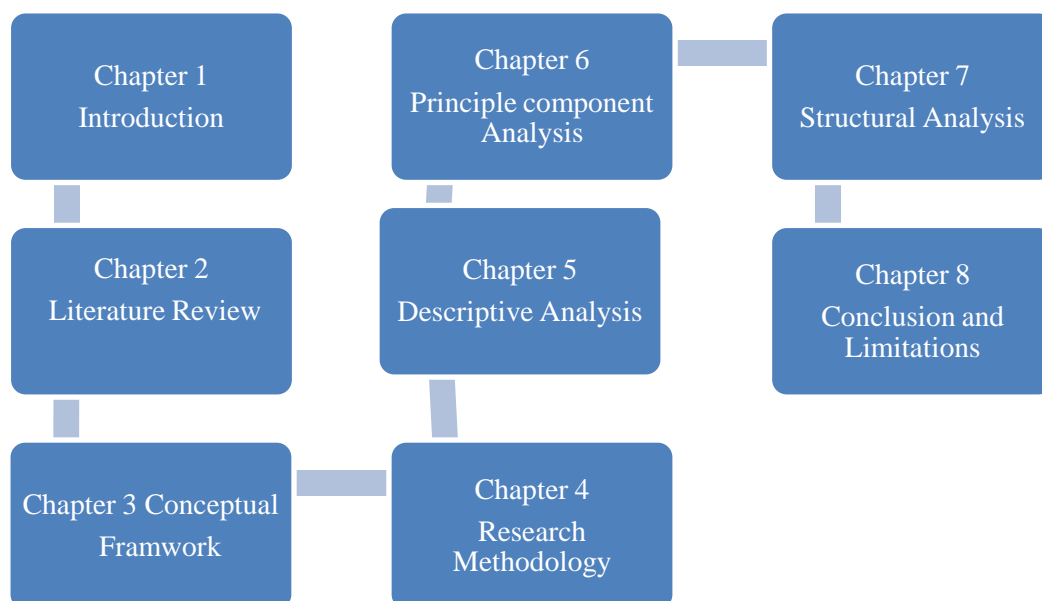
Chapter One. Introduction: this chapter provides a general introduction to the research study. The issues related to the topic under investigation, with a brief background to the study including research questions, research aims and objectives, contribution to knowledge and significance of the study and location.

Chapter Two. Literature Review: this section reviews the current literature related to the aim of the study, including an overview of employee commitment, human culture theories, cultural difference studies and cross cultural studies.

Chapter Three. Conceptual Framework: this chapter develops a theoretical conceptual framework of the relationship between hotel employee commitment and cultural difference, as derived from the literature review and proposed in the thesis. The chapter discusses the hypotheses to be tested and analysed, that directly link to the research questions, outlined in Chapter One.

Chapter Four. Research Methodology: the methodology which is used to empirically examine the proposed model established in this chapter is outlined. This methodology conducts an overview of the design and justifies the use of the quantitative method, describes the scale items selected to measure the underlying constructs, discusses the instrument used to collect data, discusses the pre-test and final survey, identifies the technique used to collect data, discusses the importance of reliable and valid constructs, presents ethical considerations related to the study, and finally provides the instruments and procedures used to analyse the data. Moreover, this section critically reviews the background of Thailand and Australia, particularly in the hospitality contexts for Hua Hin and Melbourne.

Chapter Five. Descriptive Analysis: this chapter presents the results of the descriptive analysis. Frequency, mean, standard deviations are descriptive techniques used to analyse the data. Moreover, a Mann-Whitney U test is also used to summarise and compare the data from the Thai and Australian respondents. This chapter also analyses the results which directly link to the research questions, outlined in Chapter One.

Chapter Six. Principal Component Analysis: this section provides results using a principal component technique. The chapter discusses the correlation between the variables and identifies new grouped variables related to human culture, attitude to antecedents of commitment, employee commitment, and employee behaviour in both

the Thai and Australian samples. This chapter also answers the research question as outlined in chapter One.

Chapter Seven. Structural Analysis: this chapter provides results from the investigation of the relationship between hotel employee commitment and human culture. The chapter discusses the development and use of one of the most effective statistical techniques for structural analysis of the component variables developed in Chapter Six called Structural Equation Modelling. The results from the analysis for the Thai and Australian samples are presented separately and then compared. This chapter also provides answers to the research questions outlined in Chapter One and tests hypotheses developed in Chapter Three.

Chapter Eight. Conclusion and Limitations: this chapter describes the conclusion from the analyses in Chapters Five, Six and Seven and the limitations of this study. This chapter also discusses the results from the hypotheses proposed in Chapter Three, and derives conclusions related to the aims outlined and research questions in Chapter One. In addition, this chapter also highlights the contribution both theoretic and practical of the research. Finally, some limitations to the study and suggestions for future research are also provided.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In a highly competitive global tourism industry, many businesses have to explore new marketing strategies to maintain and increase their customer base. In the hospitality industry, hotel entrepreneurs have to develop marketing strategies to increase competitive advantage. One issue of marketing strategy that could be a significant factor in the hospitality industry is workforce development. Employees become the most important enterprise assets for tourism and hospitality businesses, and human capital represents the only sustainable source of competitive advantage. Infrastructure investment is only competitive in developing new hotels, while the infrastructure technology is universally available. As Davidson (2003) states, the right employees can increase the likelihood of success for service organisations and provide a competitive edge. Previous studies have highlighted the importance of employees to the growth of organisations in general including the hotel industry, based on the need for highly competent employees who have knowledge and skills to provide the best service to unpredictable customer requirements. However, there are few relevant studies that identify the influence of culture on employee performance in a cross cultural setting in the service sector, or cross cultural research on employee performance. Additionally, cross-cultural studies of employee workforce commitment are also limited.

This research aims to clarify the relationship between employee commitment and cultural difference in the hotel work force, and also to explore the difference between the Thailand and Australian perspective as reflective of the differences between East and West. Moreover, this study focuses on the relationship between human culture and employee commitment in terms of organisational commitment, career commitment and commitment to customers because of the lack of research on cultural difference and employee perspectives in the service sector generally.

The following literature review includes a discussion of employee commitment in terms of organisational commitment, employee commitment to customers and career commitment as a new a paradigm, followed by a discussion of culture in terms of human culture, which is used as a basis for further discussion about the constructs underpinning the proposed model of this study. The next section will present an overview of employee commitment theory (2.2), an overview of culture theory (2.3), and provide a background for discussing the constructs of interest (2.2, 2.3). The following section (2.4) then explains the cross cultural studies in the hospitality industry, then section (2.5) provide an overview individual's human culture. Finally, there is a detailed of A brief summary concludes Chapter Two (2.7).

2.2 Employee Commitment

This section begins by discussing the background to employee commitment (2.2.1), and the three main issues related to employee commitment including; organisational commitment (2.2.2), employee commitment to the customer (2.2.3) and career commitment (2.2.4). Each section also discusses the influences on overall employee commitment.

2.2.1 Background of Employee Commitment

For over a decade, research on commitment is of interest to scholars (Mowday et al. 1982), with the construct related to employee behaviour such as turnover, attendance, quality of work, job performance and loyalty (Somers & Birnbuam 1998).

In the workplace, commitment can take various forms which have the potential to influence organisational effectiveness and employee well-being (Meyer & Herscovitch 2001; Meyer et al. 2004). However, there still appears to be argument, disagreement and confusion about the definition of commitment, the direction of commitment and how commitment develops. Meyer and Herscovitch (2001) argue that commitment has a core essence which stands apart from the area of application to which it is applied. They identify that commitment can take various forms including commitment to organisations (e.g., Mowday et al. 1982; Mathieu & Zajac 1990; Meyer & Allen 1991), unions (e.g., Barling et al. 1992), occupations and professions (e.g., Blau 1985; Meyer

et al. 1993), teams and leaders (e.g., Becker 1992; Hunt & Morgan 1994), careers (e.g., Blau 1985; 1988; Hall 1996) and customer service (e.g., Peccei & Rosenthal 1997; 2001; Vandenberghe et al. 2007).

2.2.1.1   The Definition of Commitment

There are several scholars who have attempted to define commitment such as Meyer and Herscovitch who state that commitment is "a force that binds an individual to a course of action that is of relevance to a particular target" (2001 p.301). Table 2.1 presents a set of key definitions of commitment synthesised from the commitment literature. Many of the definitions listed in Table 2.1 view commitment as a singular (unidimensional) construct (e.g. Becker 1960; Mowday et al. 1979 Wiener 1982). In other cases, scholars present commitment as a common element linking it to a multi-dimensional model (e.g., O'reilly & Chatman 1986; Allen & Meyer 1990), and finally some definitions state that commitment has a core essence that distinguishes it from other constructs (e.g., Brickman 1987; Brown 1996; Scholl 1981).

Table 2.1: Definitions of Commitment

In general:
"Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity." (Becker 1960, p.32)
"…a state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities of his own involvement." (Salancik 1977, p.62)
"…a force that stabilises individual behaviour under circumstances where the individual would otherwise be tempted to change that behaviour." (Brickman 1987, p.2)
"… an obliging force which requires that the person honour the commitment, even in the face of fluctuating attitude and whims." (Brown 1996, p.241)
Organisational Commitment:
"The willingness of employees to give their energy and loyalty to the organisation" (Kanter 1968, p.499), and "a process that consequences in an individual's interest and tied to organised patterns of behaviour" (Kanter 1968, p.500).

Table 2.1: Definitions of Commitment (Con.)

Organisational Commitment is defined as the psychological attachment felt by a person for the organisation (He et al. 2011).

"the strength of an individual's identification with and involvement" in an organisation (Porter et al. 1974, p.604).

"the strength of an individual's identification with and involvement in a particular organisation" (Crewson 1997, p.507).

"affective attachment to the goals and values of the organisation" (Buchanan 1974, p. 533).

Commitment to customer service:

"The relative propensity of an individual to engage in continuous improvement and to exert effort on the job for the benefit of the customer" (Peccei & Rosenthal 1997, p.69).

Goals Commitment:

"A committed person is thought to adopt a specific performance goal and to persist in attempts to reach it even through difficulties" (Tubbs 1993, p.86).

"…an unwillingness to subsequently reduce goals to a lower level when confronted with error signals" (Campion & Lord 1982, p.268).

"…one's attachment to or determination to reach a goal, regardless of the goal's origin" (Locke et al. 1988, p.24).

"…the determination to try for a goal and the persistence in pursuing it over time" (Hollenbeck et al. 1989, p.18).

Career Commitment:

Career commitment is termed as "one's attitude to one's profession or vacation" (Blau 1985, p.278).

"the strength of one's motivation to work in a chosen career role. Commitment to entire career field or roles is to be distinguished from commitment to the job… or to one's organisation" (Hall 1971, p.59).

"…one's motivation to work in a chosen vocation" (Carson & Bedeian 1994, p.240).

From the definitions of commitment, it could be stated that the construct is one of the most significant factors involved in employee behavioural support for change initiatives (Coetsee 1992; Klein & Sorra 1996; Herscovitch & Meyer 2002). It is revealed that forms of commitment in the workplace define the relationship between employees and employers. Through commitment, employers can be confident that an employee provides mental, physical and emotional support to the organisation (Welsch & Lavan 1981). Because of the labour intensive characteristics of the hospitality industry, hospitality businesses try to understand the motivations of their employees (Davidson 2003; Papis 2006) in order to satisfy them, and in this regard, employee commitment could be an important intervening variable (Silva 2006; He et al. 2011).

A brief introduction to these three forms of commitment (organisational commitment, employee commitment to the customer, and career commitment) follows. This will provide an opportunity to understand the development of commitment in this field and the difference between the three forms. The discussion will then move to an explanation of the three forms of commitment and their significance to this study.

2.2.2 The Antecedents of Commitment

From the previous literature there are various antecedents that are correlated with employee commitment. In this study, the antecedents of commitment are divided into three terms which are the antecedents to organisational commitment; career commitment and employee commitment to customer.

2.2.2.1 The Antecedents to Organisational Commitment

The antecedent variables are discussed in this section from the context of Allen and Meyer's (1990) framework. Various studies have tried to determine the factors that influence the development and enhancing of organisational commitment (Steers 1977; Myer & Allen 1991). Summarised, there are seven factors which may lead to better organisational commitment.

❖ **Personal Characteristics**

Personal characteristics can be defined as "those variables that define the individual" (Steers 1997, p.47). It is asserted that personal characteristics such as age, tenure, gender, family status and educational level can be linked to commitment (Buchanan 1974; Steers 1977; Angle & Perry 1981; Morris & Sherman 1981; Meyer and Allen 1984; Mottaz 1988; Thornhill et al. 1996; Suman & Srivastava 2012). Meyer and Allen (1997) indicate that personal characteristics can be measured by demographic variables. In the hospitality industry, several scholars indicate that personal characteristics have an influence on employee commitment to the organisation (Barlett 2007; Katsikea et al. 2011 Ozturk et al. 2013).

Previous studies found that employees who have a strong confidence in their abilities and achievement level tend to have a greater level of affective commitment (Steers 1977; Mathieu & Zajac 1990). Also Meyer and Allen (1991) identify the need for achievement, affiliation and autonomy as positively correlated with organisational commitment. Another approach is to consider the "person-environment fit" which refers to employees being able to fulfil their needs and utilise their abilities in their work environment (Stumpf & Hartman 1984; Meyer & Allen 1991).

❖ **Organisational Structure**

There are a few studies on the relationship between organisational commitment and organisational structure, and some evidence exists from the study of Meyer and Allen (1991) of the relationship of affective commitment to decentralisation. They argue that the decentralisation decision has an impact on organisational commitment. However, there are still some arguments that there is no evidence to confirm the significance of the relationship between organisational structure and commitment (Matieu & Zajac 1990).

❖ **Work Experience**

Work experience variables can be a strong socialising force on employees that will result in the formation of "psychological attachment" with the organisation (Steers 1977, p.48). Work experience can be divided into two main categories including the

physical (job security, working condition, salary) and motivational factor (recognition, advancement, achievement) (Herzberg 1968).

Job security is an employee requirement, and Kirmizi and Deniz (2009) indicate that job security impacts upon employee commitment to the organisation.

Pay satisfaction relates to an employee's satisfaction with the organisation. Pay may include basic salary and any incentive bonuses or other benefits that are received during employment. Islam et al. (2012) supports the concept that the level of employee commitment to the organisation depends on financial rewards received during employment.

Steers (1977) finds that if the organisation is unable to fulfil the employee's needs in both physical and motivation factors, individual employees will be less committed to the organisation, and more committed to their profession instead.

According to Buchanan (1974) work experiences can influence the level of employee commitment. Work experiences are viewed as a major socializing force, that are found to have positive effects on commitment, including employee attitude toward the organisation (Buchanan 1974; Patchen 1970; Steers 1977), and trust in the organisation (Buchanan 1974; Hrebiniak 1974).

❖ **Investments**

In the context of organisational commitment, investment is related to actions that result in perceived potential loss when individuals decide to leave the organisation (Becker 1960; Allen & Meyer 1990). Investment could include work-related investments such as job skills, status, pension plan and non-work related investments such as personal relationship disruption (Becker 1960; Patchen 1970; Sheldon 1971; Buchanan 1974; Steers 1977; Meyer et al. 1991). All these investments are accumulated over time.

❖ **Alternatives**

Rusbult and Farrell (1983) find that increased organisational commitment by the individual impacts negatively on the attractiveness of alternative employment opportunities, thereby causing them to be less attractive. Also Allen and Meyer (1990) identify that the fewer perceived available employment alternatives exist for an individual, the stronger the normative commitment.

❖ **Socialisation**

Socialisation has a positive influence on employees before entry into the organisation, through family or cultural socialisation. Clugston et al. (2000) states that cultural socialisation is an antecedent of organisational commitment.

However, socialisation can also take place post-entry to the organisation (Meyer & Allen 1991). Meyer and Allen (1997) assume that internalisation is the process involved in the development of normative commitment, during the early days of assuming employment with an organisation.

❖ **Organisational Investment**

Normative commitment can develop through organisational investment such as skill training that influences the relationship between employee and the organisation, and creates a need for reciprocation on the part of an employee (Meyer & Allen 1997; Fleetwood & Hesketh 2006; Boxall & Macky 2009; Brum 2010). Given the norm of reciprocity, employees may feel an obligation to the organisation as employees try to rectify the imbalance (Meyer & Allen 1991). Therefore, the relationship between employees and employers can be based on reciprocity.

2.2.2.2 Antecedent of Employee Commitment to Customer

The antecedents of employee commitment to the customer can be divided into seven main variables (discussed below) from the study of job characteristics by Hackman and Oldman (1976), related to employee knowledge and competence, and empowerment

and resource availability, which are more likely to impact an individuals' capacity to engage continuous development, and effectively respond to customer expectation.

The essential principle for the influence of job characteristics is presented as a motivational force that inspires employees to improve, and apply more effort in the performance of their tasks (Gardner & Cummings 1988; Singh 1998).

❖ Understanding of Customer Service

This variable refers to understanding what high quality of service entails, and how to provide the best service quality (Peccei & Rosenthal 1997).

Employees who have a strong understanding of customer service are expected to have stronger values related to providing high service quality to customers, and have a better understanding of the relationship requirements to customers (Peccei & Rosenthal 2001). Singh (1998) finds that a high level of understanding of customer service is positively correlated to high levels of job satisfaction and commitment.

❖ Job Competence

Under expectancy theory and the basic goal setting argument, job competence refers to "the extent to which individuals perceive that they have the necessary training, skills and competence to do their job well and cope with any unexpected problems in their work" (Peccei & Rosenthal 1997 p.72). A strong sense of job competence can impact to increase individual confidence and the ability to provide a high quality of service to customers (Peccei & Rosenthal 1997), job satisfaction (Hackman & Oldman 1976; Singh 1998), and commitment (Singh 1998).

Therefore, a clear understanding of the customer service performance requirement and of job competence can improve individual performance, and increase the ability to provide a greater quality of service. Both variables are hypothesized to have a positive impact on commitment to the customer (Peccei & Rosenthal 1997; 2001).

❖ Supervisory Support

Employees receiving adequate support from their supervisor are viewed as receiving organisational support (Susskind et al. 2003). The relationship between employee and

employer appears to be a dynamic, with employees monitoring and responding to changes in the organisation's apparent commitment. Because employees personify the organisation; they consider unfavourable or favourable treatment from the organisation as indicative of the organisation's orientation toward them (Rhoades et al. 2001). Employees who receive favourable treatment will increase their level of commitment and performance (Rhoades et al. 2001). However, Susskind et al. (2003) points out that a high level of supervisor support results in an increasing level of customer orientation.

❖ Job Autonomy

In the job design paradigm, job autonomy refers to allowing employees to have the power to act directly in the environment. Job autonomy is defined as employees having the freedom to make decisions, and to be required to control their own work discretion (Swanepoel et al. 1998).

Hackman and Oldman (1980) identified that in the job characteristics model, autonomy is a significant measurement contributing to job satisfaction, which in turn increases the level of employee motivation and commitment. The relationship between autonomy, job satisfaction and commitment is supported by several scholars such as Fried and Ferris (1987), Singh (1989), and Brown and Peterson (1993).

Moreover, later studies have provided evidence that autonomy and empowerment result in the development of performance (Leach et al. 2003). Consequently, job autonomy is a significant dimension of empowerment (Peccei & Rosenthal 2001).

❖ Job Routinisation

Job routinisation refers to the degree to which the work task is perceived to be repetitive. To avoid monotonous jobs the employees' routine should be influenced by motivation to perform well, while a challenging job enhances motivation itself (Kreitner et al. 1999).

Repetitive jobs lead to the enhancement of job dissatisfaction, poor mental health and personal growth (Melamed et al. 1995). Moreover, it could lead to an increasing

number of employees who leave their jobs. Under the empowerment argument, supportive supervision and job autonomy are hypothesized to have a positive effect on commitment to customer service (Peccei & Rosenthal 1997; 2001).

❖ **Resource Adequacy**

Resource adequacy refers to the extent to which the individual employee feels that their department is sufficiently well staffed to enable them to do their job well (Peccei & Rosenthal 1997). Demerouti et al. (2001) also find that employees will experience disengagement when job resources are lacking.

Lower levels of staffing will lead to increasingly high workloads of individual employees. Moreover, it also follows that employees will be less able to reach their goals, and stress will be increased that is negatively relating to job satisfaction, organisational commitment and performance (Demerouti et al. 2001).

❖ **Job Pressure**

Job pressure refers to the degree employees perceive their job to be pressurized both in terms of workloads and the pace of work (Peccei & Rosenthal 1997). Additionally, job pressure also defines physical, organisational or social aspects of the job that require sustained physical or mental effort by employees (Demerouti et al. 2001). A high level of pressure can create a high level of stress including employee overload, and an overworked and uncertain feeling (Netemeyer et al. 1995). Stress can produce harmful physiological outcomes and negatively relates to job satisfaction, organisational commitment and performance (Demerouti et al. 2001).

Consequently, job pressure is expected to have a negative impact on commitment to customer service, whereas resource adequacy has a positive effect on commitment to customers (Peccei & Rosenthal 1997; 2001).

Therefore, employee knowledge and competence, empowerment and resource availability may be thought of as the employees' capacity and opportunity to engage in

employee commitment to customers of the organisation. These seven variables (above) can be a driver to force employee commitment to customers in the hospitality industry.

2.2.2.3 Antecedent of Career Commitment

From previous studies of the antecedents of career commitment, there are four categories, including personal variables, individual variables, social variables, institutional variables, organisation dependency and remuneration and benefits. Each category is discussed below.

❖ **Personal Variables**

Personal variables refer to employee characteristics a person brings to their work environment that influence the nature of their work. For instance age and education background, these variables positively correlate with career commitment (Colarelli & Bishop 1990; Goulet & Singh 2002; Meyer et al. 2002).

❖ **Individual Occupational Variables**

Individual occupational variables refer to individual variables that are influenced or controlled by the individual that impact on work character. Esteem and importance are involved with career commitment and utility of the current job (Vanderberghe & Scarpello 1994; Lee et al. 2000; Somech & Bogler 2002) this also includes participation and inclusion by the employer in areas such as decision making (Somech & Bogler 2002). Length of service indicates a measure of investment a person has sunk into their career (Shoemaker et al. 1977; Lee et al. 2000). Additionally, it is found that satisfaction with one's current job can impact to enhance career commitment. Lee et al. (2000) also suggest that the relationship occurs because "attitudes toward the job itself may be a central concern in committing to one's occupation" (p.799).

❖ **Social Occupational Variables**

Social occupational variables are influenced by people and have an effect on the character of work. Socialisation at work is a significant element in maintaining and developing career commitment (Wallace 1995), the communication between co-workers

and support of each other in the organisation can increase a positive impact on maintaining career connection in the organisation. Receiving support from co-workers and supervisors helps to reduce vulnerability. Supervisory support is also found to reduce role stress and to increase job satisfaction (Darden et al. 1989).

❖ **Institutional Occupational Variables**

Institutional variables are influences controlled by the company or by a person's career. Autonomy refers to the individual's freedom to make decisions with reliance placed upon professional judgement (Shafer et al. 2002). The concept of autonomy is described by Dworkin (1988) as an individual's "ability to choose whether to think in a certain way in so far as thinking is acting: in their freedom from obligation within a certain sphere of life; and in their moral individuality" (p.11). Moreover, high pay and high attractive benefits also have a positive impact on career commitment. Employees expect more benefits for the work that they do (Aranya et al. 1981; Lee et al. 2000). The remuneration system has an impact and the effect of a reduction in pay and benefits, given a choice of career commitment, can reduce organisational commitment (Shafer et al. 2002).

2.2.3   Model development of commitment

Over more than a decade, commitment is studied in various contexts (Meyer & Allen 1997; Klein et al. 2009; Meyer & Herscovitch 2001). There are several measurements developed to identify commitment in several forms including:

❖ Organisational Commitment Questionnaires (OCQ) by Porter et al. in 1974, which is one of the most widely used commitment measures. This measurement consists of 15 items and is used to measure only attitudinal commitment.

❖ O'Reilly and Chatman (1986) develop a commitment measurement scale consisting of 11 where they conceptualize organisational commitment as psychological attachment.

❖ Meyer and Allen (1991; 1997) conceptualize organisational commitment as a multi-dimensional model called the three-component model, which divides into

three categories including affective commitment, normative commitment and continuance commitment.

❖ Meyer and Herscovitch (2001) develop a general model of commitment in the work place extending the three component model of organisational commitment by Meyer and Allen in 1991 and 1997.

❖ Gellatly et al. (2006) develop a commitment measure from the three-component model by Meyer and Allen (1991; 1997) and Meyer & Herscovitch (2001). They provide an adapted three component model, and combine the impacts of the commitment components on behaviour.

However, many scholars use the three component model based on Meyer and Allen in 1991 and 1997 to clarify employee commitment with other foci (Meyer & Maltin 2010) such as employee commitment to organisation (Mowday 1979; Meyer & Allen 1991; 1997; Rhoades et al. 2001; Meyer et al. 2002), occupations (Meyer et al. 1993; Irving et al. 1997; Snape & Redman 2003), supervisors and work groups (Clugston et al. 2000; Vandenberghe et al. 2001; Stinglhamber et al. 2002; Becker & Kernan 2003), and the customer (Stinglhamber et al. 2002; Peccei & Rosenthal 1997; 2007; Vanderberghe 2007)

Initially, Meyer and Allen identify the distinction between affective and continuance commitment. They state that affective commitment refers to an emotional attachment and an identification with, and involvement in, the organisation whereas continuance commitment refers to perceived costs associated with an intention to leave the organisation. Later in 1990 Allen and Meyer suggest three components of commitment including affective commitment, continuous commitment and normative commitment, where normative commitment refers to a perceived obligation to remain in the work place.

Therefore, it could be stated that the three component model is one of the most suitable models to clarify employee commitment in several contexts, especially employee commitment to the organisation, employee commitment to career and employee commitment to the customer. This study has led to a shift in attention to the three-component model of Meyer and Allen (1991; 1997) as a basis for cross-culture

comparison of commitment in different ways. The following sections provide detail of a model used to measure the three forms of employee commitment.

2.2.2.1 Organisational Commitment

Over the years organisational commitment is conceptualised and measured in many ways (Becker 1960; Buchanan 1974; Porter et al. 1974) such as employer commitment (Sturges & Guest 2001) and firm commitment (Meyer et al. 1993; Clugston et al. 2000). Early studies of organisational commitment view the concept as consisting of a single dimension related to loyalty, willingness to exert effort to achieve organisational goals and acceptance of organisational values (Porter et al. 1974).

Organisational commitment can decrease levels of employee turnover, because employees who are strongly committed to an organisation are less likely to leave (Porter et al. 1974; Lee et al. 1992; Wasti 2003). Moreover, employees who remain in the organisation and commit themselves, provide greater service quality on behalf of the organisation (Chen 2007). Therefore, employee commitment has a positive result for both individuals and organisations (Simon 1976; Stevens et al. 1978; Mowday et al. 1982).

Organisational commitment is studied over the last thirty years by several scholars (Meyer & Herscovitch 2001; Herscovitch & Meyer 2002). Organisational commitment can be defined as a psychological state that binds the individual to the organisation (Allen & Meyer 1990). Allen and Meyer (1990) develop a three-component model of commitment comprising affective commitment, continuance commitment, and normative commitment. These three forms are based on different 'mindsets' and different implications for organisational behaviour (Meyer & Allen 1991).

Figure 2.1 below presents a conceptualisation of organisational commitment developed by Meyer and Allen (1991), where the three components of affective commitment, continuance commitment and normative commitment have a positive influence on employee behaviour. Additionally, there are some antecedents that lead to an impact on each dimension of organisational commitment including work experience, personal

characteristics, investment, alternatives, socialisation and overall organisation commitment. Further details of each dimension will be explained in the next section.

Figure 2.1: Three Component Model of Organisational Commitment by Meyer and Allen (1991)
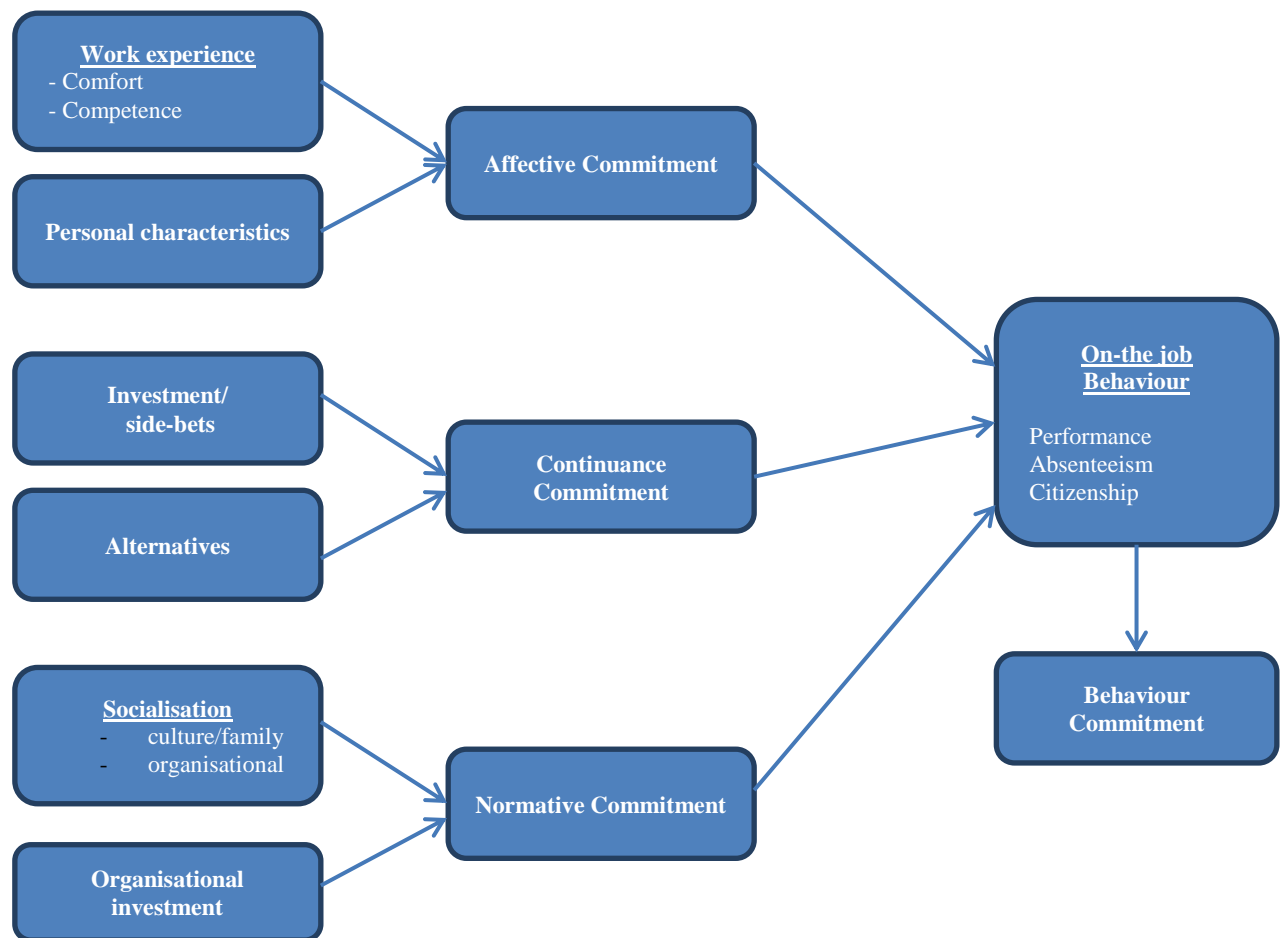
❖ **Affective Commitment**

Affective commitment refers to the employee's emotional attachment to, involvement in, identification with, and enjoyment as a member of the organisation. Porter et al. (1974, p. 604) also describes affective commitment as having "a strong belief in the

organisation's values and goals thereby willing to devote a great deal of energy to attain them, and be willing to remain in that organisation to see them fulfilled."

Therefore, affective commitment involves four aspects including (i) the emotional attachment to an organisation, (ii) identification with the organisation, (iii) the desire to remain a member of the organisation and, (iv) willingness to exert effort in the interest of the organisation's goals and values. Research shows those employees who want to remain with an organisation will exert considerable effort on behalf of that organisation (Mowday et al. 1982; Meyer et al. 1989).

Jaros et al. (1993) also state that affective commitment is the most widely discussed form of psychological attachment to an organisation because of the association between affective commitment and organisational outcomes. Meyer and Herscovitch (2001) identify that affective commitment is found to relate to a wide range of outcomes such as employee turnover, job performance and organisational membership behaviour.

Affective commitment is the strongest component and certainly the most popular of the three organisational commitment components in term of research focus (Allen & Meyer 1990; Wallace 1995; Swailes 2002; Snape & Redman 2003). In the context of the current study, based upon employees in the hospitality industry, employees should ideally have a strong desire to serve customers on behalf of the organisation. Moreover, working in hospitality tends to be a highly autonomous work experience (Buchanan 1974), which supports the need for affective commitment. It can be concluded that with strong affective commitment employees remain with the organisation because they "want to" (Meyer & Allen 1991).

❖ **Continuance Commitment**

Continuance commitment is based on side bet theory by Becker (1960), which states that if individuals remain in the employment of the organisation for a long period, they gain a cumulative investment that becomes costly to lose (Becker 1960). These investments refer to time spent, job effort, organisational specific skills that might not be transferable, or greater cost of leaving the organisation that discourage employees

from the desire to seek alternative employment, due to friendships with colleagues and political deals.

Employees with a large accumulated investment in an organisation and with a lack of employment alternatives will have a high leaving cost, and will therefore have a high level of continuance commitment to an organisation (Allen & Meyer 1990; Swailes 2002). It can be concluded that employees with a strong continuance commitment remain in the organisation because they "need to" (Meyer & Allen 1991).

Employees committed to the organisation because of the monetary, social, psychological and other costs associated with leaving the organisation are similar to those experiencing affective commitment in that continuous commitment involves an emotional attachment by the employee (Somers & Birnbaum 1998; Hackett et al. 1994).

Thus, continuance commitment is useful for this study because in the hospitality industry once employees engage, time accumulation is a significant factor influencing employee salaries. This aspect is most evident in Asian countries where the opportunity to be considered for a higher position takes into account years of service.

❖ **Normative Commitment**

The last component of organisational commitment is normative commitment. Allen and Meyer (1990) define normative commitment as "a feeling of obligation to continue employment" (p.67). Jaros et al. (1993) concludes that normative commitment refers to a moral commitment that reflects a sense of duty or obligation. The employee stays with the organisation and commits to it because they believe that it is the right thing to do (Allen & Meyer 1990; Mueller et al. 1992). Moreover, normative commitment arises from social behaviour and group force, where group thinking impacts on employee thinking in the sense of what is the right or wrong thing to do.

Normative commitment is conceptualised as the congruence between the individual employee and the organisation, which is influenced by both the employee's experience pre (family values/cultural socialisation) and post (organisational socialisation) entry to

the organisation (Allen & Meyer 1990). It can be summarised that an employee with strong normative commitment remains with their organisation because they "ought to" (Meyer & Allen 1991).

2.2.2.2 Employee Commitment to Customer

In the service sector, employees are more likely to experience a dual commitment that comprises organisational commitment and commitment to customers (Chung & Schneider 2002). Customers are external to the organisation, and understanding the nature and strength of the employee commitment to the customer is necessary for predicting the extent the customer reaches goals and expectation (Siders et al. 2001). When employees feel that they receive support from their organisation, they are more likely to perform better quality work during the service encounter, and more likely to become committed to customer service. Peccei and Rosenthal (1997, p. 69) define commitment to customer service as "the relative propensity of an individual to engage in continuous improvement and to exert effort on the job for the benefit of customers". According to Allen and Meyer's (1990), three-component model, commitment to the customer can manifest in different forms. To assess employee commitment to the customer, components from the Meyer and Allen (2001) model can be applied.

On the basis of the generalised model of employee commitment in the workplace (Meyer & Herskovitch 2001), three components provide a useful basis for depicting employees' attitudes toward customers. Previous studies by Peccei and Rosenthal (1997) and Vandenberghe et al. (2007) apply the three-component model of organisational commitment to clarify the effects of employee commitment on customers. The effects are captured by the three main components of commitment detailed in Figure 2.2.

Figure 2.2: The Concept of Employee Commitment to Customers from Peccei and Rosenthal (1997)
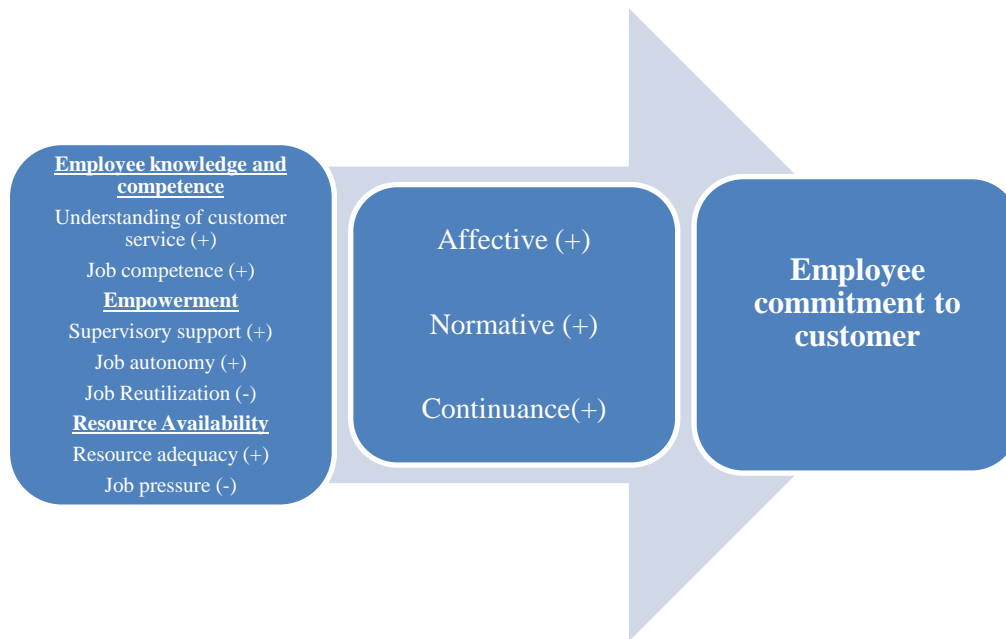
This conceptualisation indicates several antecedents that impact on how employee commitment relates to customers including: employee knowledge and competence, empowerment and resource availability.

❖ **Affective Commitment**

As the concept of affective commitment to the organisation refers to the employee's emotional attachment to, involvement in and identification with the organisation (Meyer & and Allen 1990), affective commitment to customers should reflect a mindset or desire to pursue a course of action that is relevant to customers, such as exerting extra service effort to fulfil customer expectations.

From previous studies on the emotions of employees in service encounters (Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004; Vandenberghe et al. 2007), employees with a strong affective commitment to customers will experience positive emotions and transmit these emotions to customers. Additionally, affective commitment is related to the customers' perceptions of service quality (Siders et al. 2001), in that affective

commitment shown to customers, has a positive influence on customer relevant objective performance measures.

❖ **Normative Commitment**

In terms of employee commitment to the customer, normative commitment refers to employee feelings of obligation to provide service to customers and to meet the customers' expectations. Vandenberghe (2007) concludes that employees perceive an obligation to meet customer expectations. As a result they increase their service performance; because of a normative commitment to increase respect from a customer.

❖ **Continuance Commitment**

In terms of employee commitment to customers, continuance commitment can be viewed as being based on the perceived cost of failing to pursue a course of action of relevance to customers, such as meeting various customer expectations (Meyer 2004).

The mindset motivation accompanying continuance commitment to customers would thus be one of providing services of a quality that prevent customers from becoming dissatisfied (Vandenberghe et al. 2007). Employees will exert themselves on behalf of the customer because of the perceived positive balance between the costs and benefits involved.

2.2.2.3 Career Commitment

Over the past few years, many scholars have given attention to the concept of career commitment. Career commitment has a positive impact on individuals, organisations and society (Carson & Bedeian 1994), changing employee loyalties (Castro 1989), increasing education levels (Burris 1983) and reducing layoffs (Bremner et al. 1991). Career commitment refers to the employee's psychological bond to their career, which is distinguishable from organisational commitment and employee commitment to the customer (Darden et al. 1989; Lee et al. 2000).

Blau (1988) defined commitment to a career as "…one's attitude toward one's vocation, including one's profession" (p.295). Career commitment has a strong influence on an

individual's behaviour (Chang 1999). High career commitment by employee results in more time spent developing their skills, and less intention to leave their careers (Aryee Tan 1992). Moreover, when employees have more positive attitudes toward their occupations, they put extra energy into the exchange of communication with a customer impacting on overall organisational change (Arthur & Rousseau 1996).

Lee et al. (2000) state that there is the potential for a relationship between career commitment and a variety of organisational outcomes, including employee job performance and employee behaviour (Jones 2007).

Although the three component model was developed for measuring organisational commitment, it is possible to use the three component model to analyse commitment in other domains (Meyer et al. 1993). In this study the three elements of affective, continuance and normative commitment will be examined in terms of career commitment.

❖ **Affective Commitment**

In the study of career commitment, affective commitment to career should reflect a mindset to pursue a course of action by employees that is relevant to their career.

From previous studies of career commitment (Alony et al. 2007), employees with a strong affective commitment to their careers will experience positive emotions, and transmit these emotions into continuing with an organisation. Employees with a strong affective commitment to their career will realise the importance of it, and be enthusiastic about their long term career goals (Doeschot 2008). Because of the significance of employee contributions in the service sector, hospitality businesses have to be concerned about reducing the turnover intentions of employees (Bedeian 1991; Aryee & Tan 1992; Gardner 1992) and affective commitment can influence this employee decision.

❖ **Continuance Commitment**

According to Meyer and Allen (1990), continuance commitment within organisational commitment is drawn from side bet theory as mentioned before. Thus, in terms of career commitment, continuance commitment can be viewed as the perceived cost of an employee failing to pursue a course of action relevant to their career. Employees will exert themselves on behalf of their career because of the perceived positive balance of the costs and benefits involved (Carson & Carson 1998; Somech & Bogler 2002).

Consequently, in the hospitality industry, employees, who invest their abilities and knowledge into their hospitality careers, during their tenure, will demonstrate a high continuance commitment; additionally, in order to increase their level of career continuance commitment, employees will acquire knowledge to remain in their career of choice and their organisation.

❖ **Normative Commitment**

In the study of career commitment, normative commitment refers to employees feeling an obligation to remain in their work position. Doeschot (2008) concludes that a strong normative commitment refers to employee' feelings of responsibility to their career. Career commitment reflects an employee's feeling of obligation to remain in their career, and loyalty to their career. Additionally, employees who decide to commit to their career are likely to increase their skill levels on an individual and regular basis (Aryee & Tan 1992; Aryee et al. 1994).

2.2.3 Consequences of Commitment

Previous studies find the consequences of commitment can be categorised into two main consequences: non-work consequences and career consequences.

❖ **Non-work Consequences**

There are several studies indicating that there is a relationship between the individual work of people and non-work attitudes (Orpen 1978; Schmitt& Mellon 1980; Romzek 1985; 1989; Staines, 1980). The non-work domain is influenced by the experiences and attitudes of the work domain (Staines 1980; Romzek 1985; 1989), also some scholars

suggest the opposite relationship, that personal life satisfaction has an effect on job satisfaction (Schmitt& Mellon 1980). In the employee commitment context, when employees feel committed to their work, they are happier in their non-work lives (Romzek 1989). Romzek (1989) suggests that employees can have a high psychological involvement in their work performance and in their family (Bartolome & Evans 1979; Romzek 1985).

As Romsek (1989, p.89) states "employee commitment would have positive consequences for individuals' non-work satisfaction". It could be stated that employee commitment has a positive effect on the personal lives of committed individuals.

❖ **Career Consequences**

Several scholars find a positive relationship between employee commitment and career progress (Kanter 1977; Randall 1987). Romsek (1989) finds that if employees feel committed, they will enjoy and be more satisfied than other employees in their career progress, and career prospects within the organisation. The more commitment the employee feels toward their working place, the more sharing of positive views of the organisation. Moreover, a high employee commitment can create a higher level of trust in the organisation than a lower level of commitment (Romsek 1989).

2.2.3.1 The Consequences of Employee Commitment in Organisations

There are three commonly cited consequences of organisational commitment. These include retention of staff, organisational performance and employee performance (Mathieu & Zajac 1990; Meyer & Allen 1991; Boshoff & Tait 1996; Chen et al. 2002; Brooks & Wallace 2006; He et al. 2011):

I. Retention of staff: The result of a high level of organisational commitment is reduced employee turnover. Several studies find that increased organisational commitment leads to reduced rates of employee turnover (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003). As such, employees who are strongly committed to an organisation are less likely to leave (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003).

II. Organisational performance: Organisational commitment is found to result in increased levels of organisational performance (Angle & Perry 1981; Meyer et al. 1989; Jaramillo et al. 2005). Meyer et al. (1989) and Jaramillo et al. (2005) find a positive correlation between organisational commitment and performance ratings in organisations.

III. Employee performance: Previous studies find a relationship between organisational commitment and employee performance (Chen et al. 2002). As mentioned above, organisational commitment is found to be causally related to employee performance, thus employee commitment to an organisation can be beneficial to customer satisfaction in two ways; firstly, employees feel committed to deliver high levels of service quality to customers on behalf of their organisation (Boshoff & Tait 1996; He et al. 2011), and secondly, employees are satisfied with their work, and this feeling of satisfaction is transmitted to the customer (Ulrich et al. 1991; He et al. 2011).

2.2.4.2 The Consequences of Employee Commitment to Customers

Service quality and employee performance are the main consequences of employee commitment to customer service that have received considerable attention in previous studies (Peccei & Rosenthal 1997; 2001; Vandenberghe 2007).

I. Service quality: The result of high employee commitment to customers is an increasing level of service quality. Several scholars find that increased employee commitment to customers leads to increasing levels of service quality in organisations (Peccei & Rosenthal 1997; 2001; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004; Vanderberghe et al. 2007).

II. Employee performance: employee commitment to customers results in an increase in the level of employee performance in an organisation (Peccei & Rosenthal 1997; 2001; Vandenberghe et al. 2007). Vandenberghe (2007) finds a positive correlation exists between employee commitment to the customer, and the performance rating of employees in an organisation.

2.2.4.3   Consequences of Career Commitment

Four consequences can be identified from the literature on career commitment comprising job satisfaction, turnover intentions, skill development and organisational citizenship behaviour:

I.   Organisational commitment: Career commitment has a positive correlation with organisational commitment (Kalbers & Fogarty 1995; Carson & Carson 1998; Shafer et al. 2002). Employees with strong career commitment are more likely to devote themselves to their organisation.

II.   Turnover intentions: career commitment has a negative correlation with turnover intention (Aryee & Tan 1992; Gardner 1992). This refers to increasing employee career commitment reducing the likelihood of employee turnover. Employees who have less career commitment are more likely to leave an organisation.

III.   Skill development: Skill development is associated with career commitment. Previous studies have found a positive correlation between skill development and career commitment of employees in organisations (Aryee & Tan 1992; Aryee et al. 1994). Employees who are committed to their careers will develop their skills on an ongoing basis.

IV.   Organisational citizenship behaviour: there is some evidence to confirm that employees with a high level of career commitment are likely to exhibit a higher level of altruism, leading to greater organisational citizenship behaviours (Carson & Carson 1998; Somech & Bogler 2002).

2.2.4   Summary of employee commitment

Employee commitment is a significant consideration for organisations that can influence the growth of a business, particularly in service industries such as hospitality where employees are an important part of customer satisfaction.

Employee commitment as shown by the previous literature can be divided into various forms with the focus here on the three foci of organisational commitment, employee commitment to the customer and career commitment.

Organisational commitment refers to the desire of employees in the organisation to achieve the goals and objectives of the organisation, on behalf of the organisation. Secondly, employee commitment to customers refers to employee desires to achieve a level of service that reaches the goals of customer expectations. Employee commitment to customers leads to increased levels of service quality. Career commitment is the commitment to a particular type of work that has increasing benefits to the employee.

The three types of employee commitment mentioned above are significant for this current study in providing clarity to the role of employee commitment in the hospitality industry. In turn, the typology of organisational commitment is divided into three components (Allen & Meyer 1990) including affective commitment which refers to the employee's emotional attachment to, involvement in, identification with the organisation; continuance commitment which refers to employees remaining in the employment of an organisation for a longer period due to accumulated investments; and normative commitment which reflects a feeling of obligation by the employee to continued employment with a particular organisation.

2.3 Culture

In order to understand the relationship between hotel employee commitment and human cultural difference, the concept of culture and its influence on employee commitment needs clarification. However, it needs to be stated that there is very little literature on the direct relationship between employee commitment and culture. Consequently, it is first necessary to examine the issue of cultural difference in a general sense, and in particular, in relation to Thai and Australian employees, which are the subject of this research. This section begins by examining the definition of culture and cultural difference.

2.3.1 The Definition of Culture

Culture can be defined in various ways (Srnka 2004). Because culture is a complex multi-dimensional phenomenon, it can be classified into seven categories reflecting aspects of the diffuse concept of culture defined by Bodley (1994, p.9) as presented in Table 2.2.

Table 2.2: Diversity of culture definitions adapted from Bodley (1994)

Concept	Definition	Scholars
Topical	Culture consists of everything on a list of topics, or categories, such as social organisation, religion and economy.	Hofstede (1991); Keesing (1974).
Historical	Culture is social heritage, or tradition, that is passed on to future generations.	Kluckhohn (1958).
Behavioural	Culture is shared, learned human behaviour; a way of life.	Harris (1968); Harris & Moram (1979); Herbig (1998).
Normative	Culture is ideals, values, or rules for living.	Tylor(1871); Triandis (1972).
Functional	Culture is the way humans solve problems by adapting to the environment or living together.	Hofstede (1980)
Mental	Culture is a complex set of ideas, or learned habits, that inhibit impulses and distinguish people from animals.	Triandis (1972); Potter (1989); Wallerstein (1990).
Structural	Culture consists of patterned and interrelated ideas, symbols, or behaviours.	Barnlund & Araki (1985).
Symbolic	Culture is based on arbitrarily assigned meanings that are shared by a society.	Kim & Gudykunst (1988); Ferraro (1994).

According to Reisinger and Turner (2003), culture is a complicated multidimensional phenomenon, and a broad concept that is difficult to define. Consequently, researchers

in different fields have their own definitions of culture relating to their interests. Because it is difficult to provide an holistic definition of culture, Hofstede (1980) stated that "culture is like a black box which we know is there but not what it contains" (p.13). As mentioned in Table 2.2, there are various concepts of culture defined and applied by previous scholars including topical, historical, behavioural, normative, functional, mental, structural and symbolic and several definitions are provided.

One definition from Herbig (1998, p.11), is that culture is "the sum of a way of life, including expected behaviour, beliefs, values, language and living practices shared by members of a society. It consists of both explicit and implicit rules through which experience is interpreted". Pizam (1999, p.393) suggests that "culture is an umbrella word that encompasses a whole set of implicitly, widely shared beliefs, traditions, values, and expectations that characterise a particular group of people".

However, there are some studies exploring the relationship between values, beliefs, attitude and behaviour (Sommer et al. 1996). Leiserowitz et al. (2006) argues that values have a positive impact on attitude and behaviour in sustaining culture. Therefore, from studies such as these it could be said that values, beliefs, attitudes and behaviour in certain cultures influence the individual level of satisfaction in a society. Porter (1994) went further saying that knowledge of one's own values and beliefs and awareness of others' values and beliefs will determine the capacity of people to share meanings.

The literature also explains that there are different levels of cultural definition from broad national cultures to subcultures within nations, and even to industry or professional cultures (Schneider & Barsoux 1997). As such, the hospitality sector is more customer-oriented than many other service sectors such as finance or accounting, while professions develop a culture of their own in the workplace, such as medical workers or lawyers.

In this research there is no attempt to move to the finer levels of culture such as subcultures or professional cultures, but to remain fundamentally at the level of national

cultures and examine how they are reflected in the hospitality industry as a hospitality culture in the workplace, and specifically how they influence employee commitment in the hospitality industry.

2.3.2 Cultural difference

According to Thorne and Sanders (2002, p.67) "different cultural background leads to different ways of perceiving the world and cultural difference affects individuals' ethical reasoning". Inherent in this quote is the implication that different cultural backgrounds influence human culture in the context of business. Wei et al. (1989) state that cultural difference can be reflected in increasing cultural conflict; these conflicts are related to several issues such as life styles, individual behaviour, expectations, value systems, traditions, safety levels and moral conduct.

2.3.3 The Dimension of Culture

Previous studies of cultural differences have identified the large number of dimensions that differ between cultural groups (Parson 1951; Ackoff & Emery 1972; Douglas 1978). According to Reisinger and Turner (2003), people from different cultural backgrounds generally have different rules of social interaction, values and perceptions.

Their study provided 10 sets of cultural dimensions proposed by several researchers including Parson (1951), Kluckhohn and Strodtbeck (1961), Stewart (1971), Hall (1960; 1966; 1973; 1976; 1977; 1983), Hall and Hall (1987), Hofstede (1980; 1984; 1991; 2010), Schein (1992), Trompenaars (1984; 1993; 1998), Maznevski (1994) and Maznevski et al.'s (2002). All dimensions are found to impact on social interaction and individual perceptions (Gudykunst et al. 1988). Cultural dimensions provide ways to understand peoples' behaviour and communication differences across cultures; some of these dimensions are presented as follows:

Parsons' (1951) Pattern of Variables

Parsons pattern is commonly used; this pattern differentiates culture from individual choices made prior to engaging in action:

- ❖ Affectivity-Affective Neutrality refers to the degree to which people seek gratification

- ❖ Universalism-Particularism refers to modes of categorizing people or objects

- ❖ Diffuseness-Specificity refers to types of responses to people or objects

- ❖ Ascription-Achievement refers ways of treating people or objects in terms of qualities

- ❖ Instrumental-Expressive refers to nature of the goals people seek in interactions with others

- ❖ Structural Tightness: the set refers to rules or regulations are restrain on people' behaviour. The degree to which the norms, rules and constraints are placed on people's behaviour (Reisinger & Turner 1998).

Kluckhohn and Strodtbeck's (1961) Cultural dimensions

Kluckhohn and Strodtbeck (1961) provide the dimensions of six basic cultural value orientations:

- ❖ Toward Humans refers to human beings may be perceived as good and evil, or evil; changeable, unchangeable

- ❖ Toward Nature refers to humans may be subjected to nature

- ❖ Toward Activity refers to activity in cultures may be 'being', 'being-in-becoming' or 'doing'

- ❖ Toward Time refers to time in past, present and future

- ❖ Toward Relationship among People refers to relationship among linear, collateral and individual

- ❖ Toward Space refers to space in public, private, and mixed.

Stewart's (1971) Cultural patterns

Stewart (1971) divides cultural patterns into four major elements, including:

- ❖ Activity Orientation refers to the way people view actions and how they express themselves through activities

- ❖ Social Relations Orientation refers to the way people relate to one another

- ❖ Self-orientation refers to the way people look at themselves, what motivates their actions

* World Orientation refers to the way that people locate themselves into the spiritual world and nature

Hall's (1960; 1966; 1973) and Hall and Hall's (1987) Cultural dimensions

Hall differentiates cultures on the basis of five major orientation elements as follows:

* Human Nature refers to agreements
* Activity Orientation refers to monochronic/polychromic
* Human Relationships refers to amount of space, possessions, friendship, communication
* Relation to Time refers to past/future
* Space Orientation refers to public/private

Hall's (1976; 1977; 1983) Cultural dimensions

Hall also differentiates cultures in terms of:

* Context refers to the level of information included in a communication message
* Space refers to ways of communicating through handling of personal space
* Time refers to different perceptions and orientations towards time
* Information flow refers to speed of messages between individuals
* Language: refers to high context cultures and low context cultures

Hofstede's (1980; 1984; 1991; 2010) Cultural dimensions

From the study of Hofstede, national culture can be contrasted and compared with six dimensions:

* Power Distance refers to the degree to which members of a collective expect power to be distributed equally.
* Uncertainty Avoidance refers to the extent to which a society relies on social norms, rules, and procedures.
* Individualism-Collectivism refers to the degree to which individual goals and needs take primacy over group goals and needs

- ❖ Long term Orientation refers to whether a society exhibits a pragmatic future-oriented perspective or a conventional historic point of view
- ❖ Indulgence vs. Restraint refers to the extent to which a society allows "relatively free gratification of basic and natural human desires related to enjoying life and having fun," as represented by the "indulgence" point on the continuum, relative to a society that "controls gratification of needs and regulates by means of strict social norms" (Hofstede 2011).
- ❖ Masculinity-Femininity refers to the degree to which people value work and achievement versus gender

Schein's (1992) Cultural dimensions

Schein differentiates cultures on the following dimensions:

- ❖ The Nature of Human Relationships refers to individualism/collectivism, participation and involvement, role relationships
- ❖ The Nature of Human Activity refers to doing/being/being-in-becoming, work/ family/personal
- ❖ The Nature of Human Nature: refers to evil/good/mixed
- ❖ The Nature of Relations with Environment refers to control/ harmony/ subjugation
- ❖ The Nature of Time refers to past/present/near or far-future
- ❖ The Nature of Reality and Truth refers to external physical/social/individual reality, high/low context
- ❖ The Nature of Space refers to intimacy/personal/social/public, high/low status

Trompenaar's (1984; 1993; 1998) Cultural dimensions

Trompenaar distinguishes national cultures by their orientation toward:

- ❖ Universalism vs. particularism
- ❖ Individualism vs. collectivism (communitarianism)
- ❖ Neutral vs. emotional
- ❖ Specific vs. diffuse
- ❖ Achievement vs. ascription
- ❖ Attitude to time

❖ Attitude to environment

Maznevski's (1994) Cultural dimensions

Maznevski differentiates cultures on the basis of their orientation towards:

❖ Human Nature refers to good/evil, changeable

❖ Relation to Nature refers to subjugation/mastery/ harmony

❖ Activity Orientation refers to doing/being, containing and controlling (thinking)

❖ Human Relationships refers to individual/collective, hierarchical.

Maznevski et al.'s (2002) Cultural orientations and dimensions

❖ Nature of humans refers to good/evil and changeable/unchangeable

❖ Relation to broad environment refers to control, balance and direct change environment around

❖ Activity consists of doing, thinking and being in activity

❖ Time refers to time in past, present and future in decision criteria

❖ Relationship among people refers to relationship between individual, collective and hierarchical

❖ Space refers to space in public and private section

2.3.3 Cultural dimension at the individual level

There are some previous studies using cultural dimensions at the individual level related to the general workforce, most using Hofstede's cultural dimensions: Dorfman and Howell (1988) in the study of multinational and national companies, Hui and Villareal 1989 and Bontempo et al. 1990 apply to the education industry and Clugston et al. 2000 in the context of public agencies. In the study of Maznevski et al. (2002), they adapt the cultural dimension at the individual level based on the Kluckhohn and Strodtbeck (1961) dimensions in the business industry; and provide the dimensions of culture on the basis of a value orientation for measures in financial business.

2.4 Cross-Cultural Studies in the Hospitality Industry

One of the most important aspects of success in the hospitality industry is to understand the difference between cultures in different countries. In the hospitality industry,

employees have a significant responsibility to provide a product to customers. In addition, previous studies indicate that employees drive business growth (Aggett 2007). Several research studies are related to this issue, including cultural differences between host-guest interactions (Reisinger & Turner 1998; 1999; 2002; 2003), employee and culture (Cohen 2007; Kim et al. 2009) and guest perspective (Kim et al. 2014).

Reisinger and Turner (1998; 1999; 2002; 2003) in studying host-guest interactions and the influence of culture, find that the cultural differences between Australian hosts and Asian tourists are significant.

Cohen (2007) worked more on the relationship between commitment and culture among five cultural groups of Israeli teachers. Cohen finds a strong effect of cultural values on commitment among the five cultural groups. Kim et al. (2009) studies the effect of management commitment on employee job satisfaction and service behaviours in Thai hotels. The results indicate which management commitment dimensions influence job satisfaction. The finding suggests there is a positive effect of the empowerment dimension on employees' job satisfaction in a high-power-distance culture. Furthermore, job satisfaction is found to have an important influence on Thai employees' extra-roles, customer service behaviours and cooperation.

Levy (2010) studies the interactions between management and guests in the hospitality industry, and compares the differences in behaviour between Asian and western guests. The findings indicate that management interaction facilitates increased. Kim et al. (2014) measure hotel brand equity within a cross cultural perspective. The study uses a measure of Individualism and Collectivism tendency for individual customers in various countries for tourists who travelled to Korea. The finding of this study indicates significant differences between individualism and collectivism between tourists in hotel brand equity perspectives. Moreover, it also points out that consumer behaviour is formed by different cultural backgrounds.

The role of cultural difference in determining the relationship between employee commitment and cultural difference is given much attention in hospitality industry

research (Cohen 2007). Cultural differences have the potential to be relevant to the hospitality industry, because tourism is a service sector, where people from different cultures can meet each other.

From previous literature, most of cross-culture studies use national scale as measurement especially in tourism research (see for example, Andersson, Carlsen & Getz 2002; Leslie and Russell 2006; and Atilgan, Akinci & Aksoy 2003). People who live in one country are assumed to be of that culture, and large sample sizes are used to account for sampling error. The study of Smith, Peterson & Schwartz (2002) in particular supports this approach using national scale data for 47 countries.

2.4.1 Relationship between Employee Commitment and Culture

There is a small but significant body of literature related to the relationship between culture and commitment. Employee commitment is found to have a positive impact on service levels in the hospitality industry (Cohen 1993; 1999; 2003; 2006; Chung & Schneider 2002). Because of the intensive use of labour in areas of customer contact, many hotels try to understand the motivations of their employees in terms of increasing employee commitment to the organisation and customer service (Davidson 2003; Papis 2006).

Moreover, increasing globalisation of tourism causes many businesses to attempt to expand overseas into different markets and different cultures. This expansion includes recruitment of employees from different cultures particularly in regard to their language skills. This in turn can lead to increased diversity of cultures in an organisation. Lee et al. (2001) conclude that culture is a significant antecedent of commitment. Employees from different cultures could create different ranges of positive or negative outcomes in terms of commitment. According to Myer et al. (2002), culture differences exist in the correlation between antecedents and components of commitment.

Cohen (1999) studies the relationship between forms of commitment and work outcomes in a comparison of Jewish and Arab cultures. This study collected data from nurses in three Israeli hospitals. The results of this study predict the effects of commitment on work outcomes and non-work outcomes, but do not explicitly measure

culture, other than to select the samples from different cultures. There are five types of commitment that are assessed in this study including organisational commitment, occupational commitment, job involvement, group commitment and work involvement from Porter et al. (1974) and their organisational commitment questionnaire (OCQ). Work outcomes are indicated by turnover intentions, absenteeism, organisational citizenship behaviours and life satisfaction. The conclusions relate the culture of the employees to their different life environments whereby the Arabs are hypothesised to be more committed because of their poorer economic circumstances, and greater need to maintain their employment, and not to their individual cultural heritage.

Clugston et al. (2000) study the influence of individual level culture on employee commitment to an organisation, the employee supervisor and workgroup. This study collects data from employees in a tax collection public agency. It is unknown whether any of the employees had direct customer relationships or contacts. In order to measure culture, Clugston et al. use the cultural scale from Dorfman and Howell (1988), which in turn is adapted from Hofstede's (1980) scale. The three component model of organisational commitment by Meyer and Allen (1991) is also used in this study. The instrument is modified to suit the three foci of organisation, supervisor and workgroup. The results of this study confirm that culture is an antecedent to commitment in the three levels.

Later in 2007, Cohen examines the relationship between commitment and culture among five different Jewish religious groups of Israeli teachers. This study identifies the relationship between five forms of commitment (organisational commitment, occupational commitment, job involvement, group commitment and work involvement) and cultural values. The five groups of Israeli teachers form sub cultures made up of Secular Jews, Orthodox Jews, Kibbutz teachers, Druze and Arabs. In order to measure organisational commitment, this study uses the three-component model by Meyer and Allen (1984); to measure organisational commitment and occupational commitment it uses an instrument developed by Blau (1985). Job involvement and work involvement use scales developed by Kanungo (1979; 1982). Group commitment uses a measurement developed by Randall and Cote (1991). Cohen (2007) applies the cultural dimension scale from Dorfman and Howell (1988) to measure cultural values. This

scale was adapted from Hofstede's (1980) typology of cultural dimensions. Later Clugston (2000) applies this scale to measure the cultural dimensions of the individual including Hofstede's five dimensions of individualism versus collectivism, power distance, uncertainty avoidance and masculinity versus femininity. The results of this study find a strong impact of culture on commitment in several forms. However, this study only examines the relationship between cultural value and commitment in cultural subgroups in one country, and is limited by the religious basis of the cultural distinction. Whilst religion is a cultural value or belief, it is questionable whether it alone defines the existence of cultural groups.

North and Hort (2002) studies cross-cultural influences on employee commitment in the hotel Industry. This study aims to examine the diversity of cultures in the Asia Pacific region by using the cultural dimensions of Trompnaars & Hampden-Turner, a measurement scale developed in the USA. The objective is to determine whether the USA work commitment scale could be transferred to Asia. The data is collected from Australian, Malaysian and Thai hotel employees from focus interview groups, although the sample size was very small. The result of this study finds that the measurement scale for USA work commitment is not appropriate to the Malaysian and Thai employees, who have a strong relationship with co-workers, customers and their supervisors. On the other hand, Australia was found to be different to the two Asian countries being far more individually focused. The study does suggest a more extensive further study will be conducted in the future, but it remains unpublished to date.

As mentioned above, there are few studies exploring the relationship between human culture and employee commitment in a cross cultural context. Also, there are few studies in the hospitality sector, and a lack of examination of cultural values, beliefs, attitudes and behaviours and their interrelationships. None of the studies examine detailed culture based relationships and employee commitment in terms of organisational commitment, career commitment and commitment to customers in the hospitality sector and only one study makes any comparison between Asian and Western environments.

Furthermore, in the study of employee culture within tourism, the relationship is referred to as the comparison between the hosts and guests where employees play a significant role as hosts and influence guest perceptions. Differences in the cultural backgrounds of hosts and guest can lead to increasing positive and negative feelings towards each other. The relationship between hosts and guests is significant for the tourism/hospitality service sector and the link to employee commitment in the workplace is not fully examined in the current literature. Therefore, this study addresses a little researched area within the host-guest study of tourism.

2.4.2 Related literature in Thai context

There are some studies conducted in Thailand including in the Thai language that relate to the objective of the study in that they examine workplace commitment. They do not examine and cultural issues or compare cultures.

Kimpakorn and Tocquer (2009) studies employee commitment to brands in the service sector especially in luxury hotel chains in Thailand. This study aims to improve the understanding of employee commitment to their company's brand. Moreover, this study investigates the factors influencing employee commitment in Thailand, although not in comparison to any other nationality. Data was collected from employees working in luxury hotel located in Bangkok. The results conclude that human resource management, organisational strategy, leadership and marketing strategies can lead to an improvement in the employer brand. Additionally, the study implies that high levels of employee commitment to brand could lead to a higher level of service to the customer.

Kim, Tavitiyaman and Woo (2009) study the effect of management commitment to employee service behaviours especially as they relate to job satisfaction. This study aims to examine the effect of different four management commitments to employee satisfaction and subsequent service behaviour. This study uses survey questionnaires to collect data from two types of employee. Firstly, the data was collected from frontline employees in the room division including receptionists, concierges, guest service agents, door-people, and bell staff. Secondly, supervisory and management staff were

surveyed. The conclusion is that management service initiatives (especially training, rewards and empowerment) have a strong impact on employee service quality. The conclusion is also that satisfied employees lead to increased levels of extra service to customers, increased support for co-workers and supervisors.

Isavapa (2011) studies the factors affecting employee engagement towards the Centara Grand hotel at Central World Bangkok. This study is published in Thai. Her survey study found that most respondents rank the nature of work as influencing employee engagement in the organisation most highly, followed by work relevance, degree of creativity allowed, trust and responsibility received for their work without strict supervision, the opportunity to take part in goal setting and operation direction, opportunities to consult, opportunities to show their ability at work, and work stability respectively.

Sanglimsuwan, Naksawat, Suksawang and Sanglimsuwan (2013) apply an employee engagement model to Thai workers in a Japanese owned company in Thailand. This study is also published in the Thai language. The research conclusion is that employee engagement has a positive and direct effect on discretionary effort. On the other hand, employee engagement has a negative direct effect on the intention to turnover employment. The study also found job fit, affective commitment, and psychological climate have significant indirect impacts on discretionary effort, and intention to turnover through employee engagement.

Metheekasiwat (2012) studies the relationship between the employees' work and organisational engagement, and their intention to quit in Nakhon Ratchasima province. This study is also published in the Thai language. Her study found that work engagement has a significant positive relationship with organisational engagement; on the other hand, work engagement has a significant negative relationship with the intention to quit, and work engagement. Organisational engagement was also found to have a significant negative relationship with the intention to quit.

2.5 Individual's Human Culture

Browaeys and Price (2008) indicate that the basis of all types of culture is the concept of individual culture. The values of individuals as members of the group are formed through family, social, national environment, professional, organisational and corporate culture. From the theory of social identity (Tajfel 1978) based on awareness of membership in a social group, culture is a significant part of an individual's self-concept. Chong (2008) supports this by stating that an individual's perception and behaviour toward a job is influenced by culture.

Since the definition of culture is subjective, culture is a characteristic way of perceiving the environment. The main dimensions of subjective culture are values, perceptions, attitudes, stereotypes, beliefs, expectations, memories and opinions (Triandis 1972). Atkinson (1985) also states that attitudes, values, experiences, expectations and beliefs directly relate to the psychological issues and processes in culture. These components form significant parts of an individual's sense of culture.

The diversity of people and differences between cultures can lead to positive or negative effects on organisational outcomes (Adler 2002). Therefore, it can be concluded that individual culture is most likely to impact on individual employee behaviours in organisations (Meyer and Allen 1991).

2.5.1 Values

The previous section states that individual culture is influenced by different cultural backgrounds and this in turn relates to several variables as mentioned above, and most of these differences come from cross-cultural differences in values derived directly from differences in cultural background (Triandis 1972). Homer and Kahle (1988) also support the understanding that values play an important role in shaping attitudes and behaviours, and are an essential detail of personal identity.

According to Williams (1979), values provide a set of motives and principles to guide an individual's behaviour. Individual affective and behavioural responses are substantially influenced by values that are learned through the cultural socialisation

process (Rokeach 1973; Locke 1976). Individual behaviour is influenced by cultural values and the individual values one holds. Feather (1995) states that the individual values one holds are related to the variances they attach to different behaviours.

The characteristic of values is categorised as "the most distinctive property or defining characteristic of a social institution" (Rokeach 1979, p. 51). However, there is still lack of uniformity on the nature of values themselves. This lack of agreement (Rokeach & Ball-Rokeach 1989; Williams 1979) has created problems in the conceptualisation of values, definition of values and the measurement of values in organisational research (Connor & Becker 1975; 1994).

2.5.1.1 The concept of individual values

As an alternative to culture, the "personalogist" view explains behaviour based on individual personality characteristics including values, beliefs, and traits. Values are fundamental and enduring aspects of both people and organisations. Schwartz and Bilsky (1990) conclude that values are enduring beliefs that are personally and socially preferable to alternative modes of conduct, or end states of existence. Rokeach (1973, p.2) defines beliefs as "inferences made by an observer about underlying states of expectancy". As such, beliefs are based on individual experiences with different people, and this could lead to a conflict of beliefs which can serve as an obstacle to communication.

Recently studies have identified that beliefs are antecedents of values (Narasimhan et al. 2010; Bernard et al. 2003). Bain et al. (2006) has provided significant evidence for the role of human nature deriving beliefs within the psychology of values. Additionally, values along with beliefs, personal characteristics and knowledge provide a base for the formation of attitudes (Rokeach 1973; Dickson & Littrell 1996; Dickson 2000).

Rokeach (1973) defines individual values as "enduring beliefs through which a specific mode of conduct (behaviour) or end-state (outcome) is personally preferable to its opposite" (p. 5). Therefore, this presents a relationship between values and beliefs.

Also several scholars state that values are commonly formed by particular beliefs, which are directly related to the worth of an idea or type of behaviour (Milliman et al. 2003).

Values have focused on two main types as defined by several scholars (Fallding 1965; Rokeach 1973; Williams 1979). The first type of value is one the individual places on an object, or outcome. This term is extended to be used in expectancy models of motivation (Vroom 1964). Through the instrumental relationship (honesty, creativity, and decisiveness), these objects or outcomes acquire value with other objects or outcomes. Instrumental values refer to behaviours (e.g., honesty, helpfulness) rather than states of existence.

The second type of value is more likely to describe a person as opposed to an object (Feather 1995). This type of value is extended into two sub-divided types including instrumental and terminal values (Rokeach 1973). Rokeach (1973) also proposes further study of the relationship between instrumental and terminal values. The two types of values mentioned above are often used to identify the value "inherent in an object" and the values "possessed by a person" (see Rokeach 1973). The locus of both types of values is within the individual.

2.5.1.2 Measuring Individual Values

As mentioned above Rokeach (1973) divided values into two broad categories which are terminal values and instrumental values. In the study of culture, individual values can also be assessed by both qualitative and quantitative methods. For instance, one can assess personal values by observation or interview. However, the qualitative study of culture, drawing inferences about an individual's values from their behaviour or interview responses is problematic, because of:

(1) The difficulty of interpreting and quantifying values;

(2) The influence on the assessment of scholars own values; and

(3) A respondent might not be willing to answer fully questions about their values (Rokeach 1973).

Thus, given the problematic nature of the qualitative method, many researchers use quantitative instruments to measure values. Popular measurements include the Value Survey (SVS) (Schwartz, 1992), the Meaning and Value of Work Scale (Kazanas 1978), the Value Survey of Rokeach (RVS) (Rokeach 1973), Values and Life Styles (VALS) (Mitchell's 1983), the Human Value Index (Ronen 1978) and List of Values (LOV) (Kahle's 1983). The values measured by these instruments and each of these approaches show an individual's values as they influence one's beliefs, attitudes, behaviours, and preferences in a wide variety of contexts (e.g. Corfman et al. 1991; Schwartz & Bardi 2001).

The study of Measuring Values Using Best-Worst Scaling by Lee et al. (2007) finds that the List of Value (LOV) scale by Kahle (1983) has greater advantages over the other measures cited above. Kahle's scale is extended from Rokeach's values, but the list is reduced to 9 items, compared with RVS, VALS and SVS, which each have in excess of 20 items. Moreover, the data can be more easily collected due to the small size of the LOV scale by using ratings or rankings data. Although the LOV captures a large part of Rokeach's concept, it is better suited to group comparisons (Novak & MacEvoy 1990; Corfman et al. 1991). The following sections present more details related to the LOV scale and RVS scale.

2.5.1.3   The List of Value scale (LOV)

The List of Value scale (LOV) is based on the theoretical contributions of Maslow (1954), Rokeach (1973) and Feather (1975), and initiated by the work of Veroff et al. (1981). The LOV scale is extended by Lynn Kahle (1983) to address the limitations of the Rokeach Value Survey (RVS) (1973) and to develop a more accurate measurement of personal values. The LOV scale was first tested on 2,264 respondents in America and the results of this research confirmed the reliability and validity of the LOV (Beatty et al. 1985). The instrument is subsequently applied to many contexts and cultures.

The LOV scale has evidence of validity comparable to the RVS, while offering greater parsimony. In addition, the LOV is found to provide a higher percentage of items influencing respondent' lives (Beatty et al. 1985). The LOV provides for ease of

administration and higher rates of completion (Beatty et al. 1985), and is also considered more easily translatable and associated more closely to daily life and consumer behaviour (Novak & Mac Evoy 1990; Watkins & Gnoth 2005).

The nine values include self-respect, being well respected, warm relationships with others, a sense of belonging, fun and enjoyment in life, excitement, self-fulfilment, a sense of accomplishment, and security. These values are derived from the terminal values in the Rokeach list (Rokeach 1973). Only two items are identical to the RVS; "a sense of accomplishment" and "self-respect". The other items provide a combination of dimensions from Rokeach's values, making them more abstract values such as security instead of family security and national security as presented in the Rokeach scale.

Kahle (2000) indicates that the LOV is a widely accepted instrument for cross-cultural and cross national comparisons of values. Other theoretical studies are concerned with the fundamental dimensions of the LOV items, and a number of different dimensions are suggested (Watkins & Gnoth 2005). Kahle (1983) finds theoretical and empirical evidence for internal and external dimensions to the LOV items. Internal dimensions refer to oriented individuals (those who rate fun and enjoyment, self-fulfilment, excitement, a sense of accomplishment and self-respect highly) and want more control over all aspects of their lives. People with external values (sense of belonging, being well respected and have a sense of security) are more inclined to let fate control their lives.

Madrigal and Kahle (1994) reduce the LOV items from nine to four domains by applying factor analysis, and use these four domains of a value system as the basis for segmentation of Scandinavian tourists. The four main domains are called "external" (sense of belonging, being well respected, security), "enjoyment/excitement" (fun and enjoyment in life, excitement), "achievement'" (sense of accomplishment, self-fulfilment) and "egocentrism" (self-respect, warm relationships with others).

Rose and Shoham (2000) find that values are socially constructed and inherently cultural. Therefore, it is essential to understand the cultural context and differences in

value items when using value scales cross-culturally. As such it is apparent that a study of the relationship between culture and commitment should include a measure of values.

2.5.1.4 The Value Survey of Rokeach (RVS)

Rokeach (1973) develops the Value Survey or RVS scale in order to identify the significant relationship between different values within a person. In so doing Rokeach divides values into two classes, which are: (i) terminal values which are concerned with general goals or "end-states of existence" such as freedom equality, self-respect, wisdom, an exciting life, salvation, true friendship, and inner harmony; and (ii) instrumental values which are concerned with means to goals or "modes of conduct" such as being ambitious, broadminded, helpful, honest, loving, obedient, and self-controlled.

Table 2.3: The Value Survey of Rokeach

Terminal Values	Instrumental values
A comfortable life	Ambitious
An exciting life	Broadminded
A sense of accomplishment	Capable
A world of beauty	Cheerfulness
Equality	Clean
Family security	Imaginative
Freedom	Independent
Happiness	Intellectual
Inner harmony	Logical
Pleasure	Responsible
Self-respect	Self-controlled
Social recognition	Courageous
Wisdom	Forgiving
A world of peace	Helpful
Mature love	Honest
National security	Loving
Salvation	Obedient
True friendship	Politeness

Table 2.3 presents 35 variables contained in both classes of values including 18 variables from terminal values and 17 variables from instrumental values. The Values Survey of Rokeach (RVS) was first published in the late 1960s by Rokeach (1968; 1973), and many scholars use this scale in many contexts around the world (Rohan 2000).

The LOV scale is simpler to apply and many studies use this scale to measure values and behaviour including within tourism (Watkins & Gnoth 2005; Mehmetoglu et al. 2010). Moreover, the LOV scale is applied in various national contexts including Japan (Watkins & Gnoth 2005), France (Ladhari 2010), Canada (Ladhari 2010) and the Republic of Croatia (Horvat et al. 2003). However, Rokeach's scale does have more considered depth for the study of values in cultures, and is considered more favourably

for this study. The LOV scale captures only a large part of Rokeach's concept. Furthermore, there are also many contexts and cultural studies that use Rokeach's scale to measure and predict values and behaviour and this is especially so in hospitality and tourism.

2.5.1.5 Outcomes of Individual Values

In addition to the role of organisational level values, both the theoretical and empirical literature indicates that individual values are also related to employee attitudes and behaviour. Values encourage people to present in particular ways (Rokeach 1973; Williams 1979), and it is indicated that values have a direct effect on behaviour. Epstein (1979) and Ronen (1978) view values as an integral part of an individual's personality structure, and argue that one's personal value system is relatively stable and a fundamental component of the individual's psychological makeup, which influences attitude and behaviour.

Previous studies show that individual values impact and influence attitudes and behaviour in a wide variety of situations (Rokeach 1973). There are many studies of the impact of values on behaviour that are identified in several contexts such as shopping, spending, and nutrition (Homer & Kahle 1988), work values in the hospitality industry (White 2005), tourism and hospitality student perceptions of work values (Chen et al. 2000), work values of restaurant managers (Wong & Chung 2003) and individual values and employee satisfaction in the hospitality industry (Tepeci & Farrar 2000).

In diverse situations and contexts, values are used to describe and predict attitudes and behaviours. Values provide a set of abstract behaviour guiding principles (Rose et al. 1994; Williams 1979). Therefore, values are an important issue for the study of organisational behaviour, because an organisation consists of a mix of attitudes, perceptions, personalities and individual behaviour.

2.5.1.6 Individual Values in the hospitality industry

The hospitality industry tends to prefer employees with personal values of empathy, commitment, people orientation and team orientation (Tepeci & Farrar 2000).

Determining the personal characteristics that make employees successful should be of intense interest to hospitality employers and researchers, but little empirical evidence associates personal characteristics with job success for hotel employees. Some studies assess the personality traits of self-monitoring (Samenfink 1994), service-orientation (Dienhart et al. 1992; Groves et al. 1995), and positive and negative mood types (Ross 1995). Sammons (1994) studies organisational citizenship behaviour. There is no study of individual values related to individual human culture in the hospitality sector. Thus, research on the individual values of employees working in hotel businesses seems likely to improve current understanding of individual attitude and behaviour, and the impact of individual human culture in the hospitality industry.

2.5.2 Attitudes

As mentioned above studies in culture directly link several aspects such as values, attitudes, beliefs and experience (Atkinson 1985). Attitudes are defined as a personal opinion and feeling toward any given subject likely to impact on specific behaviour. Eagly and Chaiken (1993) state that attitude is "a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour" (p.1).

There are many thoughts about the similarity between attitudes and beliefs. In fact, an attitude is behaviour toward an object or situation while a belief is a determinant of the attitude (Albarracin et al. 2005). Pajares (1992, p.316) defines belief as "an individual's judgment of the truth or falsity of a proposition, a judgment that can only be inferred from a collective understanding of what human beings say, intend, and do". A belief is any simple proposition, conscious or unconscious, inferred from what a person says or does, capable of being preceded by the phrase "I believe that" (Rokeach 1973, p.113). Belief cannot be measured by others but can be observed through the behaviour of believers.

In the discussion about the relationship between beliefs and attitudes, several scholars have identified beliefs as significant for attitude scaling techniques, such as Thurstone and Likert scales (Thomas 1975). Questions need to be carefully considered as to

whether items are asking about an attitude or a belief. Many researchers characterise beliefs as a "propositional attitude" which is a relational mental state of having some attitude or opinion about a proposition (Kelly 2002). Moreover, it could be suggested that beliefs play a role in the production of behaviour just as attitudes can direct behaviour (Hayden 1988; Armitage 2003). As such attitudes and beliefs both come from culture, but beliefs are grounded attitudes that are more resilient, and more difficult to change, than attitudes. Attitudes whilst also originating from culture are more flexible in their reaction to the environment and new knowledge.

Attitudes are generally conceptualised as having three components: cognitive, affective and behavioural (Baron& Byrne 2002). The cognitive component involves beliefs about the attitude toward an object. The affective component involves our emotional or evaluative reaction to the attitude toward an object. Finally, the behavioural component of an attitude involves our intentions to act on the attitude toward an object.

2.5.2.1 Concept of Attitude

As mentioned above, the antecedents of attitudes labelled as cognitive, affective, and behavioural acknowledge assumptions are made about how attitudes come into being and change (see Eagly & Chaiken 1993; 2007; Fazio 1995; Gawronski 2007). The cognitive aspect of attitudes consists of associations that people establish between an attitude object and various attributes that they ascribe to it (Fishbein & Ajzen 1975). In addition, cognitive indicators of an attitude include verbal expressions of beliefs and thoughts, or non-verbal perceptual reactions (Yeung & Leung 2007). The affective or emotional aspect of attitudes consists of feelings, emotions and physiological responses that may accompany affective experiences (Schimmack & Crites 2005). Affective responses include verbal expressions of feelings towards the attitude object, as well as physiological reactions, facial expressions and other nonverbal indicators of positive and negative feelings (Yeung & Leung 2007). The behavioural aspect of attitudinal responses refers to overt actions toward the attitude object, as well as to intentions to act. The behavioural tendency component of an attitude includes predispositions, intentions, plans, inclinations and commitments to act or behave in certain ways towards the object of the attitude (Yeung & Leung 2007).

Many scholars have studied the relationship between attitudes and individual actions in several contexts. The significance of individual attitudes can affect an individual's predisposition to action (Ajzen 2001). The concept of attitude also relates to important interests in an individual's culture and behaviour (Atkinson 1985). Previous literature states that the development of individual attitudes is related to the formation of a set of individual beliefs about a particular aspect, object or action.

2.5.2.2 The measurement of Attitude

There are a number of possible methods for measuring employee attitudes, such as conducting focus groups, interviewing employees, or carrying out employee surveys. In the research literature, the three extensively validated employee attitude survey measures include Bogarduls (1925; 1933) Social Distance Scale which measures how willing respondents are to associate with members of a particular group. This technique is still widely used in measuring prejudice (Wark & Galliher 2007). The Semantic Differential Technique is also popularly used in several contexts, and was created by psychologist Charles E. Osgood in 1950. The semantic differential measurement technique is a form of rating scale that is designed for measuring attitudes (Snider & Osgood 1969). The Likert scale is also widely used to measure attitude and is more common in more recent studies.

2.5.2.3 Likert scale measurement

The Likert scale was introduced as a scale of attitude measurement in 1932 (Edward 1983). This scale is a bipolar scale running from one extreme through a neutral point to the opposite extreme. The Likert technique subjects are asked to express agreement or disagreement to five response alternatives: Strongly approve, Approve, Undecided, Disapprove, and Strongly disapprove. Each degree of agreement is given as a numerical value from one to five.

A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research (Malhotra et al. 2004; Hasson & Arnetz 2005). Many researchers prefer to use five ordered response levels, although recently empirical study has found that data from 5-level, 7-level and 10-level items show very similar characteristics in terms of mean, variance, skewness and kurtosis after a simple

transformation is applied (Liargovas & Skandalis 2008) The strengths of the Likert scale include that it is simple to construct, likely to produce a highly reliable scale and easy to read, understandable and complete for participants and capable of generating a high level of measurement of data. However, it is considered to be a new approach of Likert scaling to measure personal attitude with a 4- point Likert scale or a 6-point Likert scale (Chang 1993). The 5 and 7 point scales possibly create the opportunity for the respondents to choose the middle choice as a way out of answering, or applying any thought to their answer. An even scale such as a 6 point Likert scale may force the respondent to consider before answering the question, as there is no middle option (Chomeya 2010). Chomeya (2010) identified that the 6-point Likert scale could lead to creating a higher reliability score than a 5-point Likert scale, and the 6-point Likert scale could reduce the risks of false measures of deviation in personal decision making.

In summary, the Likert scale is easy to use, highly reliable, and tested in many contexts. In hospitality research this includes hotel employee and career success (Chung 2000), customer satisfaction with hotel services (Abbasi et al. 2010; Su 2004), and in terms of nationalities China (Cheng et al. 2011), Korea (Chung 2000), Pakistan (Abbasi et al. 2010), Malaysia (Mola & Jusoh 2011), Thailand (Khemthong & Roberts 2006), England (Peters & Buhalis 2004) and Taiwan (Su 2004).

2.5.2.4 The consequences of Attitude research

The study of individual attitudes has a long history that has produced a voluminous body of literature focusing on the attitude-behaviour relationship (Ajzen 2001). There is some evidence from the previous literature to indicate that attitudes are essential for understanding and predicting social behaviour. Furthermore, employees in an organisation could be expected to exhibit attitudes toward various aspects of their jobs such as benefits received, supervision, impediments to their work, or anything that influences positive or negative reactions (Liberman & Chaiken 1996; Tosi & Mero 2003).

For the organisation, attitudes are significant, because attitudes can directly impact on job behaviour. There are three primary attitudes in the workplace: job satisfaction, job

involvement, and organisational commitment. (i) Job satisfaction refers to an individual's attitude towards his or her job in general; (ii) Job involvement measures the degree to which each individual person holds work important for their self-worth; (iii) Organisational commitment refers to the term loyalty and those attitudes demonstrated through behaviours such as productivity, absenteeism and employee turnover.

2.5.2.5 Attitudes in the hospitality industry

In the hospitality industry, the attitudes of employees are increasingly important for organisational success and competitiveness (Saari & Judge 2004). Many researchers have identified the importance of employee attitudes toward several contexts in the hospitality industry.

Saari and Judge (2004) study the relationship between employee attitudes and job satisfaction in the service sector and further research states that culture is a strong predictor of employee attitudes (Saari & Schneide 2001; Saari & Erez 2002; Saari & Judge 2004). Attitudes are also found to predict important financial performance measures, such as market share (e.g., Colihan & Saari 2000; Harter et al. 2002; Saari & Judge 2004).

According to the significance of attitudes such as job satisfaction in the development of better management systems in organisations (Wefald & Downey 2009), Horrigan and Juskiw (2010) identify a new theory of internal branding in order to enhance employee attitudes and behaviours in the hospitality industry (Judson et al. 2006; Punjaisri et al. 2008). They find the effectiveness of the internal branding process leads to improved attitudes, perceptions and behaviour.

Nicolaides (2010) investigates the cultural diversity competency of future hospitality employees in multicultural work environments, and finds a significant role for mentors as well as lecturers on a university campus, as critical to developing the cultural aptitude and attitudes of new hospitality employees.

However, there are no studies concerning individual attitudes related to individual culture and employee commitment in the hospitality industry. Thus, research in this area could assist in developing a better understanding of the relationship between individual attitude, individual culture and employee commitment in the hospitality industry.

2.5.2   Summary of individual human culture

The concept of culture and its influence on employee commitment needs to be clarified in order to explore the relationship between hotel employee commitment and cultural difference. The individual's human culture has a significant influence on employee performance. From the literature an individual's human culture is comprised of individual values and beliefs which in turn influence attitudes and ultimately behaviour. Beliefs carry through as a more rigid set of attitudes, while both attitudes and beliefs together can influence behaviour. Thus, in order to study human culture in the context of employee commitment and the workplace or organisation, three major factors need to be discussed, values, attitudes (beliefs) and behaviour.

Values and beliefs are also related to each other, where beliefs are an important determinant of attitudes. Rokeach (1979, p. 2) describes the relationship between values and beliefs as "values are a type of belief that is centrally located within one's total belief system". Several scholars state that beliefs can inform values. Therefore, values, beliefs and attitudes have a significant relationship to each other. Moreover, individual values impact and influence attitudes and behaviours in a wide variety of situations. Therefore, the three concepts above are significant for this current study in order to clarify human culture in the hospitality industry in regard to employee commitment.

This comprehensive literature review has highlighted the fact that only a few research studies conducted that examine the hospitality sector from a cross cultural perspective, and in particular, in regard to the relationship between individual human culture and employee commitment.

2.6 Summary of Proposed Research

Due to the labour intensive characteristics of the hospitality industry, hospitality businesses try to understand the motivations of their employees (Davidson 2003; Papis 2006), in order to satisfy their employees and improve their performance. Thus, employee commitment could be the important intervening variable between motivations and performance (Silva 2006; He et al. 2011). Hofstede (1993) points out that different people with different backgrounds will cultivate various work values, and these work values will have a critical impact on management operations, performance and outcomes.

Previous research has found the relationship between commitment and culture in several aspects. These include measures of leadership style (Smith & Peterson 1988; Trice & Beyer 1993; Mathieu & Zajac 1990), job satisfaction (Price & Mueller 1981; Bateman & Strasser 1984; Williams & Hazer 1986; Mathieu & Hamel 1989; Mathieu & Zajac 1990) and organisation (Lock & Crawford 1999; Deery 1999; O'Toole 2002; Ojo 2010).

Although, many studies have examined the relationship between culture and the employee, there is no study that has identified the relationship between employee commitment in terms of organisational commitment, career commitment and commitment to customer and individual human culture. This reinforces the significance of the current study. The next chapter (Three) will attempt to derive a conceptual framework of the relationships between culture and employee commitment, as derived from this literature review.

CHAPTER THREE

CONCEPTUAL FRAMEWORK

3.1 Introduction

Chapter Two discusses the literature review for this research study. This chapter discusses the development of the proposed theoretical model to be analysed and the hypotheses to be tested in the thesis. The model is developed based upon the literature review in Chapter Two. The following section (3.2) provides an overview of the proposed model. Section (3.3) discusses the research hypotheses of this research study specifying the concept of human culture and the relationships with human culture influencing the antecedents of employee commitment as drawn from the overall conceptual model, in order to test the fundamental relationships implied from previous research. Section (3.4) discusses the notion of the antecedents of employee commitment and the linkages between antecedents of employee commitment and the three forms of employee commitment (organisational commitment, career commitment and commitment to customer) as described in the literature review. Section (3.5) describes the influence of the three forms of employee commitment on employee behaviour. The next section (3.6) compares the relationship between human culture and employee commitment, and distinguishes the cultural difference between the Thai and Australian perspectives. The final section (3.7) presents a summary of Chapter Three.

3.2 The Proposed Theoretical Model Overview

As discussed in Chapters One and Two, this thesis aims to clarify the relationship between employee commitment and human culture in the hospitality industry. Furthermore, this thesis investigates the difference in the relationship between human culture and employee commitment by comparing between the East and West (represented by Thailand and Australia) perspectives. The first stage is to investigate the linkages between human culture and the antecedents of employee commitment. Secondly, the proposed model clarifies the relationship between antecedents of employee commitment and the three different forms of commitment (organisational commitment, career commitment and commitment to customer). This addresses a gap

in the literature by providing a more complete model in the context of human cultural influence on commitment. This more clearly draws out the consequences of employee commitment in the hospitality industry that can in turn impact upon host-guest contact performance. Finally, one of the main purposes of this study is to compare the cultural difference in commitment between the great cultural divide of eastern and western cultures, with Thailand and Australia as the examples. Therefore, this thesis seeks to contribute to the existing literature by investigating human culture as a significant component influencing the antecedents of employee commitment, and by example the cultural differences between the Eastern and Western perspectives.

Based on the literature review (Chapter Two) the present research is theoretically summarised in Figure 3.1 below to explain the relationships between culture and commitment proposed by the antecedents found in the current literature. The main hypotheses to be tested are outlined, following a discussion of the conceptual framework. Hypothesis One reflects the influence of human culture constructs - cultural value and human cultural attitude on the antecedents of employee commitment. Hypotheses Two reflects the influence of employee commitment antecedents on the three different forms of employee commitment (organisational commitment, career commitment, employee commitment to customer). Then, Hypotheses Three reflects on the theoretical influence of employee commitment on employee behaviour. Finally, Hypothesis Four tests for cultural difference between in the Thailand and Australian contexts.

In order to provide a more complete understanding of the relationship between these hypotheses, Figure 3.1 explains the links between the dimensions of human culture as they influence the antecedents of employee commitment. Moreover, these reflect on employee commitment in its three forms (organisational commitment, career commitment and commitment to customer) as commitment influences employee behaviour in the organisation.

Figure 3.1: Conceptual Framework

HUMAN CULTURE	ANTECEDENTS OF COMMITMENT	EMPLOYEE COMMITMENT	EMPLOYEE BEHAVIOUR
• Values • Beliefs • Attitudes • Perceptions	• Job Characteristic • Work Experience • Job Autonomy • Job competence • Organisation Structure • Organisation Investment • Resource Adequacy • Job Stress • Job Routinisation • Supervisory Support • Co-Worker Support	**Organisational Commitment** **Career Commitment** **Commitment to Customer**	• Performance Level • Skill Level • Intention to Leave • Positive Service Delivery • Organisational Citizenship • Organisational Loyalty • Quality Level

3.3 Human Culture

Previous studies have identified several strategies that provide strength in organisations. In the service context, the employee is a key factor that has a strong influence on the success of an organisation. As discussed in Chapter Two (section 2.5), human culture is a significant factor that has a positive impact on the individual's perception and behaviour as an employee. Human culture can help to strengthen and improve employee attitudes and performance, and therefore, positively influence other relational outcomes such as commitment (Clugston et al. 2000; North & Horth 2002; Cohen 2007). In other words, human culture is determined here to reflect upon individual attitude and behaviours. Thus, in order to relate employee commitment and employee behaviour for the purpose of this study , the proposed theoretical model, including the dimensions of human – cultural values and human attitudes are assumed, based on the literature, to positively relate to the antecedents of employee commitment (see Figure 3.1). The proposed model presents human culture as a foundation construct. In the following section the effect of human culture on the antecedents of employee commitment are discussed.

3.3.1 Human Culture and Attitudes to antecedents of Commitment

Chong (2008) identified that human culture has a strong influence on an individual's perception and behaviour towards a job. Human culture becomes an important factor that has a strong effect on the employee's individual behaviour and attitudes. In an organisation, differences between employees can often derive from their different cultural backgrounds, and these differences lead to both positive and negative outcomes (Adler 2002). Thus, human culture is a significant factor that influences the personal behaviour of employees in organisations (see Section 2.5). Employee commitment scholars link dimensions of human culture with other relational outcomes in their conceptual frameworks (Steers 1977; Mathieu & Zajac 1990; Peccei & Rosenthal 1997; 2001; Rhoades et al. 2001; Demerouti et al. 2001).

Several studies have found positive linkages between the proposed dimensions of human culture used in this study and attitudes to antecedents of employee commitment (Steers 1977; Peccei & Rosenthal 1997; George and Jones 1997; Rhoades et al. 2001;

Rowlinson 2001; Datta & Ray Chaudhuri 2008). Therefore, it is possible to hypothesise that there is a positive relationship between the construct of human culture - cultural values and attitudes to the antecedents of employee commitment.

Personal characteristics refer to an individual's psychological and physiological phenomena and background such as age, tenure, gender, family status and education level that they bring to their work environment, and which can influence the nature of their work (Angle & Perry 1981; Steers 1977; Colarelli & Bishop 1990; Thornhill et al. 1996; Goulet & Singh 2002; Meyer et al. 2002). Personality is a unique personal characteristic that arguably can predict future behaviour from past behaviour (McCrae & Costa, 1986). Therefore, personal characteristics are the unique combination of psychological attributes that can affect how an individual interacts with others, and they originate from the individual.

Work experience relates to the beliefs, thoughts and feelings of people, toward their work in general and their organisation in particular, as they experience their current employment. Work experience variables can be a strong socialising force on employees that result in the formation of 'psychological attachment' to an organisation (Steers 1977, p.48). Work experience divides into two main categories including physical (job security, working condition, salary) and motivational factors (recognition, advancement, achievement) (Herzberg 1968). Work experience also derives directly from the individual.

Job competence refers to "the extent to which individuals perceive that they have the necessary training, skills and competence to do their job well and cope with any unexpected problems in their work" (Peccei & Rosenthal 1997 p.72). Additionally, job competence can improve individual performance and increase employees' ability to provide greater quality of service, and again this derives from the individual.

Job autonomy refers to allowing employees to have the power to act directly in their environment and workplace. Job autonomy is defined to be employees having the power to act directly, to make decisions, and to take control of work on their own

initiative (Swanepoel et al.1998). This measure derives from the employer and the individual will react to having or not having job autonomy.

Several studies have examined the relationships between individual employees based on personal characteristics. Allport (1961) found that personality characteristics determine an individual's adaptation to the external environment, and define the unique patterns of ideas and behaviours that can directly impact upon employee behaviour. Additionally, personal characteristics are found to predict individual behaviour performance (Wiggins 1996). Moreover, personality characteristics affect the tendency of an individual to identify with an organisation, such as individual motivation to achieve, values and ideas, and gender roles. Therefore, as mentioned earlier, personality characteristics have a positive relationship with the individual dimension of human culture. George and Jones (1997) propose the VAM model of work experience that consists of the three most significant dimensions of work experience including work values, attitudes, and moods. This model describes how people experience work, and the psychological processes through which they define and structure their circumstances, and give meaning to them. From this model, attitude is a key aspect of work experience; moreover, attitudes have received extensive research attention in the organisational literature.

Peccei and Rosenthal (1997) identify that a strong sense of job competence can have a positive impact on individual confidence and the ability to provide a high quality of service to customers. Moreover, job competence also has an influence on employee behaviour such as employee job satisfaction (Hackman & Oldman 1976; Singh 1998). Therefore, there is a relationship between job competence and the dimension of human culture that is individual. Dworkin (1988 p.11) describes the concept of autonomy as an individual's "ability to choose whether to think in a certain way in so far as thinking is acting: in their freedom from obligation within a certain sphere of life; and in their moral individuality". Consequently, job autonomy refers to the degree of discretion employees have over important decisions in their work, such as the timing and methods of their tasks. In the concept of autonomy, a link is identified between autonomy and the dimension of human culture-individual. Therefore, it is hypothesised that personal characteristics are directly related to human culture in organisations.

Jackson et al. (1982, p.81) define structure "as the relatively enduring allocation of work roles and administrative mechanisms that creates a pattern of interrelated work activities and allows the organisation to conduct, coordinate, and control its work activities". Organisational structure and the relationship between it and individuals are part of organisation. Moreover, organisational structure can lead to achieving optimal organisational goals and strategies, and is defined as one of the organisational components (Robbins 2000). In most cases, organisational structure derives from the employer and subsequently is re-acted to by the individual.

Investment refers to work-related investments such as job skills, status, pension plans and non-work related investments such as personal relationship disruption (Becker 1960; Meyer et al. 1990). Investments allow the organisation to increase the level of competitive advantage – by providing continuous training for employees to develop current skills, improve abilities, and gain new performance levels, which they can then adapt in the work situation and, in turn, perform effectively in an organisation (London 1989). Investments mean equipping employees with new knowledge and competence. Additionally, the notion of investment refers to organised learning experiences to enhance performance and personal growth by employers that falls under human resource development (Nadler & Nadler 1989). This antecedent also originates with the employer and is re-acted to, by the individual.

There are some studies investigating the relationship between organisational antecedents and human culture (Rothwell & Kazanas 1989; Noe & Ford 1992). Oldham and Hackman (1981) identify that organisational structure and the relationship between individuals is part of an organisation. Several studies find a positive influence of culture on organisational structure (Rowlinson 2001; Datta & Ray Chaudhuri 2008) Cultural continuity is taken into account when applying any organisation model of organisational structure. In addition, Noe and Ford (1992) study the impact of perceptual information such as supportiveness of the organisational climate for personal/developmental skills and technical skill upgrading, and as a result, they find a positive relationship between work attitudes and behaviour. Additionally, investment means providing employees with new knowledge and extra skills, so employees will be ready for their job requirements as an individual (Rothwell & Kazanas 1989).

Therefore, as mentioned above, it is hypothesised that the dimensions of human culture-individual have a positive relationship with organisation antecedents of employee commitment.

Resource adequacy is defined as the extent to which the work situation fully utilises employee abilities and motivations to accomplish work related goals (Villanova & Roman 1993; Bacharach & Bamberger 1995). Resource adequacy refers to the extent to which an individual employee feels that their department is sufficiently well staffed to enable them to do their job well (Peccei & Rosenthal 1997). This antecedent originates with the employer, and is re-acted to by the individual.

Job routinisation refers to the degree to which the work task is perceived, by the individual employee, to be repetitive. To avoid monotonous jobs the employees' routine is influenced by motivations to perform well, while a challenging job enhances motivation itself (Kreitner et al. 1999). Routinisation also originates with the employer, and is re-acted to by the individual.

Job stress is defined as "the interaction between the individuals and the sources of demand within their work environment" (Long 1995 p.2). Stress has an impact on an employees' personal life; it may improve the efficiency of the individual or negatively impact on personal health, attitude and performance. Moreover, stress is considered to impact either positively or negatively upon the performance of employees in organisations. Additionally, stressors concern several issues such as conflicts with the behaviour of supervisors, conflicts with workloads, conflicts with co-workers and conflicts with policies of management (Spector 2002). Stress tends to derive from the individual themselves as part of their human culture.

As mentioned above, dimensions of human culture including individual stress have a strong influence on adequacy antecedents of employee commitment. The supervisor has a key role in an organisation to provide information and feedback to employees. Employees receiving support from their supervisor are seen to be receiving organisational support (Susskind et al. 2003). Employees personify the organisation through their consideration of unfavourable or favourable treatment from the

organisation (Rhoades et al. 2001). Employees who receive favourable treatment will increase their favourable attitudes to the organisation and their level of commitment and performance (Rhoades et al. 2001). Susskind et al. (2003) also points out that a high level of supervisor support results in an increasing level of customer orientation. The employer generates the supervisor support to which the individual reacts.

Co-worker support refers to co-worker help through sharing knowledge and expertise, and by providing encouragement and support (Zhou & George 2001). The communication between co-workers and their support of each other in an organisation can increase positive connections to the organisation. Employees who receive support from co-workers will lead to reduced conflicts with other employees, and decreased feelings of vulnerability. The individual drives co-worker support directly from their cultural background.

Co-worker support has an influence on individual attitudes to satisfaction, stress and the intention to leave. Therefore, social support antecedents are found to relate to human culture as influenced by human cultural and individual.

In summary, as mentioned above there is an hypothesised relationship between the dimensions of human culture and the antecedents of commitment (Figure 3.1). It is hypothesised that dimensions of human culture have a positive influence on the antecedents of commitment that in turn influence employee commitment. Therefore, this proposed theoretical model focuses on the relationship of human culture on antecedents of employee commitment to derive the following general hypothesis:

H1: Human cultural attitudes will positively influence the antecedents of employee commitment.

Null H1: Human cultural attitudes will not positively influence the antecedents of employee commitment.

3.4   Antecedents of Employee Commitment

Many researchers have studied the concept of employee commitment in several contexts, and in doing so they have identified the antecedents that lead to changes in the level of employee commitment.   These antecedents of employee commitment are significant aspects of employee commitment development.   This study proposes to investigate this relationship between employee commitment antecedents and the three forms of employee commitment as defined in the literature review (and conceptualised in Figure 3.1), through the development of hypotheses proposed in the following section.

3.4.1   Antecedents of Commitment and the Three Forms of Employee Commitment

Many researchers relate employee commitment antecedents to the development of employee commitment: Steers 1977; Angle & Perry 1981; Fried & Ferris 1987; Mowday et al. 1982; Singh 1989; Mathieu & Zajac 1990; Colarelli & Bishop 1990; Snell& Dean 1992; MacDuffie 1995; Thornhill et al. 1996; Youndt et al. 1996; Peccei & Rosenthal 1997; 2001; Goulet & Singh 2002; Meyer et al. 2002. Some authors, as discussed below, have linked antecedents as key factors leading to increased levels of employee commitment. The linkage between the antecedent dimensions and the three forms of employee commitment are discussed in the next section.

Previous studies have identified the value of personal characteristics in several terms. Individuals with a positive evaluation of an organisation and psychological involvement can develop loyalty to an organisation (Buchanan 1974). Employees who have a strong confidence in their abilities and achievement levels are more likely to have a greater level of affective commitment (Steers 1977; Mathieu & Zajac 1990). Most studies find a direct effect of employee personality on organisational commitment, organisational service climate, job satisfaction (Spector, 1982) and career commitment (Steers 1977; Angle & Perry 1981; Colarelli & Bishop 1990; Thornhill et al. 1996; Goulet & Singh 2002; Meyer et al. 2002).

Work experience variables can be a strong socialising force on employees that will result in the formation of "psychological attachment" to an organisation (Steers 1977, p.48). Mowday et al. (1982) find a relationship between work experience and organisational commitment. The correlations between work experience and commitment may influence employees' attempts to reconstruct their perceptions of work experiences to be consistent with their attitudes towards several items, such as organisation and career.

Several studies have noted the influence of job competence on increasing individual confidence levels and ability, to provide high quality service to customers (Peccei & Rosenthal 1997), job satisfaction (Hackman & Oldman 1976; Singh 1998) and enhanced organisational commitment (Singh 1998). Moreover, job competence can improve individual performance levels and increase the ability to provide a greater service quality.

Job autonomy is a significant measurement that contributes to job satisfaction, in turn to increased levels of employee motivation and commitment to an organisation (Hackman & Oldman 1980; Parker & Wall 1998). The relationship between autonomy, job satisfaction and commitment is supported by several scholars such as Singh (1989), Fried and Ferris (1987), and Brown and Peterson (1993). A high degree of autonomy will support organisational commitment, increase job satisfaction and improve performance outcomes.

Meyer and Allen (1991) find a relationship between organisation structure and affective commitment that occurs through decentralisation. However, there is still some debate stating there is less evidence to confirm the significance of the relationship between organisational structure and commitment (Matieu & Zajac 1990).

As noted earlier, investments are accumulated over time; while age and tenure are identified as having an association with organisational commitment. Organisational commitment can develop through organisational investments such as skill training that influences the relationship between employees and an organisation and creates a need

for reciprocation on the part of an employee (Meyer & Allen 1997). Given the norm of reciprocity, employees may feel an obligation to their organisation to try to rectify the imbalance (Meyer & Allen 1991). Investments represent a high-commitment strategy that can affect employee commitment and motivation (Snell& Dean 1992; MacDuffie 1995; Youndt et al. 1996; Peccei & Rosenthal 1997; 2001). Moreover, several studies have found that perceived investment relates to individual attitudinal and behavioural outcomes (Naumann 1993; Tsui et al. 1997; Singh 1998).

Resource adequacy refers to the extent to which the individual employee feels that their department is sufficiently well staffed to enable them to do their job well (Peccei & Rosenthal 1997). Demerouti et al. (2001) also find that employees will experience disengagement when job resources are lacking.

Lower levels of staffing will lead to increasingly higher workloads for individual employees. Moreover, it also follows that employees will be less able to reach their goals, and stress will increase that negatively relates to job satisfaction, organisational commitment and performance (Demerouti et al. 2001). When job resources are inadequate, it could lead employees to do more or less to compensate for them (Martínez-Tur et al. 2005). Therefore, a lack of job resources has a direct impact on employee task completion and may lower the level of performance to be lower than the maximum potential (Martínez-Tur et al. 2005).

A high level of pressure can create a high level of stress including employee work overload, and negative uncertain feelings (Netemeyer et al. 1995). Stress can produce harmful physiological outcomes and negatively relates to job satisfaction, organisational commitment, and performance (Demerouti et al. 2001). Additionally, job stress directly affects employees' lives including job relationships, work overload, work security, possessions, and communications (Netemeyer et al. 1995; Bashir & Ramay 2010). Job routinisation has a direct influence on the satisfaction of employees. Repetitive jobs lead to the enhancement of job dissatisfaction, poor mental health and stunted personal growth (Melamed et al. 1995). Moreover, it could lead to an increasing number of employees deciding to leave their organisations. Consequently, job routinisation and job stress is expected to produce harmful physiological outcomes and be negatively

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related to job satisfaction, organisational commitment and performance (Demerouti et al. 2001), whereas resource adequacy has a positive effect on commitment to customers (Peccei & Rosenthal 1997; 2001).

Socialisation at work is a significant element in maintaining and developing career commitment (Wallace 1995). Supervisory support refers to the relationship between employees and employers as a dynamic, one with employees monitoring and responding to changes in an organisation's apparent commitment. Employees who receive favourable treatment will increase their level of commitment and performance (Rhoades et al. 2001). In addition, supervisory support is found to reduce the role of stress and to increase job satisfaction (Darden et al. 1989; Grifftin et al. 2001). Ogilvie (1986) confirmed that supervisors' actions have a direct influence on employee commitment, especially supervisory support that has a positive effect on organisational commitment (Hutchison 1997).

The communication between co-workers and support of each other in the organisation can increase a positive impact on maintaining career connection in the organisation. Receiving support from co-workers and supervisors helps to reduce vulnerability. Additionally, Co-worker support has an influence on individual attitude to satisfaction, stress and the intention to leave. The role of co-worker support has a positive influence on a high level of employee commitment in an organisation. Bateman (2009) identifies that co-worker support has a positive effect in the workplace. Job satisfaction is found to result from co-worker support that can lead to affecting work stress (Albar-Marin & Garcia-Ramirez 2005).

According to previous studies in antecedents of commitment, there are many studies supporting the relationship between antecedents of commitment and employee commitment. The literature above identifies antecedents as a significant factor influencing employee commitment to an organisation. Therefore, the following general hypotheses are proposed:

H2: Antecedents of commitment will positively influence employee commitment.

Null H2: Antecedents of commitment will not positively influence employee commitment.

3.5 Employee Commitment

For over a decade, research on commitment has been of interest to many scholars (Mowday et al. 1982). Moreover, commitment is linked to employee behaviour such as turnover, quality of work, job performance and loyalty (Somers & Birnbuam 1998).

This study proposes to identify the impact of the three forms of commitment on employee behaviour in the organisation. The results of this study are expected to provide a greater understanding of how the three forms of commitment influence employee behaviour. Thus, the proposed model (see Figure 3.1) investigates the effect of employee commitment -organisational commitment, career commitment and commitment to customer, on employee behaviour.

3.5.1 Employee Commitment and Employee Behaviour

There are several studies that investigate the consequences of employee commitment on employee behaviour, including levels of performance, quality of employee service, and employee loyalty. Many scholars state that high levels of employee commitment have a strong impact on positive employee behaviour (Whitener 2001; Cooper et al. 2006; Conway & Monk 2009; Khan et al. 2010). Chapter Two noted several consequences of commitment in terms of organisational commitment, career commitment and employee commitment to customers. Most of the consequences have influences on employee behaviour in organisations related to individuality of employees and organisation. Thus, from previous studies, it is stated that employee commitment is more likely to provide positive employee behaviour in an organisation (refer to Figure 3.1).

Previous studies of employee commitment in several contexts have found employee behaviour is related to both personal characteristics of employees and the organisation, including intention to leave the organisation, employee performance, service quality,

skill development, positive service delivery, organisational loyalty and organisational citizenship behaviour.

Several studies find that increased organisational commitment leads to a reduced rate of employee's intentions to leave the organisation (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003). As such, employees who are strongly committed to the organisation are less likely to leave (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003). In addition, it is found that career commitment has a negative correlation with turnover intention (Bedeian et al. 1991; Gardner 1992; Aryee & Tan 1992). This refers to increasing employee career commitment, thereby reducing the likelihood of employee turnover.

Employee performance: Previous studies have found a relationship between organisational commitment and employee performance (Chen et al 2002). Employee performance has a strong relationship with employee behaviour in an organisation. As mentioned above, organisational commitment is related to employee performance. Thus, employee commitment to an organisation can be beneficial to customer satisfaction in two ways. Firstly, employees feel committed to deliver high service quality to customers on behalf of organisations (Boshoff & Tait 1996; Malhotra & Mukherjee 2004; He et al. 2011) and secondly, employees are satisfied with their work, and this feeling of satisfaction transmits to the customer (Ulrich & Dale 1991; He et al. 2011). Additionally, in studies of employee commitment to customer, it is found that there is a positive impact on employee performance for the organisation (Peccei & Rosenthal 1997; 2001; Vandenberghe et al. 2007).

Skill development: Skill development of employees increases through career commitment. Previous studies have found that career commitment has a direct influence on skill development in organisations (Aryee & Tan 1992; Aryee et al. 1994). Employees who commit to their career will regularly develop their skills.

Positive service delivery: Positive service delivery is developed through employee commitment. Brady and Cronin (2001) conclude that employee commitment has the

capacity to increase the intention of employees to engage in positive attitudes and behaviour. Moreover, positive attitudes and behaviour by employees are defined as significant elements in service encounters between employees and customers (Hartline et al., 2000). Therefore, employee commitment could lead to an increased level of performance by employees in an organisation.

Service Quality: Employee commitment has a positive influence on employee performance in the delivery of a greater quality of service to customers. Increasing levels of service quality may result from a high level of employee commitment to customers (Peccei & Rosenthal 1997; 2001; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004; Vanderberghe et al. 2007).

Organisational citizenship behaviour: there is some evidence to confirm that employees with a high level of career commitment are likely to exhibit a higher level of altruism, leading to greater organisational citizenship behaviour (Carson & Carson 1998; Somech & Bogler 2002).

Organisational loyalty: There is evidence from previous literature identifying that employee commitment has a relationship with employee's loyalty towards an organisation (Muthuveloo & Che Rose 2005; Zain et al. 2009; Sharma 2010). Employee loyalty to the organisation is an effective response to, and identification with, an organisation based on a sense of duty and responsibility by the employee. Organisational loyalty is a significant intervening variable that may influence the structural conditions of work, values, expectations of employees and their decision to stay in an organisation. Moreover, loyalty to organisation has a positive impact on employee tenure (Cook 1997; Cacioppe 2000; Saros & Santora 2001).

Previous studies have found several consequences of employee commitment that directly relate to employee behaviour. In this thesis, employee commitment is hypothesised to impact on employee organisational behaviour. The proposed model (Figure 3.1) includes three forms of employee commitment that have a strong impact on employee behaviour and the following general hypotheses are proposed:

H3: Employee Commitment will positively affect aspects of employee behaviour.

Null H3: Employee Commitment will not positively affect aspects of employee behaviour.

3.6 Cultural Difference

Cultural difference can reflect an increase in the level of cultural conflict that relates to life style, individual behaviour, expectations, value system, traditions, safety and moral conduct (Wei et al. 1989). In the hospitality environment, understanding cultural difference as related to employee commitment is becoming increasingly important, and a contentious issue in the employment of staff from different cultures. Hotel employees have an important responsibility to provide a product/service to customers. Additionally, several scholars also indicate that the employee is a key factor leading to the growth of businesses (Aggett 2007). Some research studies related to this issue focus on cultural differences in host-guest interactions by Reisinger and Turner (1998; 1999; 2002; 2003) and employees and culture Kim et al. (2009) and Cohen (2007).

Previously only a handful of studies directly examine the relationship between human culture and employee commitment in examining different cultural populations. Clugston et al. (2000) study the influence of individual level culture on employee commitment to an organisation, their supervisor and their workgroup and they conclude that individual culture has a positive influence on commitment. Moreover, they also define individual level culture as an antecedent of organisational commitment. North and Hort (2002) study the cross-cultural influences on employee commitment in the hotel Industry. The study finds that Malaysian and Thai employees have a strong relationship with co-workers, customers and their supervisors. On the other hand, Australian employees are found to be different from the two Asian countries, as Australian workers are seen to be more individual.

Therefore, for the purpose of this thesis, it is important to clarify cultural difference in the relationship between human culture and hotel employee commitment via a comparison of populations from different cultures. The proposed model (Figure 3.1)

provides the conceptual framework with which to investigate the association between human culture and employee commitment. In order to apply the framework in a cross-cultural population setting, this study compares the relationship between human culture and commitment in samples drawn from Thailand and Australia as representative of Western and Eastern perspectives. Each sample will be separately analysed to test the hypotheses. Consequently, the following general hypothesis is proposed:

H4: There is a significant difference between the overall hypothesised results for Hypotheses 1 to 3 between the Thai and Australian hotel employee samples.

Null H4: There is no significant difference between the overall hypothesised results for Hypotheses 1 to 3 between the Thai and Australian hotel employee samples.

3.7 Summary

As discussed above, the aim of this study is to examine the proposed model detailing the specific relationship between human culture and employee commitment in the hospitality industry, and to investigate cultural differences between Thailand and Australia. To achieve this objective, the proposed model examines the influence of human culture – individual, values, beliefs and attitudes on the antecedent of employee commitment – personal, organisation, autonomy, adequacy and social support. Several general hypotheses (H1 to H4) are formulated to reflect the impact of human culture on the antecedents of employee commitment, the relationship between the antecedents and the relationship between commitment and behaviour as theorised in the conceptual framework (Figure 3.1).

Finally, this thesis applies a cross-cultural study between Thailand and Australia to investigate the relationship between human culture and employee commitment, and clarify the cultural difference between both cultural perspectives.

Chapter Four describes the research methodology adopted to test the underlying hypotheses. This includes an overview of the methodology used in this study, measurement development, data collection tools, sampling design, location sampling,

data collection procedures, analytic techniques and issues related to reliability and validity.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses the methodology used to address the research questions in Chapter One and examines the theoretical model established in Chapter Three. The Chapter is divided into nine sections. The following section (4.2) presents an overview of the methodology used in the thesis. Section 4.3 discusses and develops the scale items used to determine constructs forming the proposed conceptual model from Chapter Three (Figure 3.1). Section 4.4 describes the instruments used to collect the data in this thesis. Section 4.5 discusses the pre-test phase prior to the final survey of the study, and the following section (4.6) includes the final sampling frame, and procedures used to collect the data including the final sampling detail for the two countries. Section 4.7 outlines the data analysis methods used, including descriptive statistics, Mann Whitney U test, Principal Component Analysis and Structural Equation Modelling. Section (4.8) describes ethical considerations as a significant factor related to this research study. Finally, section 4.9 provides a summary of Chapter four.

4.2 Methodological Overview

An overview of the methods used in this thesis is provided in this section in order to clarify the research questions from Chapter One, and to analyse the hypotheses proposed in Chapter Three. Figure 4.1 (below) provides an overview of the research methodology.

Quantitative method was used in this study, because the assumption behind the positivist paradigm is that there is an objective truth existing in the world that can be measured and explained scientifically. The main concerns of the quantitative paradigm are that measurement is reliable, valid, and generalizable in its clear prediction of cause and effect (Cassell & Symon, 1994).

Quantitative research is based upon formulating the research hypotheses and verifying them empirically on a specific set of data (Frankfort-Nachmias & Nachmias, 1992), which is appropriate for this current study and consistent with the literature as discussed earlier. There are several strengths of quantitative method including (i) quantitative method state the research problem in very specific and set terms (Frankfort-Nachmias & Nachmias, 1992), (ii) this method clearly and precisely specifies both the independent and the dependent variables under investigation, (iii) the method achieves high levels of reliability of gathered data due to controlled observations, laboratory experiments, mass surveys, or other form of research manipulations (Balsley, 1970), and (iv) they eliminate or minimize subjectivity of judgment (Kealey & Protheroe, 1996). Consequently, quantitative method is appropriate for this study.

It would also be possible in the survey to include non-quantitative or open-ended questions. Although subjective in interpretation such responses can highlight deficiencies in the range of questions asked in a quantitative survey. In order to avoid this problem an extensive examination of previous research was undertaken, and is described below, so that the questions used are all encompassing and the product of previous research taken from a wide range of literature.

A quantitative survey methodology using self-administered questionnaires is used to collect survey data from hotel employees, in order to examine the constructs proposed in the theoretical model. These constructs are human culture, attitudes to antecedents of commitment, employee commitment, organisational commitment, career commitment and commitment to customer and employee behaviour. The constructs are formalised using multi-item measurements on a 6-point Likert scale (refer to Appendix E). All the items used to measure the constructs are adopted from studies in the relevant literature (described below in section 4.4) and previously tested.

The one part comprises some initial demographic questions, and the other four parts comprise the constructs (as described in Figure 3.1). However, in the survey instrument in appendix E, the sections are not identified. It has been decided that labelling the sections on the survey could influence the respondent's responses as they would then be aware of the focus of the questions. This approach was taken to avoid research bias that could otherwise occur. The questionnaire is administered in both English-speaking and

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Non-English speaking environments requiring translation into Thai using a strategy of translation and back translation, as recommended by cross-cultural methodological scholars (Malhotra et al 1996; 2004; Temple 1997). Translation and back translation is a significant process to confirm that the wording of the questionnaires (in both languages) is comparable and clearly understandable, and consequently equivalent instruments.

A pre-test is conducted prior to collecting data in a final survey to adjust questions where problems of interpretation, meaning, ambiguity or other issues may have arisen. A pre-test is a significant issue to identify such problems in the instrument, and is more likely to determine the face validity of the measures before launching the final survey. The pre-test is discussed in detail in section 4.6.

After pre-testing procedures, the final survey is launched. Employees working in four and five star hotels in Hua Hin, Thailand and Melbourne, Australia are chosen to complete survey questionnaires. As a result 15 hotels located in Hua Hin, Thailand participated in this study, and 12 hotels located in Melbourne, Australia. In total 646 questionnaires are fully completed by hotel employees. The criteria for choosing respondents is based upon a stratified sample to select equal numbers of employees working in different departments including House Keeping, Administration, Food and Beverage, Concierge and Service departments and at least 30% of the overall number of employees in each hotel, and roughly equally divided between Thailand (342) and Australia (304).

In order to analyse the data, two statistical techniques are used. First, the statistical Package for the Social Sciences (SPSS) is used to conduct a Mann Whitney U test to compare the two independent group means between Thailand and Australia, and also to provide the preliminary descriptive statistics including percentages, frequencies, means, and standard deviations. Second, Principal Component Analysis (PCA) is used to reduce the sample variable structure and provide a measure of construct dimensionality in the form of a new set of summary variables that describe human culture, attitude to antecedents of commitment, employee commitment, and employee behaviour separately

in both samples (Thai and Australian). Third, Structural Equation Modelling (SEM) is used via SPSS linked AMOS software to define the causal relationship between dimensions derived in the PCA, in order to test the hypotheses developed in Chapter Three. The following Figure 4.1 provides an overview of the methodology used in this study:

Figure 4.1: Overview of Methodology

Domain of Constructs	**Proposed model from conceptualisation developed based on literature (Chapter2)**
Scale development	**Items based on previous tested scales from literature (See Section 4.4)**
Design Questionnaire	**Questionnaire divided into four parts (See Section 4.5)**
Pre-Test	**To scale the validity of the instrument (See Section 4.6)**
Data collection	**To collect data in sampling locations (See Section 4.7)**
Mann Whitney U Test Analysis	**To compare between Thai and Australian samples as a means test analysis (See section 4.8.2)**
Principal Component Analysis	**To reduce the variable complexity and derive dimensionality (See Section 4.8.3)**
Test Structural Model	**To test the hypotheses derived (See Section 4.8.4)**

4.3 Scale Development

This section describes the selection of scale items that are chosen to measure the constructs in this thesis. These are human culture, attitude to antecedents of commitment, employee commitment (organisational commitment, career commitment and employee commitment to customer) and employee behaviour.

In order to choose the appropriate items that measure these constructs, further consideration is given to the literature. Thus, the items chosen for this study are chosen from previous literature surveys that relate to employee commitment and the analysis of employee behaviour. Moreover, the purpose of the survey is to provide measurement items that describe the content of each construct in this research (refer to Figure 3.1), and to examine the extent and importance of each construct in such a way that a multi-dimensional picture of each construct can be derived by the use of PCA. As Churchill (1979 p.68) states "the researcher probably would want to include items with slightly different shades of meaning because the original list will be refined to produce the final measure". Finally, validity and reliability is also measured to ensure that the survey instrument is acceptable before launching a questionnaire collection process.

In total of 103 scale items excluding the demographic questions are used to measure the constructs in this thesis. The following Table 4.1 presents a summary of the number and source of the items used to test each construct.

Table 4.1: Total of Scale Items Used in this Thesis

Constructs	Number of items	Sources
Human culture		
Values	35 items	Rokeach; Kahle (1983)
Antecedents of Commitment	29 items	
Personal characteristic	4 items	Liao and Chuang (2004); Miron et al. (2003) Morgeson et al. (2005)
Job autonomy	3 items	Warr (1990)
Job competence	2 items	Cunningham and Rivera (2001)
Organisational structure	3 items	Lee and Bruvold (2003)
Organisational investment	3 items	Rousseau and Aube (2010)
Job adequacy	3 items	Fakunmoju et al. (2010)
Job stress	3 items	Verplank and O'Rell (2003)
Job routinisation	3 items	Scandura and Graen (1984);
Supervisor support	3 items	Wang et al. (2010)
Co-worker support	2 items	Cheng et al. (2003); Ducharme and Martin (2000)
Employee commitment	16 items	
Organisational Commitment	7 items	Allen and Meyer (1990)
Career Commitment	5 items	Meyer et al. (1993)
Commitment to Customer	4 items	Vandenberghe et al. (2007)
Employee behaviour	23 items	
Performance level	3 items	Williams and Anderson (1991); Caillier (2010); Liao and Chuang (2004)
Skill level	2 items	Chan and Coleman (2008)
Intention to leave	2 items	Lee and Bruvold (2003); Kim et al. (2005) Kagaari et al. (2010)
Positive service delivery	1 items	Walz and Niehoff (2000); Ma and Qu (2011);
Organisational citizenship	9 items	Cho and Johanson (2008)
Service quality level	6 items	Boshoff and Mels (1995); Mukherjee and Malhotra (2006).
Overall	**103 items**	

The measurement scale selected is a 6-point Likert scale, ranging from 1 (Totally Unimportant) to 6 (Totally Important), with the exception of attitudes to antecedents of commitment which range from 1 (Totally Disagree) to 6 (Totally Agree). A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research (Malhotra 2004; Hasson & Arnetz 2005). Moreover, the Likert scale is easy to use, simple to administer, highly reliable, and is tested in many contexts (McCelland 1994; Frazer & Lawley 2000; Zikmund 2003). From previous studies it is argued that the six-point Likert scale reduces the chance respondents will answer without considering the items of measurement, because respondents cannot choose a moderate value or middle point in this length of rating scale (Chang 1993).

In order to measure each construct, multiple items are used to measure each construct (Nunnally 1978). Several scholars identify multi-items scales as a significant method to achieve a valid measurement of constructs through a range of subtle choices that can capture a variety of facets of the construct at the same time (Churchill 1979). Multi-item scales are considered more reliable with less possibility of random measurement errors than single-item scales. Single-item scales arguably create some measurement disadvantages such as a lack of correlation with the variable, close relationships to other variables, and unreliable responses (Churchill 1979).

Tables 4.2-4.7 list the original and modified questionnaire items that are used to measure each construct in the thesis. Scale items are modified for this study in order to reflect greater employee perspective, perception and commitment in a hospitality context; given that the surveys from the literature have varied contexts, including non-hospitality frames. This section explains all items used to measure the underlying constructs in the proposed theoretical model. Following in section 4.6.2 the pre-test procedure is described.

4.3.1 Human Culture

The first construct to be discussed is related to human culture and commonly defined as cultural values. As discussed earlier in Chapter Two values directly relate to the psychological issues and processes in culture. Previous studies relating to human

culture are selected and used as the main focus (Dorfman & Howell 1988; Kirkman & Shapiro 1997; Clugston et al. 2000; Maznevski et al. 2002; Hackett 2007).

Here, 35 items are adopted from the Rokeach Value Survey (RVS) by Rokeach (1973) (see Table 4.2) and used to measure human cultural values. The original scale of Rokeach (RVS) is divided into two terms comprising terminal values (18 items) and instrumental values (18 items). This study reports the range of reliability scores for the two main types of values as terminal values (0.74-0.78) and instrumental values (0.65-0.72). Additionally, many scholars use the RVS scale to measure values and beliefs in specific contexts such as Munson and McIntyre (1979), Crosby et al. (1990), Kahle (1983), Crace and Hardy (1997), Vinson et al. (1997), Reisinger and Turner (1998; 1999; 2002;2003) and Kilbourne et al. (2005). The items in Table 4.2 are measured using a 6-point Likert scale from 1 (Totally Unimportant) to 6 (Totally Important).

Table 4.2: Personal Values Scale items

Original Scale	Modified items
Values and beliefs (35 items)	
A comfortable life.	A comfortable life (a prosperous life)
An exciting life.	An exciting life (a stimulating, active life)
A sense of accomplishment.	A sense of accomplishment (contribution)
A world of peace.	A world of peace (free of war and conflict)
A world of beauty.	A world of beauty (beauty of nature, arts)
Equality.	Equality (brotherhood, equal opportunity)
Family security.	Family security (taking care of loved ones)
Freedom.	Freedom (independence, free choice)
Happiness.	Happiness (contentedness)
Inner harmony.	Inner harmony (freedom from inner conflict)
Mature love.	Mature love (sexual and spiritual intimacy)
Pleasure.	Pleasure (an enjoyable leisurely life, fun)
Salvation.	Salvation (life after death, eternal life)
Self-respect.	Self-respect (self-esteem)
Social recognition.	Social recognition (respect, admiration)
True friendship.	True friendship (close companionship)
Wisdom.	Wisdom (knowledge, understanding of life)

Table 4.2: Personal Values Scale items (con.)	
Ambitious.	Ambitious (hard working, aspiring)
Broad-minded.	Broad-minded (open-minded)
Capable.	Capable (competent, effective)
Cheerful.	Cheerful (light-hearted, joyful)
Clean.	Clean (neat, tidy)
Courageous.	Courageous (standing up for one's belief)
Forgiving.	Forgiving (willing to pardon others)
Helpful.	Helpful (working for the welfare of others)
Honest.	Honest (sincere, truthful)
Imaginative.	Imaginative (daring, creative)
Independent.	Independent (self-reliant, self-sufficient)
Intellectual.	Intellectual (intelligent, reflective)
Logical.	Logical (consistent, rational)
Loving.	Loving (affectionate, tender)
Obedient.	Obedient (dutiful, respectful)
Polite.	Polite (courteous, well-mannered, kind)
Responsible.	Responsible (dependable, reliable)
Self-controlled.	Self-controlled (restrained, self-disciplined)

Note: All of these items are adopted from Rokeach Value Survey (RVS) by Rokeach (1983).

4.3.2 Antecedents of commitment

Previous studies related to the antecedents of commitment are chosen and used to develop the significant components of employee commitment as discussed below. Although, there is some evidence that these antecedents have a positive influence on employee commitment, only a few studies measure the antecedents of commitment, and they are studied as separate antecedents (refer to Chapter Two). Here, all the antecedents are used to study the influence of antecedents on employee commitment in several ways including employee commitment to the organisation, employee commitment to career and employee commitment to the customer. The following sections discusses the scales used for each dimension, and the selection of measures chosen to be used from the larger set of separate studies on each antecedent, so that a practical tool can be developed to measure all antecedents in one survey.

The term Personal Characteristics refers to variables which can define the individual person, and previous studies find a positive relationship between personal characteristics and employee commitment (Steers 1977; Angle & Perry 1981; Thornhill et al. 1996). To measure personal characteristics, this study adopts 1 item from Liao and Chaung's (2004) scale and three items from Miron et al.'s (2004) scale. Both scales are appropriate for this study, as both clarify characteristics of the individual employee. Liao and Chuang (2004) use their scale to measure the personality of employees in an organisation as developed from Goldberg (1999) and this approach is used in this study (see Table 4.3.1). They measure personal characteristics using a 5-point Likert scale from 1 (Very Inaccurate) to 5 (Very Accurate), however, in this study only one item from their scale is used: "I am always prepared" reporting a reliability of (0.77).

Table 4.3.1: Original scale for measure Personal Characteristics

Original Scale	Source
Personal characteristics (8 items)	**Liao and Chuang (2004)**
I am always prepared.	
I make a mess of things(reverse scored).	
I worry about things.	
I change my mood a lot.	
I start conversations.	
I don't talk a lot(reverse scored).	
I am interested in people.	
I sympathize with others' feelings.	
personal characteristics of employees (19 items)	**Miron et al. (2004)**
I try not to oppose team members.	
I adapt myself to the system.	
I adhere to accepted rules in my area of work.	
I avoid cutting corners.	
Thorough when solving problems.	
Addresses small details needed to perform the task.	
Performs the task precisely over a long time.	
Good in tasks that require dealing with details.	
I have a lot of creative ideas.	
I prefer tasks that enable me to think creatively.	
Innovative.	

Table 4.3.1: Original scale for measure Personal Characteristics (con.)	
I like to do things in an original way.	
I am determined to fulfil my ideas.	
I initiate ways to actualise new ideas.	
I am known as a fanatical devotee.	
I am able to take an idea and turn it into a project.	
I try to excel in everything I do.	
I determine my pace of work in order to accomplish the tasks on time.	
I work hard to fulfil my objectives.	
I am self-disciplined.	
I am known as a fanatical devotee.	
I am able to take an idea and turn it into a project.	
I try to excel in everything I do.	
I determine my pace of work in order to accomplish the tasks on time.	
I work hard to fulfil my objectives.	
I am self-disciplined.	

This study also uses three items from Miron et al.'s (2004) scale; their scale is used to examine the personal characteristics of employees based on 19 items (see Table 4.3.1). Miron et al. (2004) measure characteristics of employees by using a 7-point Likert scale which ranges from 1 (Strongly Disagree) to 7 (Strongly Agree) and has reliability scores of (0.82), (0.81), (0.74) for the selected variables "I try to oppose team members", "I prefer tasks that enable me to think creativity" and "I try to excel in everything I do", respectively (see Table 4.3.2).

Table 4.3.2: Personal Characteristics scale items used in this study.

Original Scale	Source
Personal characteristics (4 items)	
I am always prepared.	Liao and Chuang (2004)
I try to oppose team members. I prefer tasks that enable me to think creativity. I try to excel in everything I do.	Miron et al. (2003)

Job autonomy refers to giving power to employees, employees having freedom to act directly in their environment and to make decisions (Becherer et al. 1982; Swanepoel et al. 1998; Wang & Netemyer 2002; Morgeson et al. 2005). Several scholars state that job autonomy has a positive influence on employee performance (Barrick & mount 1993; Leach et al. 2003; Tai & Liu 2007), and several studies examine the relationship between job autonomy and employee commitment (Fried & Ferris 1987; Singh 1989; Brown& Peterson 1993; Laschinger et al. 2000; Morgeson et al. 2005). To measure job autonomy, this study adopts three items from Morgeson et al. 2005 (see Table 4.3.3).

Their scale is an appropriate measurement in this thesis because both studies aim to measure job autonomy of an employee in an organisation. Morgeson et al. (2005) adapt their job autonomy scale from Hackman and Oldham (1980). Morgeson et al. (2005) measure job autonomy by using a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree), and all three items are adopted to measure job autonomy in this study: "I have significant autonomy in determining how I do my job"; "I can decide on my own how to go about doing my work"; "I have considerable opportunity for independence and freedom in how I do my job". Morgeson et al. (2005) has an overall consistency reliability score for all items of job autonomy as 0.78.

Table 4.3.3: Job Autonomy scale items used in this study.

Original Scale	Modified items
Job autonomy (3 items)	
I have significant autonomy in determining how I do my job.	I feel free to make my own decisions at work
I can decide on my own how to go about doing my work.	I am good at solving problems at work
I have considerable opportunity for independence and freedom in how I do my job.	I can establish my own work routine

Note: All of these items adopted from Morgeson et al. (2005).

As mentioned earlier in Chapter Two, job competence has a positive impact on the individual confidence of an employee and their ability to provide a high quality service to customers. Peccei & Rosenthal (1997; 2001) indicate that job competence has a strong influence on employee commitment in the organisation. In order to measure job

competence, this study adopts two items of job competence measurement from Warr (1990). Warr (1990) develops six items for job competence measurement from Rotter (1966) and Wagner and Morse (1975) (see from Table 4.3.4).

Table 4.3.4: Original scale for measure Job Competence

Original Scale	Source
Job competence measurement (6 items)	**Warr (1990)**
I can do my job well.	
I sometimes think I am not very competent at my job(reverse scored).	
I can deal with just about any problem in my job.	
I find my job quite difficult (reverse scored).	
I felt I am better than most people at tackling job difficulties.	
In my job I often have trouble coping (reverse scored).	

The scale uses a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) with an overall reliability score of 0.68. However, only two items are selected as appropriate to measure job competence in this study (see Table 4.3.5).

Table 4.3.5: Job Competence scale items used in this study

Original Scale	Modified items
Job competence (2 items)	
I can do my job well.	I have all the skills needed to perform my job very well.
I feel I am better than most people at tackling job difficulties.	I feel I am better than most people at doing my job.

Note: All of these items adopted from Warr (1990).

Meyer and Allen (1991) examine the relationship between organisational structure and employee commitment to the organisation, although their arguments are contested by Matieu & Zajac 1990. Several studies state there are advantages to be gained through organisational structure in several different ways (Curry et al. 1986; Meyer & Allen

1991; Subramaniam et al. 2002; Lok & Crawford 2004). This study uses Cunningham and Rivera's (2001) scale (see Table 4.4.1) to measure organisational structure. Cunningham and Rivera (2001) divided organisational structure into three dimensions including specialisation (3 items), formalisation (5 items), and centralisation (5 items) (see Table 4.3.6)

Table 4.3.6: Original scale for measure Organisational structure

Original Scale	Source
Orgqanisational structure measurement (13 items)	**Cunningham and Rivera (2001)**
Specialisation (3 items)	
Administrator and departmental staff are assigned roles and duties based on specific capabilities.	
Support staff are assigned roles and duties according to their specific capabilities and strength.	
Departmental volunteer are assigned specific duties according to their capabilities.	
Formalisation (5 items)	
The organisation has a large number of written rules and policies.	
A rules and procedures manual exists and its readily available.	
There is a complete written job description for most jobs in this department.	
The organisation keeps a written record of nearly everyone's job performance.	
There is a formal orientation for most new members of the development.	
Centralisation (5 items)	
There can be little action here until the supervisor makes a decision.	
A person who wants to make a decision on his or her own would be quickly discouraged.	
Even small matters have to be referred to someone higher up for a final answer.	
I have to ask the boss before I do almost anything.	
Any decisions I make have to have my boss's approval.	

Their study uses a 7-point Likert scale from 1 (Strongly disagree) to 7 (Strongly agree). Additionally, this scale reports high reliability scores for the three dimensions of 0.72, 0.77 and 0.78 respectively. However, only three items are directly related to the issue of commitment, relevant to this study, as presented in Table 4.3.7.

Table 4.3.7: Organisational structure scale items used in this study

Original Scale	Modified items
Organisational structure (3 items)	
Support staff are assigned roles and duties according to their specific capabilities and strength.	Staff are given duties based on capability
The organisation has a large number of written rules and policies.	I like a large number of rules and policies
The organisation keeps a written record of nearly everyone's job performance.	I like my work to keep a record of work performance

Note: All of these items are adopted from Cunningham and Rivera (2001).

To measure organisational investment, this study adopts four items from the Perception of Investment in Employee's Development scale (PIED) by Lee and Bruvold (2003). This scale comprises 9 items measured on a 7-point scale from 1 (Strongly Disagree) to 7 (Strongly agree) (see Table 4.3.8).

Table 4.3.8: Original scale for measure Organisational investment

Original Scale	Source
Perception of Investment in Employee's Development scale (PIED) (9 items)	**Lee and Bruvold (2003)**
"My organisation trains employees on skills that prepare them for future jobs and career development".	
"My organisation provides career counselling and planning assistance to employees.	
My organisation allows employees to have the time to learn new skills that prepare them for future jobs.	
My organisation provides support when employees decide to obtain ongoing training.	
My organisation is receptive to employees' requests for lateral transfers (transfer to another department).	

Table 4.3.8: Original scale for measure Organisational (Con.)

My organisation ensures that employees can expect confidentiality when consulting staff.	
My organisation provides employees with information on the availability of job openings inside the organisation.	
My organisation is fully supportive of a career-management program for the employees.	
My organisation provides a systematic program that regularly assesses employees' skills and interests.	

This scale is selected because it is used to measure employee perceptions of investment in an organisation between two countries (Singapore and the United States) which are also representative of East and West in the comparison. Moreover, the scale reports very high overall reliability for both countries, with 0.92 and 0.85 for Singapore and the United States respectively. Of the nine measures only three items directly relevant to this study are used to measure organisational investment (see Table 4.3.9).

Table 4.3.9: Organisational investment scale items used in this study

Original Scale	Modified items
Organisational investment (3 items)	
My organisation provides support when employees decide to obtain ongoing training.	My work provides support for me to obtain ongoing training
My organisation provides employees with information on the availability of job openings inside the organisation.	My work provides information on job openings inside the organisation
My organisation provides a systematic program that regularly assesses employees' skills and interests.	My work provides a program to regularly access my skills and interests

Note: All of these items are adopted from Lee and Bruvold (2003).

Rousseau and Aube's scale (2010) is used to measure job adequacy. Their scale provides six items (see Table 4.3.10).

Table 4.3.10: Original scale for measure Job adequacy

Original Scale	Source
Job adequacy scale (6 items)	**Rousseau and Aube (2010)**
I have adequate materials and supplies to do my job.	
I have adequate tools and equipment to accomplish my work.	
I can get adequate training to do my job.	
I have access to technical support when needed.	
I have the space needed to execute my tasks.	
I have the time needed to complete the assigned work.	

This study uses a 5-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree) and reports an overall reliability score of 0.72. The scale contains job adequacy measures relevant to this study. However, only three items from Rousseau and Aube (2010) are used to measure job adequacy here (see Table 4.3.11).

Table 4.3.11: Job adequacy scale items used in this study

Original Scale	Modified items
Job adequacy (3 items)	
I have adequate materials and supplies to do my job.	I have adequate material and supplies to do my job
I have access to technical support when needed.	I have access to technical support when I need in
I have the time needed to complete the assigned work.	I have the time needed to complete the assigned work

Note: All of these items adopted from Rousseau and Aube (2010).

Job Stress has a negative impact on organisational commitment and employee performance (Demerouti et al. 2001). In this study job stress is measured by adapting a scale from Fakunmoju et al. (2010). Fakunmoju et al. (2010) develops an Index of Job-related Tension in Organisation scale, providing fifteen items to measure tension of the employee in the organisation (see Table 4.3.12).

Table 4.3.12: Original scale for measure Job stress

Original Scale	Source
Index of Job-related Tension in Organisation scale (15 items)	**Fakunmoju et al. (2010)**
Feeling that you have too little authority to carry out the responsibilities assigned to you.	
Being unclear on just what the scope and responsibilities of your job are.	
Not knowing what opportunities for advancement or promotion exist for you.	
Feeling that you have too heavy a workload	
Thinking that you'll not be able to satisfy the conflicting demands of the various people over you.	
Feeling that you're not qualified to handle the job	
Not knowing what your immediate supervisor thinks of you, how he or she evaluates your performance.	
The fact that you can't get information needed to carry out your job.	
Having to decide things that affect the lives of individuals, people that you know.	
Feeling that you may not be liked and accepted by the people you work with.	
Feeling unable to influence your immediate supervisor's decisions and actions that affect you.	
Not knowing just what the people you work with expect of you.	
Thinking that the amount of work you have to do may interfere with how well it gets done.	
Feeling that you have to do things on the job that are against your better judgement.	
Feeling that your job tends to interfere with your family life.	

The study uses a five-point Likert scale ranging from 1 (Never bothered) to 5 (Bothered nearly all the time). In addition, Fakunmoju et al.'s (2010) scale reports an overall reliability score of 0.88. Three items are adopted from Fakunmoju et al. (2010) (see Table 4.3.13).

Table 4.3.13: Job stress scale items used in this study

Original Scale	Modified items
Job stress (4 items)	
Feeling that you have too heavy a workload.	I feel my work load is too heavy
Thinking that you'll not be able to satisfy the conflicting demands of the various people over you.	I have to satisfy conflicting demands of various people above me
Feeling that you may not be liked and accepted by the people you work with.	I am not liked and accepted by the people I work with

Note: All of these items are adopted from Fakunmoju et al. (2010).

Job routinisation refers to the degree to which the work task is perceived to be repetitive. In order to measure job routinisation in this study, the scale is adopted from Verplanken and Orbell (2003) who developed the Habit Strength scale consisting of 12 items (see Table 4.3.14).

Table 4.3.14: Original scale for measure Job routinisation

Original Scale	Source
Habit Strength scale (12 items)	**Verplanken and Orbell (2003)**
I do frequently.	
I do automatically.	
I do without having to consciously remember.	
That makes me feel weird if I do not do it.	
I do without thinking.	
That would require effort not to do it.	
That belongs to my (daily, weekly, monthly) routine.	
I start doing before I realize I'm doing it.	
I would find hard not to do.	
I have no need to think about doing.	
That's typically me.	
I have been doing for a long time.	

Their study was measured using a 7-point Likert scale ranging from 1 (Totally not true) to 7 (Totally true). This study reports an overall reliability of 0.89, and due to high

level of overall reliability, and the relevance of the scale to routinisation covered aspects of this study, it is an appropriate choice here. Three items from Verplanken and Orbell (2003) are used to measure job routinisation (see Table 4.3.15).

Table 4.3.15: Job routinisation scale items used in this study

Original Scale	Modified items
Job routinisation (3 items)	
I do automatically.	I do my work without needing to think
I do frequently.	I do the same work everyday
That belongs to my (daily, weekly, monthly) routine.	My work companions are the same everyday

Note: All of these items are adopted from Verplanken and Orbell (2003).

Supervisor support refers to employees receiving supervisor support, interpreted as receiving organisational support (Susskind et al. 2003). Moreover, employees who receive favourable treatment from a supervisor are found to increase their level of commitment and performance (Rhoades et al. 2001). Supervisor support is measured by adapting the scale from Wang et al. (2010) which consists of three items. Although Wang et al. (2010) in turn adopted the scale to measure supervisor support from Oldham and Cummings (1996) comprising six items using a 5-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree) (see Table 4.3.16).

Table 4.3.16: Original scale for measure Supervisor support

Original Scale	Source
Supervisor support scale (6 items)	**Wang et al. (2010)**
My supervisor encourages me to develop new skills.	
My supervisor keeps informed about how employees think and feel about things.	
My supervisor encourages employees to participate in important decisions.	
My supervisor praises good work.	
My supervisor encourages employees to speak up when they disagree with a decision.	
My supervisor rewards me for good performance.	

The Wang study reports a high overall reliability of 0.92. The Wang et al. (2010) scale is appropriate for this study because it attempts to measure supervisory support and the three items are used here to measure supervisor support (see Table 4.3.17).

Table 4.3.17: Supervisor support scale items used in this study

Original Scale	Modified items
Social supports (3 items)	
My supervisor encourages me to develop new skills.	My supervisor encourages me to develop new skills
My supervisor encourages employees to participate in important decisions.	My supervisor encourages me to participate in important decisions.
My supervisor praises good work.	My supervisor praises good work.

Note: All of these items are adopted from Wang et al. (2010).

As mentioned earlier co-worker support is part of the Social Support antecedent. This study adapts a scale from Cheng et al. (2003) and Ducharme and Martin (2000). Cheng et al. (2003) in turn adopted the work-related social support scale from Karasek and Therell (1990) using a 4-point likert scale ranging from 1 (Strongly disagree) to 4 (Strongly agree) and reported an overall reliability of 0.62 with 4 items. Only one item is used in this study: "people I work with are competent in doing their jobs". One more item is adopted from the scale of Ducharme and Martin (2000) who measure co-worker support in the organisation with 10 items (see Table 4.3.18).

Table 4.3.18: Original scale for measure Co-worker support

Original Scale	Source
The work-related social support scale (items)	**Cheng et al. (2003)**
People I work with are competent in doing their jobs.	
People I work with take a personal interest in me.	
People I work with are friendly"; "People I work with are helpful.	
people I work with are competent in doing their jobs.	
Co-worker support scale	**Ducharme and Martin (2000)**
Your co-workers really care about you.	
You feel close to your co-workers.	
Your co-workers take a personal interest in you.	

Table 4.3.18: Original scale for measure Co-worker support (Con.)	
You feel appreciated by your co-workers.	
Your co-workers are friendly to you.	
Your co-workers would fill in while you're absent.	
Your co-workers are helpful in getting the job done.	
Your co-workers give useful advice on job problems.	
Your co-workers assist with unusual work.	
Your co-workers will pitch in and help.	

Their study is measured using a 5-point Likert scale and an overall reliability score of 0.85. Two items are considered appropriate for measuring co-worker support in this study (see Table 4.3.19).

Table 4.3.19: Co-worker support scale items used in this study

Original Scale	Modified items	Source
Co-worker supports (2 items)		
People I work with are competent in doing their jobs.	People I work with are competent in doing their job.	Cheng et al. (2003)
Your co-workers would fill in while you're absent.	My co-workers fill in when I am absent.	Ducharme and Martin (2000)

4.3.3 Employee Commitment

As mentioned earlier, employee commitment in this study is divided into three main components including Organisational Commitment, Career Commitment and Commitment to Customer. Previous studies find that many scholars have examined the notion of employee commitment in several contexts that are especially relevant to the hospitality context. However, most previous studies are focussed on organisational commitment, and only a few studies have been done in both career commitment and commitment to the customer.

4.3.3.1 Organisational Commitment

As mentioned above organisational commitment by the employee is widely studied in various contexts. Organisational commitment refers to the employee having a

willingness to work, and provide loyalty to the organisation (Kanter 1968). Moreover, many scholars find that employees who feel committed to the organisation are less likely to leave the organisation, and provide a high quality of service on behalf of the organisation (Porter et al. 1974; Lee et al. 1992; Wasti 2003; Chen 2007). In order to measure employee commitment to the organisation in this study, a scale is adopted from Allen and Meyer (1990). Their scale provides three dimensions including affective commitment (8 items), continuance commitment (8 items) and normative commitment (8 items) (see Table 4.4.1).

Table 4.4.1: Original scale for measure Organisational Commitment

Original Scale	Source
Employee commitment scale (24 items)	**Allen and Meyer (1990)**
Affective commitment (8 items)	
I would be very happy to spend the rest of my career with this organisation.	
I enjoy discussing about my organisation with people outside.	
I really feel as if this organisation's problems are my own".	
I think that I could easily become as attached to another organisation as I am to this one.	
I do not feel like 'part of the family' at my organisation.	
I do not feel 'emotionally attached' to this organisation.	
This organisation has a great deal of personal meaning for me.	
I do not feel a 'strong' sense of belonging to my organisation.	
Continuance commitment (8 items)	
I am not afraid of what might happen if I quit my job without having another one lined.	
"It would be very hard for me to leave my organisation right now, even if I wanted to.	
Too much in my life would be disrupted if I decided to leave my organisation now.	
It wouldn't be too costly for me to leave my organisation now	
Right now, staying with my organisation is a matter of necessity as much as desire.	
I feel that I have very few options to consider leaving this organisation.	

Table 4.4.1: Original scale for measure Organisational Commitment(Con.)	
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice—another organisation may not match the overall benefits I have here.	
Normative commitment (8 items)	
I think that people these days move from company to company too often.	
I do not believe that a person must always be loyal to his or her organisation.	
Jumping from organisation to organisation does not seem at all unethical to me.	
One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	
I was taught to believe in the value of remaining loyal to one organisation.	
Things were better in the days when people stayed in one organisation for most of their careers (reverse scored).	
I do not think that to be a 'company man' or 'company woman' is sensible anymore.	

A 7-point Likert scale is used ranging from 1 (Strongly disagree) to 7 (Strongly agree), and reports an overall score of reliability of 0.87, 0.75 and 0.79 respectively for each dimension. Due to the reliability of this scale, many scholars have used it to measure organisational commitment, especially in the service sector (Hackett et al. 1994; Ko et al. 1997; Lee et al. 2001; Herscovitch & Meyer 2002; Meyer et al. 2002) and this scale is considered to also be appropriate for this study. However, only 7 items are used to measure organisational commitment here (see Table 4.4.2).

Table 4.4.2: Organisational Commitment scale items used in this study

Original Scale	Modified items
Organisation commitment (7 items)	
I would be very happy to spend the rest of my career with this organisation.	I am happy to spend the rest of my career working here
I enjoy discussing about my organisation with people outside.	I enjoy talking about my work with people outside
I really feel as if this organisation's problems are my own.	I feel the organisation's problems are my own
I do not feel like 'part of the family' at my organisation.	I feel like 'part of the family' at my work
It wouldn't be too costly for me to leave my organisation now.	It would be too expensive for me to leave my organisation now
I do not believe that a person must always be loyal to his or her organisation.	A person must always be loyal to their organisation
I do not think that to be a 'company man' or 'company woman' is sensible anymore.	I think that to be a 'company person' is sensible

Note: All of these items are adopted from Allen and Meyer (1990).

4.3.3.2. Career Commitment

Career commitment refers to the employee's psychological bond to their career (Darden et al. 1989; Lee et al. 2000). Several scholars find a positive impact of career commitment on individuals, organisations and society (Carson & Bedeian 1994). Furthermore, career commitment has a strong influence on an individual's behaviour (Chang 1999). In order to measure career commitment in this study, the scale from Meyer et al. (1993) is adopted. Meyer et al. (1993) create an occupation commitment scale that divides into three dimensions including affective commitment (6 items), continuance commitment (6 items) and normative commitment (6 items) in all comprising 18 items (see Table 4.4.3).

Table 4.4.3: Original scale for measure Career Commitment

Original Scale	Source
Occupation commitment (18 items)	**Meyer et al. (1993)**
Affective commitment (6 items)	
Nursing is important to my self-image.	
I regret having entered the nursing profession" (reverse scored).	
I am proud to be in the nursing profession.	
I dislike being a nurse" (reverse scored).	
I do not identify with the nursing profession (reverse scored).	
I am enthusiastic about nursing.	
Continuance commitment (6 items)	
I have put too much into the nursing profession to consider changing now.	
Changing professions now would be difficult for me to do.	
Too much of my life would be disrupted if I were to change my profession.	
It would be costly for me to change my profession now.	
There are no pressures to keep me from changing professions (reverse scored).	
Changing professions now would require considerable personal sacrifice.	
Normative commitment (6 items)	
I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.	
I do not feel any obligation to remain in the nursing profession(reverse scored).	
I feel a responsibility to the nursing profession to continue in it	
Even if it were to my advantage, I do not feel that it would be right to leave nursing now.	
I would feel guilty if I left nursing.	
I am in nursing because of a sense of loyalty to it.	

Their scale uses a 7-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree), and a reported overall dimensional reliability of 0.87, 0.79 and 0.73 respectively.

Many scholars have also used this scale to measure career commitment, and consequently, this scale is the most appropriate to adapt here. Only 5 items are selected (see Table 4.4.4).

Table 4.4.4: Career Commitment scale items used in this study

Original Scale	Source
Career commitment (5 items)	
Nursing is important to my self-image.	My work is important to my self-image
I regret having entered the nursing profession.	I am happy I started this kind of work.
Changing professions now would be difficult for me to do.	Changing my work now would require considerable personal sacrifice
I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.	People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time
I would feel guilty if I left nursing.	I would feel guilty if I left my job

Note: All of these items are adopted from Meyer et al. (1993).

4.3.3.3 Commitment to Customer

Commitment to customers refers to the employee feeling of commitment to a customer, where they are more likely to provide a high quality of service during the service encounter. Commitment to a customer is necessary for the service sector according to Chung and Schneider (2002), who state that employees are more likely to experience dual commitments, which are organisational commitment and employee commitment to the customer. The Vandenberghe et al. (2007) scale is used to measure employee commitment to the customer in this study. Their scale consists of 17 items covering three dimensions including affective commitment (6 items), continuance commitment (5 items) and normative commitment (6 items) (see Table 4.4.5).

Table 4.4.5: Original scale for measure commitment to customer

Original Scale	Source
Commitment to customer scale (17 items)	**Vandenberghe et al. (2007)**
Affective commitment (6 items)	
I feel close to my customers.	
I feel emotionally attached to my customers.	
My customers mean a lot to me.	
I do not feel especially attached to my customers (reverse scored).	
In general, I have a liking for my customers.	
I identify little with the expectations of my customers (reverse scored).	
Continuance commitment (5 items)	
I have acquired so much knowledge concerning the expectations of my customers that it would not be possible for me to change employment.	
I am so specialized in the services I provide to my clientele that I could not imagine doing anything else.	
It would be difficult for me, given the skills that I have acquired, to reinvest in working with another clientele.	
I have expended so much effort to get to know the needs of my clientele that it would not be advantageous for me to quit my present job.	
Mastering the necessary skills for working with another clientele would require me a great deal of time and energy.	
Normative commitment (6 items)	
I think I am morally responsible for meeting the needs of my customers.	
I feel I have a moral obligation to respond to the needs of my customers.	
I would fail in my duty if I neglected my customer.	
It would be wrong on my part to neglect the needs of my customers.	
I feel obligated to meet the expectations of my customers.	
I think I would be violating an implicit contract if I failed to respond to my customers' needs.	

They use a 5-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Their study reports an overall dimensional reliability of 0.74, 0.78 and 0.86 respectively. The high rate of reliability and the wider research use in the service sector makes this scale appropriate to measure employee commitment to the customer in this study. However, only 4 items are chosen (see Table 4.4.6).

Table 4.4.6: Commitment to customer scale items used in this study

Original Scale	Source
Employee commitment to customer (4 items)	
My customers mean a lot to me.	My customers mean a lot to me
I feel obligated to meet the expectations of my customers.	I must meet the expectations of my customers
I am so specialized in the services I provide to my clientele that I could not imagine doing anything else.	I would lose personal image if I did not meet the needs of my customers
I have expended so much effort to get to know the needs of my clientele that it would not be advantageous for me to quit my present job.	I have acquired too much knowledge of the expectations of my customers, to change my job

Note: All of these items are adopted from Vandenberghe et al. (2007).

4.3.4 Employee behaviour

Many scholars have studied the effect of employee commitment on employee behaviour in several ways such as employee performance (Williams & Anderson 1991; Becker et al. 1996; Wright & Bonett 2002; Chen & Francesco 2003; Liao & Chuang 2004; Pakistan 2010; Fu & Deshpande 2013), employee skill (Tansky & Cohen 2001; Chan & Coleman 2004; Benson 2006), employee tension to quit the organisation (Kim et al.2005; Kagaari et al. 2010), organisational citizenship behaviour (Walz & Niehoff 2000; Cho & Johanson 2008; Ma & Qu 2011) and service quality (Bohoff & Mels 1995; Little & Dean 2006; Mukherjee & Malhotra 2006; Bai et al. 2006; Sun et al. 2012; Lee & Chen 2013).

Previous studies indicate that employee commitment can lead to an increase in the level of employee performance (Peccei & Rosenthal 1997; 2001; Vandenberghe et al. 2007; Chen et al. 2002). In order to measure employee performance, this study has adopted

items from the Williams and Anderson (1991) scale and the Liao and Chuang (2004) scale. First, one item is chosen from the William and Anderson (1991) scale with a reported reliability score of 0.87 from 7 items. Second, two items are drawn from the Liao and Chuang (2004) scale (7 items) (see Table 4.5.1).

Table 4.5.1: Original scale for measure Employee performance

Original Scale	Source
Employee performance scale (7 items)	**Williams and Anderson (1991**
Adequately complete assigned duties.	
Fulfils all the responsibilities specified in job description.	
Perform tasks that are expected.	
Meets the formal performance requirements of job.	
Engaging in activities that will directly affect performance evaluation.	
Neglects aspects of the job is obligated to perform (reverse scored).	
Fail to perform essential duties.	
Employee performance scale (7 items)	**Liao and Chuang (2004)**
Being friendly and helpful to customers.	
Approaching customers quickly.	
Asking good questions and listening to find out what a customer wants.	
Being able to help customers when needed.	
Pointing out and relating item features to a customer's needs.	
Suggesting items customers might like but did not think of.	
Explaining an item's features and benefits to overcome a customer's objections.	

Liao and Chuang (2004) measure service performance with an 11-point Likert scale ranging from 1 (Completely unsatisfactory) to 11 (Extremely good). Their study reports an overall reliability score of 0.88. The choice of variables is made in relation to the reliability score and the relevance of the question to the hospitality activities in hotels used in this study (see Table 4.5.2).

Table 4.5.2: Employee performance scale items used in this study

Original Scale	Modified items	Source
Perform tasks that are expected.	I perform the tasks that are expected of me.	Williams and Anderson (1991)
Asking good questions and listening to find out what a customer wants.	I listen to find out what a customer wants.	Liao and Chuang (2004)
Suggesting items customers might like but did not think of.	I suggest things customers might like but did not think of.	

Employee skill is found to relate to employee commitment. Previous research finds a positive correlation between skill development of the employee and commitment of employees in organisations (Aryee & Tan 1992; Aryee et al. 1994). In order to measure employee skill in this study, only two items are adopted from the scale of Chan and Coleman (2004) who create an essential skill for hotel employees scale consisting of 18 items (see Table 4.5.3).

Table 4.5.3: Original scale for measure Employee skill

Original Scale	Source
An essential skill for hotel employees scale (18 items)	**Chan and Coleman (2004)**
Have certain degree of practical knowledge in at least one area.	
Able to use relevant computer software.	
Able to update their professional knowledge.	
Possess effective reading skills.	
Possess effective writing skills.	
Be able to communicate in foreign language (English, Putonghua, etc.).	
Be able to define and solve problems.	
Be able to work co-operatively as a team member.	
Be able to work autonomously with minimal supervision.	
Be able to accept responsibility.	
Be adaptable and flexible to cope with a changing work environment.	
Have a good personal presentation.	
Have a professional attitude.	

Table 4.5.3: Original scale for measure Employee skill(Con.)	
Manage guest problems with understanding and sensitivity.	
Have genuine desire to help people.	
Be able to lead others effectively.	
Be honest.	
Be creative.	

Their scale is measured on a 4-point Likert scale ranging from 1 (Strongly disagree) to 4 (Strongly agree). Their scale reports an overall reliability score of 0.82. Only two items are considered relevant to measure employee skill in this study, comprising "Able to update their professional knowledge" and "Be able to define and solve problems" (see Table 4.5.4).

Table 4.5.4: Employee skill scale items used in this study

Original Scale	Modified items
Able to update their professional knowledge.	I update my professional knowledge
Be able to define and solve problems.	I define and solve problems

Note: All of these items are adopted from Chan and Coleman (2004).

Previous scholars find that a high level of employee commitment results in reduced employee turnover (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003). Employees who are strongly committed to an organisation are less likely to leave the organisation (Porter et al. 1974; Steers 1977; Lee et al. 1992; Wasti 2003). In this study, the intention to quit scale items are drawn from Kim et al. (2005), whose scale is called the Intention of Leaving scale and consists of 5 items with an overall reliability of 0.79 (see Table 4.5.5).

**Table 4.5.5: Original scale for measure Intention to quit and positive
service delivery**

Original Scale	Source
The intention to quit scale items (5items)	**Kim et al. (2005)**
If I have a good opportunity, I would like to find another job.	
I do not enjoy this job and have been searching for other positions.	
I hope that I can find another job in the same industry.	
layoffs are a typical occurrence around here.	
people often get fired from this organisation without good reason.	
Service delivery scale (4 items)	**Kagaari et al. (2010)**
I prefer to work on projects where I can prove my ability to others.	
I enjoy work when others are aware of how well I am doing.	
I prefer to work under conditions that require a high level of ability and talent.	
I am willing to select a challenging work assignment.	

Only two items are considered appropriate to the study context (see Table 4.5.6). In
order to measure positive service delivery in this study, only one item is drawn from the
Kagaari et al. (2010) scale which is "I prefer to work on projects where I can prove my
ability to others". This scale consists of 4 items (see Table 4.5.4), using a 4-point Likert
scale ranging from 1 (Strongly disagree) to 4 (Strongly agree), with reliability for this
one item at 0.84 (see Table 4.5.6).

Table 4.5.6: Intention to quit and positive service delivery scale items used in this study

Original Scale	Modified items	Source
If I have a good opportunity, I would like to find another job.	If I have a good opportunity, I would like to find another job.	Kim et al. (2005)
I do not enjoy this job and have been searching for other positions.	I do not enjoy this job and have been searching for other positions.	
I prefer to work on projects where I can prove my ability to others.	I prefer to work on jobs where I can prove my ability to others.	Kagaari et al. (2010)

In this study, organisational citizenship behaviour is adopted from Walz and Niehoff (2000), Cho and Johanson (2008) and Ma and Qu (2011). There is some evidence to confirm that employees with a high level of employee commitment are likely to exhibit a higher level of altruism, leading to greater organisational citizenship behaviour (Carson & Carson 1998; Somech & Bogler 2002). Three items are adopted from the Walz and Niehoff (2000) scale, which comprises 17 items (see Table 4.5.7) with an overall reliability of 0.89. The Ma and Qu (2011) scale is used to measure organisational citizenship behaviour, and their scale is developed in turn from Williams and Anderson (1991) and Lin (2008) comprising 20 items, with only one item used in this study. Their scale uses a 7-point scale ranging from 1 (Strongly disagree) to 7 (Strongly agree). Moreover, their scale reports a reliability of 0.752. Finally, the Cho and Johanson (2008) scale called the Organisational Citizenship Behaviour scale consists of 19 (see Table 4.5.7).

Table 4.5.7: Original scale for measure Organisational Citizenship Behaviour

Original Scale	Source
Organisational citizenship behaviour scale (17 items)	**Walz and Niehoff (2000)**
Willingly gives of his or her time to help others.	
Helps orient new employees even though it is not required.	
Is always ready to help or to lend a helping hand to those around him or her.	
Obeys company rules, regulations, and procedures even when no one is watching.	
"Never takes long lunches or breaks.	
Is always punctual.	
Informs me before taking any important actions.	
Takes steps to prevent problems with other workers.	
Consults with me or other individuals who might be affected by his or her actions or decisions.	
Does not abuse the rights of others.	
Constantly talks about wanting to quit his or her job.	
Consumes a lot of time complaining about trivial matters.	
Tends to make "mountains out of molehills" (makes problems bigger than they are).	
Always focuses on what's wrong with his or her situation, rather than the positive side of it.	
Attends and participates in meetings regarding the restaurant.	
Is willing to risk disapproval in order to express his or her beliefs about what's best for the restaurant.	
"Keeps up" with developments in the restaurant.	
organisational citizenship behaviour scale (20items)	**Ma and Qu (2011)**
I will give advanced notice if I cannot come to work.	
My attendance at work is above the required level.	
I follow informal rules in order to maintain order.	
I protect our hotel's property.	
I say good things about our hotel when talking with outsiders.	
I promote the hotel's products and services actively.	
I help my co-workers when their workload is heavy.	

Table 4.5.7: Original scale for measure Organisational Citizenship Behaviour (Con.)	
I help my co-workers who have been absent to finish their work.	
I take time to listen to my co-workers' problems and worries.	
I go out of my way to help new co-workers.	
I take personal interest in my co-workers.	
I pass along notices and news to my co-workers.	
I always have a positive attitude at work.	
I am always exceptionally courteous and respectful to customers.	
I follow customer service guidelines with extreme care.	
I respond to customer requests and problems in a timely manner.	
I perform duties with very few mistakes.	
I conscientiously promote products and services to customers.	
I contribute many ideas for customer promotions and Communications.	
I make constructive suggestions for service improvement	
Organisational Citizenship Behaviour scale (19 items)	**Cho and Johanson (2008)**
I go out of my way to help co-workers with work-related problems.	
I voluntarily help new employees settle into the job.	
I frequently adjust my work schedule to accommodate other employees' requests for time-off.	
I always go out of the way to make newer employees feel welcome in the work group.	
I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situation.	
For issues that may have serious consequences, I expresses opinions honestly even when others may disagree.	
I often motivate others to express their ideas and opinions.	
I encourage others to try new and more effective ways of doing their job.	

Table 4.5.7: Original scale for measure Organisational Citizenship Behaviour (Con.)	
I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak-up.	
I frequently communicate to co-workers suggestions on how the group can improve.	
I rarely miss work even when I have a legitimate reason for doing so.	
I perform my duties with unusually few errors.	
I perform my job duties with extra-special care.	
I always meet or beat deadlines for completing work.	
I defend the company when other employees criticize it.	
I encourage friends and family to dine in at my restaurant.	
I defend the company when outsiders criticize it.	
Shows pride when representing the company in public.	
Actively promotes the organisation's products and services to potential users.	

Their scale is measured on a 7-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree), with an overall reliability of 0.79. The five most appropriate items to measure organisational citizenship behaviour in this study are given in Table 4.5.8.

Table 4.5.8: Organisational Citizenship Behaviour scale items used in this study

Original Scale	Modified items	Source
Is always ready to help or to lend a helping hand to those around him or her.	I am always ready to help those around me.	Walz and Niehoff (2000)
Obeys company rules, regulations, and procedures even when no one is watching.	I obey company rules, regulations, and procedures even when no one is watching.	
Is always punctual.	I am always punctual.	
My attendance at work is above the required level.	My attendance at work is longer than required.	Ma and Qu (2011)
I voluntarily help new employees settle into the job.	I voluntarily help new employees do their job.	Cho and Johanson (2008)
I frequently adjust my work schedule to accommodate other employees' requests for time-off.	I frequently adjust my work schedule to accommodate other employees' requests for time off.	
I encourage others to try new and more effective ways of doing their job.	I encourage others to try new and more efficient ways of doing their job.	
I defend the company when other employees criticize it.	I defend the company when people criticize it.	
Shows pride when representing the company in public.	I show pride when representing the company in public.	

Several scholars find that a high level of employee commitment can lead to increasing levels of service quality in organisations (Peccei & Rosenthal 1997; 2001; Pugh 2001; Tsai & Huang 2002; Homburg & Stock 2004; Vanderberghe et al. 2007). In order to measure service quality in this study, the scale is adopted from Boshoff and Mels (1995) and Mukherjee and Malhotra (2006). The Boshoff and Mels (1995) scale consists of 8 items (see Table 4.5.9), measuring service quality on a 7-point Likert scale from 1= strongly disagree to 7= strongly agree with a 0.70 overall reliability.

Table 4.5.9: Original scale for measure Service quality

Original Scale	Source
Service quality scale (8items)	**Boshoff and Mels, (1995)**
When I work I am well dressed and appear neat.	
When I promise to do something by a certain time.	
I do things right the first time.	
My business records are error-free.	
When problems occur with regard to the proposal form I try to solve them as soon as possible.	
I treat all submission office staff members courteously I am knowledgeable about (name of company) and the products and services it offers.	
When problems occur with regard to the proposal form I give the staff at the office all my attention in an effort to solve the problems speedily.	
I have the best interests of the office at heart.	
Service Quality scale (10 items)	**Mukherjee and Malhotra (2006**
When I promise a customer that I will do something by a certain time, I do so.	
I perform the service right the first time.	
I can understand the specific needs of my customers.	
When a customer has a problem, I provide him/her with individual attention.	
I have the knowledge and ability to answer customers' questions.	
My behaviour instils confidence in my customers.	
I treat all customers courteously.	
I always explain to my customers each and every step I take to answer their questions, e.g. why a call needs to be transferred, etc.	
When problems occur, I give them all my attention in an effort to solve them speedily.	
I give prompt service to my customers.	

Only three appropriate items are selected to measure service quality in this study. Three more items are adopted from Mukherjee and Malhotra (2006), who create a scale called Service Quality consisting of 10 items (see from table 4.5.9), measured on a 5-point

Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree), with a reliability of 0.88 (see Table 4.5.10).

Table 4.5.10: Service quality scale items used in this study

Original Scale	Modified items	Source
When I work I am well dressed and appear neat.	When I work I am well dressed and clean.	Boshoff and Mels, (1995)
When I promise to do something by a certain time.	When I promise to do something by a certain time I do it.	
I do things right the first time.	I do things right the first time.	
I have the knowledge and ability to answer customers' question.	I have the knowledge and ability to answer customers' questions.	Mukherjee and Malhotra (2006)
My behaviour instils confidence in my customers.	My behaviour instils confidence in my customers.	
I treat all customers courteously.	I treat all my customers courteously.	

4.4 Questionnaire

A survey method is a very effective method to collect empirical data from large samples (McCelland 1994). Many scholars use questionnaires as a survey method for collecting data (Antony 2004; Akbaba 2006; Crott et al. 2008). Given the geographic distribution of the respondents in different hotels, the extent of the range of data required, and the need to collect accurate measures in a complex workplace, a personal questionnaire which is hand administered individually can be considered most suitable for this study.

In this thesis, the questionnaire is divided into six parts (See Appendix E). The four parts comprise some initial demographic questions, and four parts comprising the constructs (as described in Figure 3.1) of the proposed theoretical model : human culture, the antecedents of commitment, employee commitment and employee behaviour. A final section contains further demographic questions including age, gender and work position and questions related to work experience including tenure in the current position, number of working places, number of promotions, and number of training courses completed.

Specifically:

Part 1

Comprises 35 questions asking respondents to evaluate their individual cultural values. These questions reflect on human culture through the significance of human cultural values.

Part 2

Comprises 29 questions asking respondents to evaluate their attitude to the antecedents of commitment, and clarify the importance of antecedents to employee performance.

Part 3

Comprises 16 questions asking respondents to evaluate their feelings concerning employee commitment as it relates to the organisation, to career and to the customer. These questions reflect upon the three dimensions of employee commitment including affective commitment, continuance commitment and normative commitment.

Part 4

Comprises 23 questions asking respondents to evaluate their performance, skills, loyalty, quality, attitude in service, organisational citizenship behaviour, and their intention to leave the organisation. This part reflects on employee behaviour.

Part 5

Comprises 8 questions asking respondents about their demography, including gender, age, nationality, marital status, income, educational background, working background, employee work position and tenure.

The first to fourth part of the questionnaire inclusive reflects the constructs of the model developed in the conceptual framework of Chapter 3. Likert scale is a scale used to measure attitude of respondents in particular question or statement (Burns & Grove 1997). Although most of previous studies have used a 5 point likert scale for

measurement, Chomeya (2010) found that a 6 points likert scale increases the validity Alpha Coefficient score providing higher reliability than the 5 point Likert scale. As the Likert scale increases in length the capacity to find increased variability in responses increases. However, a point is reached where the respondent can become confused if the scale is too long, and this can influence response accuracy. The cut-off found in the literature is 7 points with few studies using 7 and no studies extending beyond 7. A 6-point Likert type scale ranging from 1 to 6 is used here ranging from 1 (Totally unimportant) to 6 (Totally important) to measure human cultural (values), employee commitment and employee behaviour, with the exception of the attitude to antecedents of commitment which uses a scale ranging from 1 (Totally disagree) to 6 (Totally agree). Additionally, the survey provides eight demographic questions in a multiple choice frame.

Zikmund (2003, p.14) suggests that "a general rule of thumb is that questionaries should not exceed six pages". This survey does not meet this general rule. For this study, all questions in this thesis including the cover letter are provided on only five pages, but the questionnaire is printed on both sides in order to reduce the impression of the survey being long. Furthermore, the wording used in this survey is kept simple and easy to understand, which is required to communicate with hotel employees with different educational backgrounds.

The questionnaire is pilot tested on a sample of hotel employees in four to five star hotels to identify any potential problems (see the following section on pre-testing).

4.4.1 Questionnaire Translation and Back translation

The survey is translated from English to Thai and back translated to maintain equivalence. The original translation is done by the researcher who is a native Thai speaker. Another qualified translator whose native language is Thai back translated the questions resulting in some small changes of expression to maintain equivalence. Back translation of questionnaires to achieve equivalence is use widely (Greco et al. 1987). Further translation equivalence of the questionnaire is evaluated through pre testing

prior to conducting the final survey with Thai respondents in order to analyse the validity and reliability of the translated questionnaire (Spielberger & Sharma 1976).

Hotel employees are invited to participate in the survey on a voluntary basis in the workplace with the permission of their employers (See Appendix A and B). A cover letter (See Appendix D) encourages respondents to complete the questionnaire, explained the aims of the study and assuring confidentiality and anonymity for participants, as well as providing the researcher's contact details.

4.5 Pre-Test

The pre-test is a process that aims to avoid problems related to questionnaire design. Pre testing involves a trail run with a group of participants to reduce unnecessary questions and to ensure that the questions are not ambiguous, unclear and that the questionnaire is comprehensive in the eyes of the respondent. Moreover, the pre-test process aims to clarify the instructions provided in the questionnaire, and the overall layout and design of the questionnaire.

4.5.1 Pre-Test Sampling Frame

The sampling frame for the pre-test consists of hotel employees who work in four to five star hotels located in both Thailand and Australia. This study uses a convenience sampling technique to collect data from 120 hotel employees for the pre-test procedure in Thailand and Australia, across each sector of hotel employment.

4.5.2 Pre-Test Stages

In the first stage, four hotel employees are chosen for personal interviews. The purpose of these interviews was to ask respondents to suggest any problems in regard to questionnaire format, wording and design and to provide any comments and suggestions. As a result of this procedure, it was suggested to change some words to simplify expression and to make the questionnaire easier to read. The questionnaires are then modified and edited before conducting the pre-test survey.

Table 4.6: Procedures Used in Pre-test

Procedures	Target	Reason this procedure used
1. **Personal interview**	Four personal interviews with hotel employees.	Ask hotel employees to give their comments and suggestions regarding the questionnaire.
2. **Data collection**	120 Questionnaires distributed to hotel employees.	Modify the questionnaire before conducting the final survey.

In the second stage, 120 questionnaires are distributed to hotel employees working in four to five star hotels in Thailand and Australia. The procedure was conducted during August 2012. To assess the reliability of the measure, Cronbach's coefficient alpha is calculated, the result showing that the scale items had high alpha scores exceeding 0.72 as the minimum.

Some minor changes to wording and layout are made to the instrument following the pre-test to enhance understanding and reduce the number of potential questions a respondent would likely ask the researcher. However, no major change was made to the instrument. A copy of the final survey instrument used for this thesis is provided in Appendix E.

4.6 Final Survey

Following the pre-test procedure, the final survey was administered. This section begins with a discussion of the sampling frame related to the final survey.

4.6.1 Final Survey Sampling Frame

As mentioned earlier, this study aims to evaluate the proposed theoretical model summarised in Figure 3.1. The hospitality industry has recently become very interested in the employee perspective, especially in regard to employee commitment as studied here, under the three constructs of organisational commitment, career commitment and commitment to the customer.

This study is intended to provide a new model of the relationship between hotel employee commitment and cultural difference in both Thailand and Australia in a context not studied previously. Hotels are generally interested to develop their employees' productivity, and as such are willing to co-operate in the collection of data, although under a requirement that their specific involvement remain totally confidential. In consequence, and in association with the ethics provisions of Victoria University, the names of the hotels where surveying took place are not given.

4.6.1.1 Thailand

The World Travel & Tourism Council (2009) indicated that the contribution of travel and tourism to gross domestic product (GDP) is expected to rise from 14.7% in 2009 to 15.6% by 2019. Furthermore, Thailand's travel and tourism revenue ranks 24th in absolute size worldwide, 44th in relative contribution to the national economy and 25th in 10-year growth.

Thailand is located in the centre of the Southeast Asian region, with abundant natural resources, including a wide variety of flora and fauna, distinct ecological zones, beaches and islands (TAT 2012). According to Business Monitor International (2011), Thailand is known to tourists as the destination for an exotic, natural, friendly and attractive holiday with significant infrastructure consisting of a large number of four to five-star hotels, fine dining restaurants and famous Thai spas.

However, the Thai economy only receives around 7% of its GDP from international tourism revenue, a figure which is nonetheless a substantial 550 billion Baht (nearly USD 16 billion). Since the 1990s, Thailand has liberalised the regulations governing the hotel industry and allows foreigners to invest in the hospitality industry, which has resulted in a rapidly growing number of hotels in the country, including major tourism destination places such as Bangkok, Chiang Mai, Phuket, Samui and Hua Hin. High competitiveness between hotels in Thailand has increased the demand for the more effective and efficient performance of employees in the organisations.

Hua Hin is one of Thailand's premier beach resort towns on the Gulf of Thailand, located less than 200 km south of Bangkok the capital city of Thailand. Hua Hin is a sub-district of Prachuap Khiri Khan Province. Accommodation provided along the beach and on the streets on the way from the sea range from simple guesthouses to luxury resorts. There are more than 200 hotels in Hua Hin, and more than 15 4-5 star-hotels with outstanding standards and high service quality, including international chain hotels such as Hilton, Six Senses, Marriott, and Intercontinental hotels.

Figure 2.4 shows a map of Hua Hin with all accommodation in several categories including hotel, condominium, resort, guesthouse and others. According to the Tourism Authority of Thailand organisation (2010), accommodation establishments in Hua Hin reported 1,043,907 guest arrivals, of which 714,605 are Thais. Among the foreigners, the top 10 arrivals are from Finland 14%, (44,480) Norway 12% (41,652), Sweden 11% (37,657), Germany 11% (34,947), United Kingdom 9% (28,613), Denmark 6 % (20,767), the Netherlands 5.5% (17,848), Australia 3.4% (11,133), Switzerland 3% (10,066) and Russia 2.8% (9,720).

This makes Thailand and Hua Hin an excellent choice of location for measuring hotel employee commitment, and an excellent example of Eastern cultural tradition.

4.6.1.2 Australia

Australia is still one of the most popular destinations in the world and consistently ranks highly for its natural beauty and as a place people would like to visit if money was no object. In 2010, Australia was ranked 9th overall in the Anholt Nations Brand Index, a ranking it has held since 2007 and 2nd overall in the Future Brand study of country brands, up from 4th position in 2009. The continuing challenge for Tourism Australia is to convert this strong interest into actual visits, and to ensure Australia's tourism products and services keep pace with global competition, including investment in the sector. From statistics of GDP in the tourism sector, tourism contributed $34 billion in GDP or 2.6% of Australia's total GDP in 2011 (Tourism Australia 2011).

Melbourne is the capital city of Victoria and the hub of the state in business, administration, cultural activity and recreation. Melbourne's population contains many diverse cultural groups of people which in turn contribute to the city's unique atmosphere.

Tourism is a major contributor to Melbourne's economy, and to national and international recognition of Melbourne as a great place to visit, live, work, invest, study and stage events. In August 2011, The Economist Intelligence Unit announced its rankings of liveability for 140 cities around the world with Melbourne ranked first.

Tourism supports the local economy, provides employment, contributes to the city's cultural vibrancy and has a positive impact on residents and businesses. In 2008, a combination of international and domestic visitors spent $9.7 billion in the City of Melbourne. The City of Melbourne invests in visitor infrastructure and tourism services to make Melbourne accessible and easy to navigate, and to provide information, signs and visitor services to meet tourists' needs.

From tourism statistics in 2008, 1.4 million international tourists and 18.2 million domestic visitors spent $9.7 billion in Melbourne. Moreover, there are more than 288 accommodation facilities including hotels, motels and serviced apartments with a total revenue in 2008 from accommodation of $1.1 billion, while the average annual room occupancy was 75.8%. The largest number of tourists to Melbourne is from Southern Asia (excluding China and Japan), with 24% of international overnight visitors in the region. Other markets included Europe (16%), New Zealand (15%), United Kingdom (14%), and China (12%).

More recent information from the International Visitor Survey (Tourism Research Australia 2010) has the number of foreign tourists in the top ten arrivals as New Zealand (208,000) UK (178,000) China (156,000) USA (123,000) Malaysia (74,000) Singapore (71,000) Germany (57,000) India (50,000) Hong Kong (42,000) and Indonesia (38,000).

This makes Australia and Melbourne an excellent location for measuring employee hotel commitment, and an excellent example of Western cultural tradition.

4.6.2 Final Survey Procedures

After the pre-test process, the questionnaire is improved for the final survey and research data collection. As mentioned in the pre-test section above, a letter of formal invitation enclosed with the instrument was mailed to 30 hotels from both countries, asking them to participate in this research. The information given to the hotel management included the aims of the study, its significance to them, intended use of data, time, confidentially of information and respondents voluntary participation. Moreover, in order to encourage hotel management to participate in this study, the researcher also offered to provide them with feedback once the results are determined, on a general basis, given that the individual hotels participating are to remain anonymous.

All the hotels contacted in Thailand were very willing to participate in this survey (15 hotels), and the fieldwork took place in Hua Hin, Thailand during October 2012. For Australia, fewer hotels (12 hotels) were interested in participating and the data collection was longer extending over the period November 2012 to January 2013. In order to select respondents, hotel management asked respondents to participate in a confidential process during work time. The surveys are stratified into the main areas of employment – (including House Keeping, Administration, Food and Beverage, Concierge and Service departments) with different numbers collected in each work area depend on willingness to participate in the study by respondents. Hotel management were not present during data collection and did not force workers to participate or offer any incentive to become involved.

The questionnaires were personally administered, with the researcher standing by to answer any questions related to the questionnaire instrument, and to ensure confidentiality to the participant. As such, the survey was collected as a self-selected stratified random sample. The questionnaire was provided in both Thai and English, and employees in Thailand were given the choice to fill out any version they liked as many

hotel staff are fluent in English. Participants were also not pressured to answer any question they were reluctant to answer.

In total, the researcher distributed 800 questionnaires to hotels in both samples. The objective was to obtain a minimum sample size of approximately 300 fully completed responses equally stratified for each country, with the large sample size reflective of the intention to use advanced multivariate techniques in the analysis, such as Structural Equation Modelling (SEM) (Hair et al. 1995). The collection resulted in 644 fully answered (in the presence of the researcher) questionnaires being collected comprising 342 questionnaires for Thailand, and 304 questionnaires for Australia.

4.7 Data Analysis Methods

The Statistical Package for Social Sciences (SPSS) program is used to analyse the data including descriptive statistical measures, a Mann Whitney U Test, Principal Components Analysis and Structural Equation Modelling (SEM) to test the proposed model developed in Chapter Three. The following section justifies and describes an overview of the statistical techniques used in this study.

4.7.1 Preliminary Data Analysis

In order to analyse preliminary data from this study calculations are made of means, standard deviations, frequencies and percentages. The frequency counts are initially used to identify any sample answers lying out of range or missing.

4.7.2 Mann Whitney U test

The Mann Whitney U test is a non-parametric statistical hypothesis test used to analyse data by comparing the medians of two independent groups. This technique is used to test the difference between two independent groups on a continuous measure, and has the advantage of not requiring the responses to questions to be normally distributed. It is a suitable technique for comparing the individual question responses in the two groups, Thailand and Australia, and a suitable alternative to a means based t-test, given that many responses are not normally distributed. Further detail is provided in Chapter 5.

4.7.3 Principal Component Analysis

Principal Component Analysis (PCA) is a useful technique for reducing the number of variables in a large data set down to more fundamentally describable dimensions. These dimensions in turn have the advantage of taking into account numerous question responses simultaneously which can be argued to be a closer analogy to the way in which humans think, and associate numerous more subtle issues. The dimensions derived are also intended to be further analysed in the Structural Equation Modelling (SEM) section, as SEM has the unique capacity to derive causal links between dimensions. Further detail is provided in Chapter 6.

4.7.4 Structure Equation Modelling (SEM)

Structural Equation Modelling (SEM) comprises a series of statistical techniques that describe and test complex relationships between independent variables and dependent variables. SEM is a popular tool in social science research which is widely used in recent times for academic research (Fox 2002). In this study which aims to clarify the relationship between hotel employee commitment and cultural difference, the SEM technique is used to analyse data via the Analysis of Moment Structures (AMOS) program linked to SPSS. AMOS is chosen because of its unique capacity to analyse via a graphical interface (Bacon & Bacon 1997). Further detail is provided in Chapter 7.

4.8 Ethics and Confidentiality

As part of Victoria University requirements, projects involving human subjects must apply for ethics consideration, and obtain approval from the University Human Research Ethics Committee, before conducting data collection. In order to ensure the rights and safety of the participants and that no one was negatively affected by conducting this study the current research is required to meet University standards. First, the ethics application was submitted to the Ethics committee for examination of the aims, procedures involved in this research and to confirm that there is no potential risk to participants including the researchers. Second, accredited persons translated the survey questionnaire into the Thai language having a Thai original nationality, and hospitality and marketing education background. Third, a cover letter was provided with the questionnaire to explain the purpose of the study, and the ethical rules covering

the data collection. In the letter, participants are informed that they are voluntary participants, incur no risks through being involved, and are ensured of genuine confidentiality. In this study two consent forms are used including a consent form for hotel management and a consent form for individual hotel employees. There are more documents related to ethics and confidentially attached in Appendix A. Completed questionnaires collected from the respondents are kept in the principal investigators office at Victoria University, and only team members of this study have permission to use this data. Moreover, the name of all hotels and individuals' personal information are not recorded.

4.9 Summary

This chapter explains the research design used to collect data for quantitative analysis and the testing of hypotheses developed in previous chapters. The methods used to develop and administer a questionnaire survey are outlined including the use of a pre-test survey and final survey. It discusses the choice of locations used and the sampling frame. Further, an introductory discussion of the statistical techniques used to test the hypotheses derived from the conceptual model in Chapter 3, and the descriptive statistics are outlined, including the Mann Whitney U test, Principal Component Analysis and Structural Equation Modelling (SEM), to identify the research hypotheses of the proposed model. Lastly, the ethical considerations and confidentiality of this research are presented.

The following Chapter five provides a description of the results from data screening, a preliminary analysis including descriptive statistics and a Mann Whitney U test. Frequencies, means, standard deviations are also given, with an overall focus of a comparison between the two countries, Thailand and Australia.

CHAPTER FIVE

DESCRIPTIVE ANALYSIS

5.1 Introduction

The conceptual framework of the current study, which is summarised in Figure 3.1 presents the relationship between human culture and employee commitment, through antecedents of employee commitment as a result in employee behaviour. Moreover, from previous literature a strong relationship is found between culture and commitment of employees in several contexts, and a positive influence of employee commitment on employee behaviour. However, this study is focused on culture related to individual employees. Therefore, in order to measure culture in this study, cultural values were used to clarify the issue.

In terms of employee commitment this study divides the term into three parts including commitment to organisation, commitment to customer and career commitment. In the hospitality sector a study of only employee commitment to the organisation is not enough, it is considered better to concentrate on career or responsibility commitment and employee commitment to the customer. This is based upon the literature view that customer satisfaction is one of the most significant factors relating to overall business success. Therefore, in hospitality in particular, the employee commitment to the customer, through providing exceptional services leads to customer satisfaction and loyalty.

The purpose of this chapter is to present the initial analysis of the data collected by survey instrument using descriptive statistical techniques. A Mann-Whitney U test is also used to initially test research questions and to summarise and compare the data from the Thai and Australian respondents. Following this introduction, section (5.2) examines a frequency analysis of the data to analyse the demographic characteristics of the sample set, and a descriptive analysis of the mean, min., and max. of the work related characteristics. The following section (5.3) provides the means and standard deviations of the employee commitment and human culture constructs. The fourth

section (5.4) provides a statistical comparison of the means across all variables for Thailand and Australia using the Mann Whitney U test. This final comparative analysis attempts to answer some of the research questions outlined in Chapter One. The following section (5.5) presents the reliability scores of the survey instrument, and finally, section (5.6) presents the conclusion to the chapter.

5.2   Demographic characteristics

The results shown in Table 5.1-5.4 indicate differences in the demographics of the respondents including gender, age, and work position. Respondents from Thailand and Australia are listed separately with a total sample size of 646 surveys. As shown in Table 6.1 female respondents are a higher percentage of the overall respondents (approximately 57**%**) compared to male respondents (approximately 43**%**). The Thai respondents consist of 41**%** male and 59**%** female, Australian respondents consist of 46**%** male and 54**%** female.

5.2.1   Gender

Table 5.1: Gender of respondents

Gender	Thai		Australian		Overall	
	Amount	%	Amount	%	Amount	%
Male	140	40.9%	139	45.7%	279	43.2%
Female	202	59.1%	165	54.3%	367	56.8%
Total	**342**	**52.9%**	**304**	**41.1%**	**646**	**100**%

5.2.2 Age of respondents

Table 5.2: **Age of respondents**

Age	Thai		Australian		Overall	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Below 20 years	10	2.9%	9	3%	19	2.9%
21 – 40 years	276	80.7%	242	79.6%	518	80.2%
41 – 60 years	56	16.4%	53	17.4%	109	16.9%
Total	**342**	**100%**	**304**	**100%**	**646**	**100%**

The age breakdown between Thailand and Australia is very similar in percentage terms (refer to Table 5.2). There is also a very close similarity in the percentage breakdown of work positions between Thailand and Australia (refer to Table 5.3).

5.2.3 Work position

Table 5.3: Work position of respondents

Work Position	Thai		Australian		Overall	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Housekeeping	60	17.5%	57	18.8%	117	18.1%
Administration	114	33.3%	105	34.5%	219	33.9%
Food and beverage	82	24%	74	24.3%	156	24.1%
Concierge and service	86	25.1%	68	22.4%	154	23.8%
Total	**342**	**100%**	**304**	**100%**	**646**	**100%**

5.2.4 Work related characteristics

Table 5.4: Comparison of mean, min and max

Measurement Item	Australia			Thailand			Overall		
	Mean	Min	Max	Mean	Min	Max	Mean	Min	Max
How long have you been working here?	4.4813	0.01	19.00	4.0041	0.01	22.00	4.2287	0.01	22.00
How long have you been doing this type of work?	3.9791	0. 01	15.00	3.8455	0.01	21.08	3.5790	0. 01	21.08
How many different employers have you worked for?	2.3	1.00	7.00	2.25	1.00	15.00	2.27	1.00	15.00
How many times have you been promoted?	1.47	0.00	5.00	1.08	0.00	9.00	1.27	0.00	9.00

In terms of work related characteristics there is also a remarkably similar pattern between the Thai and Australian samples (refer to Table 5.4). If it can be said there is any difference, it relates to the Thai workers having a slightly longer employment span. In terms of the number of employers, and the number of promotions, there is also a very similar average pattern, although again the Thai have a greater range of data.

The similarities between the data in Tables 5.1 to 5.4 may result from the international working operations of large 4 and 5 star hotels, whereby the structure of employment is largely the same, regardless of international boundaries.

5.3 Employee commitment and human culture constructs

In this section, mean scores, standard deviation and skewness scores are presented for the responses of the respondents from both Thailand and Australia. Tables 5.5-5.8 also present the differences between the two samples. The following section outlines the details for each construct in relation to human culture and employee commitment. In order to measure employee commitment and human culture in this study, which comprises the several structural groupings identified in the conceptual framework (Figure 3.1, Chapter Three) of human culture, attitude to antecedents of commitment, employee commitment and employee behaviour measurements, a survey instrument is

designed to collect data for each group (refer to Appendix E for Australian sample and Thai sample).

5.3.1 Human Culture

For the measurement of cultural values, 35 items are identified for use in the questionnaire. All items are measured on a six-point Likert Scale ranging from 1: Totally unimportant to 6: Totally important. Table 5.5 displays the results for the means, standard deviations and skewness scores for both countries. For the stronger average responses there are 21 of the 35 items present with means from the Australian respondents, higher than the Thai respondents (a sense of accomplishment, a world of peace, equality, freedom, happiness, pleasure, self-respect, true friendship, wisdom, ambitious, broad-minded, cheerful, clean, courageous, forgiving, helpful, independent, intellectual, logical, polite and responsible) with mean scores ranging from 4.87 – 5.32.

Table 5.5: Comparative measures of the constructs related to human culture

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Value						
A comfortable life (a prosperous life)	4.72	0.877	4.87	0.890	-.289	-.689
An exciting life (a stimulating, active life)	4.50	0.930	4.56	0.951	-.493	-.433
A sense of accomplishment (contribution)	4.93	0.784	4.84	0.779	-.120	-.155
A world of peace (free of war and conflict)	5.12	0.929	5.11	0.969	-.933	-1.146
A world of beauty (beauty of nature, arts)	5.01	0.919	5.08	0.897	-.809	-.878
Equality (brotherhood, equal opportunity)	5.15	0.949	5.08	1.022	-1.216	-1.348
Family security (taking care of loved ones)	5.36	0.867	5.38	0.864	-1.193	-1.306
Freedom (independence, free choice)	5.21	0.912	5.04	0.874	-1.290	-.881
Happiness (contentedness)	5.32	0.800	5.13	0.856	-1.021	-.951
Inner harmony (freedom from inner conflict)	4.89	1.050	5.07	0.983	-.876	-1.235
Mature love (sexual and spiritual intimacy)	4.92	0.956	4.97	0.847	-.701	-.619
Pleasure (an enjoyable leisurely life, fun)	4.93	0.950	4.85	0.883	-.675	-.545
Salvation (life after death, eternal life)	3.37	1.316	4.30	1.274	.109	-.534
Self-respect (self-esteem)	5.16	0.885	5.10	0.815	-.782	-.577
Social recognition (respect, admiration)	4.86	0.984	4.90	0.846	-.813	-.518
True friendship (close companionship)	5.24	0.905	5.11	0.903	-1.227	-.943
Wisdom (knowledge, understanding of life)	5.29	0.880	5.00	0.827	-1.215	-.653

Table 5.5: Comparative measures of the constructs related to human culture (Con.)

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Value						
Ambitious (hard working, aspiring)	4.95	0.905	4.87	0.822	-.924	-.714
Broad-minded (open-minded)	5.22	0.916	4.95	0.825	-1.307	-.695
Capable (competent, effective)	4.67	1.122	5.04	0.787	-.469	-.689
Cheerful (light-hearted, joyful)	5.36	0.780	4.99	0.772	-1.026	-.409
Clean (neat, tidy)	5.06	0.956	4.88	0.885	-.963	-.815
Courageous (standing up for one's belief)	5.24	0.877	4.87	0.803	-1.161	-.573
Forgiving (willing to pardon others)	5.15	0.873	5.02	0.851	-.778	-.901
Helpful (working for the welfare of others)	5.18	0.812	5.08	0.808	-.945	-1.028
Honest (sincere, truthful)	4.93	0.913	5.04	0.882	-.616	-1.137
Imaginative (daring, creative)	4.71	0.895	4.77	0.869	-.566	-.732
Independent (self-reliant, self-sufficient)	5.04	0.838	4.93	0.765	-.645	-.440
Intellectual (intelligent, reflective)	4.87	0.827	4.84	0.762	-.342	-.240
Logical (consistent, rational)	5.04	0.820	5.03	0.771	-.508	-.480
Loving (affectionate, tender)	4.71	0.948	4.82	0.848	-.374	-.323
Obedient (dutiful, respectful)	4.72	1.004	4.92	0.842	-.678	-.654
Polite (courteous, well-mannered, kind)	5.17	0.791	5.06	0.783	-.683	-.361
Responsible (dependable, reliable)	5.22	0.821	5.10	0.797	-.860	-.600
Self-controlled (restrained, self-disciplined)	4.93	0.929	5.10	0.775	-.483	-.402

Note: N=646 for all items. All items are measured by using 6-point scale 1= totally unimportant to 6=totally important.

In order to measure the statistical difference between the means a Mann-Whitney U test is conducted in section 5.4 for each of these construct measures.

5.3.2 Attitude to antecedents of commitment

In order to measure the group attitude to antecedents of employee commitment 29 attitude measures are used. All items are measured using a six-point Likert Scale ranging from 1 Totally disagree to 6 Totally agree. Table 5.6 displays the means, standard deviations and skewness scores for both countries indicating the attitudes to antecedents of employee commitment. There are 19 out of 29 items from Australian respondents with higher mean scores than Thai respondents (I am always prepared, I try not to oppose team members, I prefer tasks that enable me to think creatively, I am good at solving problems at work, I can establish my own work routine, I feel I am better than most people at doing my job, staff are given duties based on capability very well, I feel I am better than most people at doing my job, staff are given duties based on capability, I like a large number of rules and policies, I like my work to keep a record of work performance, I have adequate material and supplies to do my job, I have access to technical support when I need it, I have the time needed to complete the assigned work, I feel my work load is too heavy, I am not liked and accepted by the people I work with, I do my work without needing to think, I do the same work every day, people I work with are competent in doing their job and my co-workers fill in when I am absent) with means ranging between 4.13-5.05. One item has the same mean score for both the Thai and Australian respondents ("my work provides information on job openings inside the organisation" (4.32).

Table 5.6: Comparative measures of the constructs related to attitude of antecedents to commitment

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Attitude to antecedents						
I am always prepared	4.75	0.876	4.62	0.794	-.209	.028
I try not to oppose team members	4.55	0.911	4.35	0.922	-.507	-.715
I prefer tasks that enable me to think creatively	5.02	0.777	4.68	0.740	-.326	-.106
I try to excel in everything I do	4.77	0.868	5.00	0.805	-.198	-.243
I feel free to make my own decisions at work	4.77	0.912	4.43	0.922	-.711	-.851
I am good at solving problems at work	4.75	0.828	4.51	0.769	-.096	-.380
I can establish my own work routine	4.83	0.912	4.65	0.824	-.774	-.447
I have all the skills needed to perform my job very well	4.71	0.849	4.74	0.761	-.254	-.253
I feel I am better than most people at doing my job	4.76	0.881	4.30	0.862	-.423	-.222
Staff are given duties based on capability	5.05	0.807	4.51	0.876	-.539	-.695
I like a large number of rules and policies	4.16	1.258	3.95	1.057	-.134	-.509
I like my work to keep a record of work performance	4.85	0.934	4.22	0.953	-.655	-.547
My work provides support for me to obtain ongoing training	4.19	1.310	4.46	1.046	-.643	-.750
My work provides information on job openings inside the organisation	4.32	1.018	4.32	1.016	-.445	-.604
My work provides a program to regularly access my skills and interests	4.24	1.268	4.32	1.087	-.626	-.887
I have adequate material and supplies to do my job	4.38	1.179	4.30	0.996	-.611	-.890
I have access to technical support when I need it	4.36	1.126	4.33	0.946	-.455	-.613
I have the time needed to complete the assigned work	4.85	0.863	4.54	0.830	-.378	-.332
I feel my work load is too heavy	4.69	0.869	4.02	1.115	-.145	-.533
I have to satisfy conflicting demands of various people above me	3.25	1.394	3.97	1.197	-.189	-.815

Table 5.6: Comparative measures of the constructs related to attitude of antecedents to commitment (Con.)

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Attitude to antecedents						
I am not liked and accepted by the people I work with	4.78	0.900	3.61	1.442	-.459	-.400
I do my work without needing to think	4.89	0.860	3.89	1.232	-.315	-.610
I do the same work everyday	4.13	1.133	4.11	1.146	-.453	-.501
My work companions are the same everyday	4.08	1.269	4.50	0.995	-.510	-.351
My supervisor encourages me to develop new skills	4.30	1.169	4.46	1.014	-.564	-.693
My supervisor encourages me to participate in important decisions	4.17	1.199	4.40	0.942	-.467	-.758
My supervisor praises good work	4.13	1.270	4.41	0.897	-.502	-.697
People I work with are competent in doing their job	4.75	0.881	4.61	0863	-.306	-.163
My co-workers fill in when I am absent	4.68	0.893	4.59	0.946	-.287	-.328

Note: N=646 for all items. All items are measured by using 6-point scale 1= totally disagree to 6=totally agree.

5.3.3 Employee commitment

In the group employee commitment 16 items are used to measure employee commitment. All items are measured using a six-point Likert Scale ranging from 1: Totally unimportant to 6: Totally important. Table 5.7 displays the means, standard deviations and skewness scores. For the means there are 12 out of 16 Thai respondents with higher means than Australian respondents (I am happy to spend the rest of my career working here, I feel like 'part of the family' at my work, it would be too expensive for me to leave my organisation now, a person must always be loyal to their organisation, I think that to be a 'company person' is sensible, my work is important to my self-image, I am happy I started this kind of work, changing my work now would require considerable personal sacrifice, people who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time, I would feel guilty if I

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left my job, my customers mean a lot to me and I must meet the expectations of my customers) with mean scores ranging between 3.93 to 5.18.

Table 5.7: Comparative measures of the constructs related to employee commitment

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Employee commitment						
I am happy to spend the rest of my career working here	4.25	1.135	4.55	1.073	-.374	-.903
I enjoy talking about my work with people outside	4.47	1.154	4.55	1.084	-.609	-1.032
I feel the organisation's problems are my own	4.38	1.169	4.36	1.045	-.767	-.972
I feel like 'part of the family' at my work	4.50	1.137	4.59	0.929	-.623	-.716
It would be too expensive for me to leave my organisation now	4.06	1.282	4.26	1.178	-.427	-.738
A person must always be loyal to their organisation	4.50	1.111	5.18	0.865	-.697	-.911
I think that to be a 'company person' is sensible	4.60	1.142	4.89	0.897	-.640	-1.043
My work is important to my self-image	4.75	1.077	4.79	0.865	-.885	-.610
I am happy I started this kind of work	4.42	1.137	4.86	0.909	-.507	-.937
Changing my work now would require considerable personal sacrifice	4.05	1.276	4.26	1.151	-.365	-.603
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	3.84	1.244	4.21	1.203	-.426	-.722
I would feel guilty if I left my job	3.27	1.451	3.93	1.331	.128	-.613
My customers mean a lot to me	5.00	0.983	5.02	0.914	-.937	-.736

Table 5.7: Comparative measures of the constructs related to employee commitment (Con.)

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Employee commitment						
I must meet the expectations of my customers	4.99	0.840	5.03	0.840	-.613	-.509
I would lose personal image if I did not meet the needs of my customers	5.11	9.15	4.90	0.995	-1.181	-1.088
I have acquired too much knowledge of the expectations of my customers, to change my job	3.78	1.222	3.75	1.426	-.296	-.409

Note: N=646 for all items. All items are measured by using 6-point scale 1= totally unimportant to 6=totally important.

5.3.4 Employee behaviour

In order to examine employee behaviour 23 items are measured. All items are measured using a six-point Likert Scale ranging from 1: Totally disagree to 6: Totally agree. Table 5.8 displays the means, standard deviations and skewness scores for the employee behaviour measures, there are 13 out of 23 items with means from Australian respondents higher than Thai respondents (I perform the tasks that are expected of me, I listen to find out what a customer wants, I update my professional knowledge, if I have a good opportunity, I would like to find another job, I do not enjoy this job and have been searching for other position, I prefer to work on jobs where I can prove my ability to others, if I have a good opportunity, I would like to find another job, I do not enjoy this job and have been searching for other positions, I prefer to work on jobs where I can prove my ability to others, I am always punctual, I voluntarily help new employees do their job, when I work I am well dressed and clean, I do things right the first time, I have the knowledge and ability to answer customers' questions, my behaviour instils confidence in my customers and I treat all my customers courteously) with mean scores

ranging from 4.23-5.33. Additionally "I define and solve problems" is the only item with the same mean for both the Thai and Australian respondents (4.72).

Overall the results from section 5.2 show few items with particularly high means. For cultural value, the most significant items for Australian respondents are "family security" and "cheerful" with mean scores of 5.36 and the most important item for Thai respondents is family security with a mean score of 5.38. The results for attitude to antecedents of commitment, "Staff are given duties based on capability" is the most important item for Australian respondents with a mean score of 5.05. While for the Thai respondents "I try to excel in everything I do" is the most significant item with a mean of 5.00. For employee commitment the most important item for Australian respondents is "I would lose personal image if I did not meet the needs of my customers" with a mean score 5.11 and the most significant item for Thai respondents is "a person must always be loyal to their organisation" with a mean score 5.18. For employee behaviour, the most important item is the same for both Australian and Thai respondents: "I treat all my customers courteously", with mean scores of 5.33, 5.23 respectively.

Moreover, from the results of the skewness values for all variables, it can be seen that the data for this study does not show a normal distribution (Skewness $\neq$ 0) with a wide range of variables falling above .5 skewness, and most skew is negative. Given the lack of normality in the data it is difficult to use a parametric means test to compare the differences in the mean measures between Thailand and Australia. Therefore, in order to analyse the data in this study, the Mann-Whitney U test is used, the Mann-Whitney U test is a non- parametric test capable of comparing the means of two independent groups, and therefore it does not require normally distributed data.

Table 5.8: Comparative measures of the constructs related to employee behaviour

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Employee behaviour						
I perform the tasks that are expected of me	4.96	0.865	4.87	0.850	-.608	-.760
I listen to find out what a customer wants	5.16	0.763	5.05	0.761	-.544	-.280
I suggest things customers might like but did not think of	4.53	0.940	4.64	0.830	-.326	-.413
I update my professional knowledge	4.79	0.828	4.77	0.750	-.368	-.067
I define and solve problems	4.72	0.859	4.72	0.741	-.332	-.021
If I have a good opportunity, I would like to find another job	4.29	1.244	4.27	1.213	-.612	-.812
I do not enjoy this job and have been searching for other positions	4.23	1.172	3.52	1.470	-.364	-.313
I prefer to work on jobs where I can prove my ability to others	5.00	0.854	4.77	1.023	-.614	-.782
I am always ready to help those around me	4.75	0.943	4.82	0.757	-.496	-.185
I obey company rules, regulations, and procedures even when no one is watching	4.94	0.810	4.96	0.770	-.229	-.118
I am always punctual	4.92	0.877	4.88	0.875	-.401	-.367
My attendance at work is longer than required	4.32	1.195	4.70	0.937	-.620	-.564
I voluntarily help new employees do their job	4.89	0.959	4.84	0.842	-.941	-.437
I frequently adjust my work schedule to accommodate other employees' requests for time off	4.43	1.147	4.66	0.917	-.813	-.782

Table 5.8: Comparative measures of the constructs related to

employee behaviour (Con.)

Measurement items	Australia		Thailand		Skewness	
	Mean	Standard deviation	Mean	Standard deviation	Australia	Thailand
Employee behaviour						
I encourage others to try new and more efficient ways of doing their job	4.90	0.939	4.70	0.818	-.717	-.333
I defend the company when people criticize it	4.43	1.172	4.70	0.912	-.734	-.588
I show pride when representing the company in public	4.56	1.184	4.84	0.999	-.712	-1.041
When I work I am well dressed and clean	5.10	0.815	5.04	0.849	-.552	-.820
When I promise to do something by a certain time I do it	5.06	0.901	5.13	0.780	-.887	-.335
I do things right the first time	4.81	0.909	4.38	0.850	-.523	-.125
I have the knowledge and ability to answer customers' questions	5.25	0.724	4.82	0.795	-.682	-.046
My behaviour instils confidence in my customers	5.18	0.897	4.99	0.788	-1.145	-.268
I treat all my customers courteously	5.33	0.720	5.23	0.776	-.962	-.584

Note: N=646 for all items. All items are measured by using 6-point scale 1= totally unimportant to 6=totally important.

5.4 Mann Whitney U test

This section focuses upon the statistically significant differences between the Australian and Thai respondents. Because of the variable levels of skewness in the data as shown in Tables 5.5-5.8 a non-parametric Mann Whitney U Test is used. The Mann Whitney U test is the most powerful non-parametric means test available. The Mann Whitney U test results are presented for each of the variable groupings in the following sections with the objective of attempting to throw some initial light onto research question one

(RQ1) of this study : *Is there any difference in cultural and employee commitment between hotel employees in Australia and Thailand?* The results identify significant differences within the groups: human culture, attitude to antecedents of commitment, employee commitment and employee behaviour between Thais and Australians.

It is to be noted that the tests are done as two tail tests, although the interpretation is directional. This choice is made because the two tail test is more rigorous in that it requires a higher critical value to determine statistical significance. It is considered here that the higher testing level will enhance the power of the testing methodology.

5.4.1 Human Cultural values

Table 5.9: The Mann-Whitney U Test of significant differences in human cultural values between Thais (N=342) and Australians (N=304)

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
A comfortable life (a prosperous life)	Thai	342	339.46	116094.50	-2.444	0.015*
	Australian	304	305.55	92886.50		
An exciting life (a stimulating, active life)	Thai	342	329.60	112724.00	-0.0939	0.348
	Australian	304	316.63	96257.00		
A sense of accomplishment (contribution)	Thai	342	314.40	107523.50	-1.410	0.158
	Australian	304	333.74	101457.50		
A world of peace (free of war and conflict)	Thai	342	323.62	110678.50	-0.019	0.985
	Australian	304	323.36	98302.50		
A world of beauty (beauty of nature, arts)	Thai	342	330.68	113092.00	-1.101	0.271
	Australian	304	315.42	95889.00		
Equality (brotherhood, equal opportunity)	Thai	342	318.49	108923.00	-0.773	0.439
	Australian	304	329.14	100058.00		
Family security (taking care of loved ones)	Thai	342	325.30	111254.00	-0.294	0.769
	Australian	304	321.47	97727.00		
Freedom (independence, free choice)	Thai	342	305.02	104315.00	-2.853	0.004**
	Australian	304	344.29	104665.00		
Happiness (contentedness)	Thai	342	304.06	103988.00	-3.030	0.002**
	Australian	304	345.37	104993.00		

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
Table 5.9: The Mann-Whitney U Test of significant differences in human cultural values between Thais (N=342) and Australians (N=304) (Con.)						
Inner harmony (freedom from inner conflict)	Thai	342	338.61	115806.00	-2.302	0.021*
	Australian	304	306.50	93175.00		
Mature love (sexual and spiritual intimacy)	Thai	342	326.26	111580.00	-0.422	0.673
	Australian	304	320.26	111580.00		
Pleasure (an enjoyable leisurely life, fun)	Thai	342	314.28	107484.00	-1.405	0.160
	Australian	304	333.87	101497.00		
Salvation (life after death, eternal life)	Thai	342	382.53	130824.00	-8.721	0.000***
	Australian	304	257.10	78157.00		
Self-respect (self-esteem)	Thai	342	314.83	107673.00	-1.338	0.181
	Australian	304	333.25	101308.00		
Social recognition (respect, admiration)	Thai	342	324.19	110871.50	-0.105	0.916
	Australian	304	322.73	98109.50		
True friendship (close companionship)	Thai	342	309.28	105772.50	-2.206	0.027*
	Australian	304	339.50	103208.50		
Wisdom (knowledge, understanding of life)	Thai	342	290.02	99187.00	-5.175	0.000***
	Australian	304	361.16	109794.00		
Ambitious (hard working, aspiring)	Thai	342	312.66	106929.00	-1.682	0.093
	Australian	304	335.70	102052.00		
Broad-minded (open-minded)	Thai	342	292.52	100041.00	-4.777	0.000***
	Australian	304	358.36	108940.00		
Capable (competent, effective)	Thai	342	347.96	119001.00	-3.746	0.000***
	Australian	304	295.99	89980.00		
Cheerful (light-hearted, joyful)	Thai	342	282.05	96459.50	-6.477	0.000***
	Australian	304	370.14	112521.50		
Clean (neat, tidy)	Thai	342	304.02	103976.00	-2.983	0.003**
	Australian	304	345.41	105005.00		
Courageous (standing up for one's belief)	Thai	342	282.03	96455.50	-6.402	0.000***
	Australian	304	370.15	112525.50		
Forgiving (willing to pardon others)	Thai	342	309.02	105685.50	-2.233	0.026*
	Australian	304	339.79	103295.50		
Helpful (working for the welfare of others)	Thai	342	312.36	106827.00	-1.738	0.082
	Australian	304	336.03	102154.00		

Table 5.9: The Mann-Whitney U Test of significant differences in human cultural values between Thais (N=342) and Australians (N=304) (Con.)

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
Honest (sincere, truthful)	Thai	342	334.00	114228.50	-1.615	0.106
	Australian	304	311.69	94752.50		
Imaginative (daring, creative)	Thai	342	330.57	113056.00	-1.091	0.275
	Australian	304	315.54	95925.00		
Independent (self-reliant, self-sufficient)	Thai	342	311.08	106389.00	-1.938	0.053*
	Australian	304	337.47	102592.00		
Intellectual (intelligent, reflective)	Thai	342	320.08	109467.50	-0.533	0.594
	Australian	304	327.35	99513.50		
Logical (consistent, rational)	Thai	342	321.81	110058.00	-0.263	0.792
	Australian	304	325.40	98923.00		
Loving (affectionate, tender)	Thai	342	332.29	113643.00	-1.343	0.179
	Australian	304	313.61	95338.00		
Obedient (dutiful, respectful)	Thai	342	339.37	116064.50	-2.430	0.015*
	Australian	304	305.65	92916.50		
Polite (courteous, well-mannered, kind)	Thai	342	310.17	106079.50	-2.069	0.039*
	Australian	304	338.49	102901.50		
Responsible (dependable, reliable)	Thai	342	309.35	105796.50	-2.199	0.028*
	Australian	304	339.42	103184.50		
Self-controlled (restrained, self-disciplined)	Thai	342	336.79	115181.50	-2.038	0.042*
	Australian	304	308.55	93799.50		

*P<0.05 ** P<0.01 *** P<0.001.

There are 18 statistically significant differences of 35 measures of human cultural values between Thais and Australians (at or above .05). Most of the differences are Australian attitudes (12) higher than Thai attitudes (6).

Australians higher cultural values are:

- Freedom (independence, free choice)
- Happiness (contentedness)
- True friendship (close companionship)
- Wisdom (knowledge, understanding of life)

- Broad-minded (open-minded)

- Cheerful (light-hearted, joyful)

- Clean (neat, tidy)

- Courageous (standing up for one's belief)

- Forgiving (willing to pardon others)

- Independent (self-reliant, self-sufficient)

- Polite (courteous, well-mannered, kind)

- Responsible (dependable, reliable)

Thai higher cultural values are:

- A comfortable life (a prosperous life)

- Inner harmony (freedom from inner conflict)

- Salvation (life after death, eternal life)

- Capable (competent, effective)

- Obedient (dutiful, respectful)

- Self-controlled (restrained, self-disciplined)

The Australian values are more self-focussed whilst being more distant to others, but at the same time also maintaining external cordial relationships. This also suggests a degree of similarity, some of which relates to a wider view of the world such as beauty, peace, security, love, self-respect, hard work, honesty, imagination and logical thinking. The results are reflective of other research findings concerning Asian and Western culture where the main difference is stated to revolve around collective concepts that maintain harmony in Asia, and independence and a focus on self-happiness in Western cultures, along with a power-distance relationship where the difference is greater in Asian cultures (Hofstede 1984; Reisinger & Turner 2003). This is also consistent with the view that in Australian society, people are individuals preferring to make decisions based on individual needs and wants, where inner harmony and obedience is less significant.

In the Buddhist religion, salvation is taught (and many Thai people believe) in life after death via reincarnation. Mc Cleary (2007) states that: "Salvation in Buddhism is the removal of ignorance and the achievement of enlightenment" (p.57). He also indicates

that if people undertake activities earning external merit, they can ensure that they will be happier in their next life. On the other hand, Australians are more Christian in their view of salvation whereby outward good behaviour and politeness, as opposed to externally damaging behaviour, can lead to salvation, but also a happier life.

Capable is a significant variable for the Thai and this may at first seem less related to the notion of group. However, there is a study by Sharma (2010) that indicates that being capable is seen to result in success for both the organisation and for Thai people generally.

The variable obedience relates to a hierarchical society (Embree 1950) and the avoidance of conflict. The potential conflict in hierarchical society refers to the relationships among people such as manager-staff, older-younger, and teacher–student. In Thai society, people in higher positions have power over lower positions, and this requires that people in lower positions need to be obedient to people in higher positions. Leek and Chansawatkit (2006), also state that obedience is one of the primary values in Thai society. On the other hand, Australians place less emphasis on obedience, and more emphasis on freedom and wisdom and dislike the notion of an hierarchical society.

The individualist Australian society involves people thinking about themselves more than others, and in consequence it could be argued it is more difficult for them to obtain true friendship, although they want it, and value it. On the other hand, for the Thai friendship comes more easily within a collectivist society, where relationships are more closely bound over long periods of time. Consequently, there is less perceived need to seek true friendship in Thai society.

In summary, the findings are consistent with existing research on the differences between Asian and Western cultures.

5.4.2 Attitude to antecedents of commitment

Table 5.10: The Mann-Whitney U Test of significant differences in Attitude to antecedents between Thais (N=342) and Australians (N=304)

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
I am always prepared	Thai	342	308.87	105634.00	-2.251	0.024*
	Australian	304	339.96	103347.00		
I try not to oppose team members	Thai	342	306.95	104978.50	-2.556	0.011*
	Australian	304	342.11	104002.50		
I prefer tasks that enable me to think creatively	Thai	342	287.73	98403.50	-5.573	0.000***
	Australian	304	363.74	110577.50		
I try to excel in everything I do	Thai	342	345.51	118164.00	-3.370	0.001**
	Australian	304	298.74	90817.00		
I feel free to make my own decisions at work	Thai	342	292.06	99885.50	-4.836	0.000***
	Australian	304	358.87	109096.00		
I am good at solving problems at work	Thai	342	300.03	102610.00	-3.647	0.000***
	Australian	304	349.90	106371.00		
I can establish my own work routine	Thai	342	303.87	103923.50	-3.031	0.002**
	Australian	304	345.58	105057.50		
I have all the skills needed to perform my job very well	Thai	342	326.38	111621.00	-0.448	0.654
	Australian	304	320.26	97360.00		
I feel I am better than most people at doing my job	Thai	342	278.49	95244.50	-6.906	0.000***
	Australian	304	374.13	113736.50		
Staff are given duties based on capability	Thai	342	272.67	93252.50	-7.818	0.000***
	Australian	304	380.69	115728.50		
I like a large number of rules and policies	Thai	342	308.82	105615.50	-2.191	0.028*
	Australian	304	340.02	103365.50		
I like my work to keep a record of work performance	Thai	342	268.14	91703.00	-8.405	0.000***
	Australian	304	385.78	117278.00		
My work provides support for me to obtain ongoing training	Thai	342	338.59	115799.00	-2.271	0.023*
	Australian	304	306.52	93182.00		
My work provides information on job openings inside the organisation	Thai	342	324.43	110956.00	-0.142	0.887
	Australian	304	322.45	98025.00		

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
My work provides a program to regularly access my skills and interests	Thai	342	326.99	111830.00	-0.525	0.599
	Australian	304	319.58	97151.00		
I have adequate material and supplies to do my job	Thai	342	316.22	108146.50	-1.102	0.270
	Australian	304	331.69	100834.50		
I have access to technical support when I need it	Thai	342	319.56	109290.50	-0.596	0.551
	Australian	304	327.93	99690.50		
I have the time needed to complete the assigned work	Thai	342	293.71	100450.00	-4.585	0.000***
	Australian	304	357.01	108531.00		
I feel my work load is too heavy	Thai	342	271.81	92958.00	-7.826	0.000***
	Australian	304	381.65	116023.00		
I have to satisfy conflicting demands of various people above me	Thai	342	369.30	126300.50	-6.863	0.000***
	Australian	304	271.98	82680.50		
I am not liked and accepted by the people I work with	Thai	342	251.15	85894.00	-10.799	0.000***
	Australian	304	404.89	123087.00		
I do my work without needing to think	Thai	342	251.15	86174.50	-10.753	0.000***
	Australian	304	404.89	122806.50		
I do the same work everyday	Thai	342	322.24	110204.50	-0.190	0.849
	Australian	304	324.92	98776.50		
My work companions are the same everyday	Thai	342	349.40	119495.50	-3.889	0.000***
	Australian	304	294.36	89485.50		
My supervisor encourages me to develop new skills	Thai	342	333.90	114195.00	-1.571	0.116
	Australian	304	311.80	94786.00		
My supervisor encourages me to participate in important decisions	Thai	342	338.40	115734.50	-2.261	0.024*
	Australian	304	306.73	93246.50		
My supervisor praises good work	Thai	342	341.16	116675.50	-2.679	0.007**
	Australian	304	303.64	92305.50		
People I work with are competent in doing their job	Thai	342	309.23	105755.00	-2.189	0.029*
	Australian	304	339.56	103226.00		
My co-workers fill in when I am absent	Thai	342	315.07	107753.00	-1.285	0.199
	Australian	304	332.99	101228.00		

Table 5.10: The Mann-Whitney U Test of significant differences in Attitude to antecedents between Thais (N=342) and Australians (N=304) (Con.)

*P<0.05 ** P<0.01 *** P<0.001.

There are 21 statistically significant differences of 29 measures in the attitude of antecedents between Thais and Australians (at or above .05). Of the differences most are Australian attitudes (15) higher than Thai attitudes (6).

Australians higher attitudes are:

- I am always prepared
- I try not to oppose team members
- I prefer tasks that enable me to think creatively
- I feel free to make my own decision at work
- I am good at solving problems at work
- I can establish my own work routine
- I feel I am better than most people at doing my job
- Staff are given duties based on capability
- I like a large number of rules and policies
- I like my work to keep a record of work performance
- I have the time needed to complete the assigned work
- I feel my work load is too heavy
- I am not liked and accepted by the people I work with
- I do my work without needing to think
- People I work with are competent in doing their job

Thai higher attitudes are:

- I try to excel in everything I do
- My work provides support for me to obtain ongoing training
- I have to satisfy conflicting demands of various people above me
- My work companions are the same everyday
- My supervisor encourages me to participate in important decisions
- My supervisor praises good work

It can be noted that Thai respondents place a higher value on attitudes that are associated with others (people above me and supervisors) whilst wanting to do well (excel). There is also a greater tendency to stay within the same workgroup. These

attitudes again reflect to some degree on the collective and also the power distance concept which is considered to be stronger in Asian cultures (Hofstede 1984). On the other hand, Australian respondents are more concerned about their independence in work, based upon confidence (perhaps courage) and are less concerned about others, but want to avoid conflict. They need to work in tasks that can support them using creative thinking, they place significance in their freedom to make decisions by themselves, and have the confidence to think that they are good at solving problems at work, and are better than others in doing their job. It is also interesting that, Australian respondents prefer to have a large number of rules and policies which may relate to a competitive desire to perform better, and to be seen to perform better against standards (rules).

Consequently, there is an apparently clear relationship between their attitudes to antecedents and their cultural background, including collective groups and power distance. Indeed in absolute terms the highest score for the Thai is "I have to satisfy conflicting demands of various people above me", whilst for Australians two equally highest scores are for "I am not liked and accepted by the people I work with" and "I do my work without needing to think".

Overall Australians find the attitudes to antecedents of commitment to be more important than Thais.

5.4.3 Employee commitment

Table 5.11: The Mann-Whitney U Test of significant differences in employee commitment between Thais (N=342) and Australians (N=304)

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
I am happy to spend the rest of my career working here	Thai	342	347.81	118949.50	-3.672	0.000***
	Australian	304	296.16	90031.50		
I enjoy talking about my work with people outside	Thai	342	328.20	112244.00	-0.710	0.487
	Australian	304	318.21	96737.00		
I feel the organisation's problems are my own	Thai	342	317.23	108491.00	-0.954	0.340
	Australian	304	330.56	100490.00		

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
I feel like 'part of the family' at my work	Thai	342	327.23	111911.50	-0.566	0.571
	Australian	304	319.31	97069.50		
It would be too expensive for me to leave my organisation now	Thai	342	337.36	115377.00	-2.072	0.038*
	Australian	304	307.91	93604.00		
A person must always be loyal to their organisation	Thai	342	377.62	129146.50	-8.206	0.000***
	Australian	304	262.61	79834.50		
I think that to be a 'company person' is sensible	Thai	342	342.94	117284.50	-2.964	0.003**
	Australian	304	301.63	91696.50		
My work is important to my self-image	Thai	342	320.22	109514.00	-0.502	0.616
	Australian	304	324.19	99467.00		
I am happy I started this kind of work	Thai	342	356.03	121762.00	-4.933	0.000***
	Australian	304	286.90	87219.00		
Changing my work now would require considerable personal sacrifice	Thai	342	336.76	11517 2.00	-1.979	0.048*
	Australian	304	308.58	93809.00		
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	Thai	342	350.20	119768.00	-3.990	0.000***
	Australian	304	293.46	89213.00		
I would feel guilty if I left my job	Thai	342	365.60	125036.50	-6.220	0.000***
	Australian	304	276.13	83944.50		
My customers mean a lot to me	Thai	342	323.00	110465.00	-0.077	0.939
	Australian	304	324.07	98516.00		
I must meet the expectations of my customers	Thai	342	327.28	111928.50	-0.584	0.560
	Australian	304	319.25	97052.50		
I would lose personal image if I did not meet the needs of my customers	Thai	342	304.02	103974.00	-2.996	0.003**
	Australian	304	345.42	105007.00		
I have acquired too much knowledge of the expectations of my customers, to change my job	Thai	342	324.92	111121.50	-0.210	0.833
	Australian	304	321.91	97858.50		

Table 5.11: The Mann-Whitney U Test of significant differences in employee commitment between Thais (N=342) and Australians (N=304) (Con.)

*P<0.05 ** P<0.01 *** P<0.001.

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There are 9 statistically significant differences of 16 measures in the attitude of antecedents between Thais and Australians (at or above .05). Of the differences most are Thai commitments (8) higher than Australian commitments (1). This is notably quite different to the attitudes to antecedents where the Australian measures are higher. The one higher Australian attitude is:

- I would lose personal image if I did not meet the needs of my customers

The employee commitments that are higher for the Thai are:

- I am happy to spend the rest of my career working here
- It would be too expensive for me to leave my organisation now
- A person must always be loyal to their organisation
- I think that to be a 'company person' is sensible
- I am happy I started this kind of work
- Changing my work now would require considerable personal sacrifice
- People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time
- I would feel guilty if I left my job

There is a strong company loyalty and sense of responsibility to the company in the Thai responses, which goes beyond a cost of leaving the employment to one of being highly linked to the organisation. Moreover, Thais also believe that employees should be loyal to the organisation; they think that when they work in the organisation they need to be a 'company person'. This is also a culturally consistent finding relating to both a sense of collective responsibility and power distance between the employee and the employer. On the other hand the one variable emphasized by Australians is self-image and not related to the organisation, but to customers.

Overall, the Thai consider employee commitment to be more important than Australians, and again this is consistent with the differences in cultural traits. This is

emphasised by the highest score for the Thai being "A person must always be loyal to their organisation".

5.4.4 Employee behaviour

Table 5.12: The Mann-Whitney U Test of significant differences in employee behaviour Between Thais (N=342) and Australians (N=304)

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
I perform the tasks that are expected of me	Thai	342	314.30	107489.50	-1.420	0.156
	Australian	304	333.85	101491.50		
I listen to find out what a customer wants	Thai	342	311.11	106400.00	-1.927	0.054
	Australian	304	337.44	102581.00		
I suggest things customers might like but did not think of	Thai	342	333.27	113977.00	-1.506	0.132
	Australian	304	312.51	95004.50		
I update my professional knowledge	Thai	342	319.93	109416.50	-0.556	0.578
	Australian	304	327.51	99564.50		
I define and solve problems	Thai	342	322.28	110220.00	-0.190	0.850
	Australian	304	324.87	98761.00		
If I have a good opportunity, I would like to find another job	Thai	342	322.03	110133.00	-0.221	0.825
	Australian	304	325.16	98848.00		
I do not enjoy this job and have been searching for other positions	Thai	342	283.31	96893.50	-5.960	0.000***
	Australian	304	368.71	112087.50		
I prefer to work on jobs where I can prove my ability to others	Thai	342	305.27	114403.50	-2.776	0.006**
	Australian	304	344.00	104577.50		
I am always ready to help those around me	Thai	342	328.39	112309.00	-0.754	0.451
	Australian	304	318.00	96672.00		
I obey company rules, regulations, and procedures even when no one is watching	Thai	342	324.22	110883.50	-0.111	0.911
	Australian	304	322.69	98097.50		
I am always punctual	Thai	342	319.38	109229.00	-0.629	0.529
	Australian	304	328.13	99752.00		
My attendance at work is longer than required	Thai	342	349.56	119550.00	-3.936	0.000***
	Australian	304	294.18	89431.00		

Variables	Nationality	N	Mean rank	Sum of ranks	Z- test	Sig. (2-tails)
Table 5.12: The Mann-Whitney U Test of significant differences in employee behaviour Between Thais (N=342) and Australians (N=304) (Con.)						
I voluntarily help new employees do their job	Thai	342	314.47	107547.50	-1.386	0.166
	Australian	304	333.66	101433.50		
I frequently adjust my work schedule to accommodate other employees' requests for time off	Thai	342	337.86	115548.50	-2.189	0.029*
	Australian	304	307.34	93432.50		
I encourage others to try new and more efficient ways of doing their job	Thai	342	300.66	102824.50	-3.510	0.000***
	Australian	304	349.20	106156.50		
I defend the company when people criticize it	Thai	342	339.58	116135.00	-2.442	0.015*
	Australian	304	305.41	92846.00		
I show pride when representing the company in public	Thai	342	341.50	1167792.00	-2.723	0.006**
	Australian	304	303.25	92189.00		
When I work I am well dressed and clean	Thai	342	317.53	108596.50	-0.922	0.357
	Australian	304	330.21	100384.50		
When I promise to do something by a certain time I do it	Thai	342	325.80	11423.50	-6.386	0.000***
	Australian	304	320.91	97557.50		
I do things right the first time	Thai	342	281.80	96375.50	-0.355	0.723
	Australian	304	370.41	112605.50		
I have the knowledge and ability to answer customers' questions	Thai	342	277.81	95011.50	-7.068	0.000***
	Australian	304	374.90	113969.50		
My behaviour instils confidence in my customers	Thai	342	298.61	102124.50	-3.840	0.000***
	Australian	304	351.50	106856.50		
I treat all my customers courteously	Thai	342	314.68	107620.00	-1.389	0.165.
	Australian	304	333.42	101361.00		

*P<0.05 ** P<0.01 *** P<0.001.

There are 11 statistically significant differences of 23 measures in employee behaviour between Thais and Australians (at or above .05). Of the differences there are more Australian employee behaviours (6) higher than Thai behaviours (5).

The higher Australian behaviour measures are:

- I listen to find out what a customer wants

- I encourage others to try new and more efficient ways of doing their job

- I have the knowledge and ability to answer customers' questions

- My behaviour instils confidence in my customers

- I do not enjoy this job and have been searching for other positions

- I prefer to work on jobs where I can prove my ability to others

The higher Thai behaviour measures are:

- My attendance at work is longer than required

- I frequently adjust my work schedule to accommodate other employees' requests for time off

- I defend the company when people criticize it

- I show pride when representing the company in public

- When I promise to do something by a certain time I do it

Australian respondents have a stronger customer interest according to the survey responses than the Thai, who are more company representatives. This is not consistent with the more anecdotal opinions of Thai service when compared to Australian service standards. However, it is the view of Australian hospitality workers in these hotels that they have a strong customer orientation. However, again the cultural independence shows in the Australian behaviour with a hint of confidence and desire for control in the workplace, and a desire to be open to move employment elsewhere. While the Thai again show the cultural tendency to be interested in others. The question in regard to time spent at work (Thai) could be interpreted in different ways, as it does not distinguish between wanting to spend longer time at work, and being forced to do so.

It is interesting that the highest mean score for the Thai is that they stay longer at work than needed, and this might suggest this activity is voluntary and again associated with the feeling of a sense of duty to the organisation. While the highest mean for the Australian sample is about knowledge and ability, again reflecting confidence and independence.

Therefore, it can be argued again that the behaviour of employees has a strong reflection on cultural background, with the collective more evident in the Thai responses, and the individual more evident in the Australian responses. Additionally, the power distance between the organisation and the employee is apparent, with the Thai more concerned about representing the organisation, and the Australians more concerned about the customer.

Tables 5.9 – 5.12 above indicate that 59 out of 103 of the measurements show a statistically significant difference between Thais and Australians. The number of these differences in each group is provided below (Table 5.13).

Table 5.13: Number of the significant differences between Thais and Australians

Group indicators	Number of items	Number of significant differences (p>0.05)	Australian result higher than the Thai result	Thai result higher than the Australian result
Individual cultural values	35	18	12	6
Attitude to antecedents	29	21	15	6
Employee commitment	16	9	1	8
Employee behaviour	23	11	6	5
Total	**103**	**59**	**34**	**25**

The number of differences is relatively high overall at 57%. The Australians have higher differences than the Thai in Individual cultural values and antecedents of behaviour. The Thai have higher differences in employee commitment and there is an equal division of differences in behaviour. The discussion above explains much of the difference in terms of cultural background and is supportive of current research in the definitions of the main differences between western and eastern culture. However, the analysis does not look at the interrelationships between the measures for each construct and nor does it analyse whether there is any causal relationship between the constructs.

5.5 Reliability

The Alpha Cronbach analysis tests for both the Thai employees and the Australian employees, is output from the SPSS program. In this study, the instrument used is a multidimensional instrument which measures items from various dimensions comprising cultural values, attitude to antecedents of employee commitment, employee commitment and employee behaviour. In Table 5.14 below, four distinct alphas are computed to test the reliability of those dimensions for both the Thai and Australian employees and for total employees.

Santos (1999) states that: "reliability comes to the forefront when variables developed from summated scales are used as predictor components in objective models" (p.1). Reliability of the instrument refers to an accurate and stable instrument. The Thai and Australian employee surveys used in this study generate high reliability scores in measuring cultural values, attitude to antecedents of employee commitment, employee commitment and employee behaviour (refer to Table 5.14) where all measures exceed 0.8 and range to 0.9.

Table 5.14: Reliability analysis of the survey instrument

Construct	Number of items	Coefficient Alpha		
		Thailand	Australia	Overall
Number of cases		**342**	**304**	**646**
Cultural Value	35	0.944	0.915	0.930
Attitude	29	0.886	0.895	0.888
Employee commitment	16	0.862	0.885	0.875
Employee behaviour	23	0.879	0.805	0.846
Total	**103**	**0.950**	**0.924**	**0.938**

Therefore, the data is suitable for use in the predictive models that are used in the following chapters.

5.6 Summary

The descriptive analysis indicates that there are few differences in the respondents' demographic information between the Thai and Australian samples. There are significant differences of the group indicators of individual cultural values, attitude to antecedents, employee commitment, and employee behaviour between Thais and Australian employees.

A Mann Whitney U test is used in this study to clarify the statistically significant differences between Thai and Australian employees in this study. From the results there appears to be a strong relationship between the different Thai and Australian cultures, and the different concepts of values, antecedents of commitment, employee commitment and behaviour. There also appears to be a strong difference in human values between the two cultures, more emphasis by the Thai on employee commitment and stronger emphasis by Australians upon the antecedents of commitment, whilst both cultures have equally strong differences in behaviour.

The reliability of the results suggests that further in depth analysis is statistically viable. Although the analysis of the individual differences between the Thai and Australian samples is both interesting and informative of the fundamentally researched cultural differences between Asian and Western cultures (by reference to example Thai and Australian respondents), the analysis is limited by the comparison of each survey response as an individual concept. It may be argued that cultural relationships are more complex in their structure and not necessarily the sum of individual attitudes, values and behaviour. Therefore, it may be worthwhile to try and determine the interrelationships between the concepts, when the Thai and Australian samples are analysed separately and then compared. One method for doing this is to determine the latent dimensions within each concept and then compare them between each sample. Consequently, Chapter Six will present the results of a principal components analysis run separately for the Thai and Australian samples.

Furthermore, it might be possible to extend the interpretation, to test the conceptual framework (Chapter Three, Figure 3.1) and see whether there is a causal relationship

between values and the antecedents of commitment, between the antecedents of commitment, and employee commitment, and between employee commitment and behaviour. In this context it may also be possible to see whether these relationships differ between the Thai and Australian samples, and by implication between East and West. Consequently, Chapter Seven extends the analysis by using structural equation modelling of the latent dimensions from the principal components analysis.

CHAPTER SIX

PRINCIPAL COMPONENTS ANALYSIS

6.1 Introduction

This chapter will attempt to provide a deeper understanding of the factors that inspire human culture and employee commitment among each of the two cultural groups Thai and Australian. Principal component analysis (PCA) is one of the most popular techniques and used in a wide variety of contexts (Shlens 2005) to identify the underlying latent dimensions within a set of variables. Each of the concepts of commitment: cultural values, antecedents of commitment, employee commitment and employee behaviour have been surveyed as a separate set of variables. The central purpose of the PCA is to reduce each large set of variables into a smaller set of inter-related variables that can hopefully describe the underlying dimensionality, while retaining most of the variation present in the data set (Hubert et al., 2005; Ringnér 2008).

It can be argued that principal component analysis is the most suitable method to explore the interrelationships between the variables within each construct. Consequently, PCA is used to test the research question (RQ2): *How can a better understanding of the cultural characteristics of employees improve employee commitment, resulting in improved organisational competitiveness?*

The following analyses use a Varimax rotation to maximise the difference between the resulting dimensions, to hopefully aid in the description of each dimension, and enable clarity in the comparison between the Thai and Australian samples. An eigenvalue of one is used to provide the cut off value to the number of dimensions, and a loading of .6 is the minimum value for a loading to be considered correlated enough to load on any one dimension. The choice of a higher cut off value of .6 in relation to many other studies is justified in King and Jackson (1999).

6.2 Principal component analysis of human cultural values

The first concept measured is human cultural values with thirty five variables as outlined in Chapter 5.

6.2.1 Thai sample

For the Thai sample, the rotated factor solution extracted 7 factors which accounted for 62% of total variance, with the first factor explaining 36% (See Table 6.1).

Table 6.1: Result of the rotated factor extraction for 35 variables related to human cultural values in the Thai sample

Factor	Eigen value	Percentage of Variance	Cumulative Percentage
1	12.623	36.067	36.067
2	2.480	7.086	43.153
3	1.536	4.390	47.543
4	1.449	4.141	51.683
5	1.255	3.585	55.268
6	1.164	3.327	58.595
7	1.024	2.925	61.520

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.930.

Bartlett's Test of Sphericity= 6079.879, Significance = 0.000.

The factor loadings and factor interpretation are presented in Table 6.2.

Table 6.2: Rotated Component matrix of Thai human cultural values

	Dimension						
	1	2	3	4	5	6	7
Intellectual (intelligent, reflective)	.564						
Logical (consistent, rational)	.610						
Loving (affectionate, tender)	.584						
Obedient (dutiful, respectful)	.677						
Polite (courteous, well-mannered, kind)	.744						
Responsible (dependable, reliable)	.813						
Self-controlled (restrained, self-disciplined)	.783						
A world of peace (free of war and conflict)		.699					
A world of beauty (beauty of nature, arts)		.563					
Equality (brotherhood, equal opportunity)		.639					
Family security (taking care of loved ones)		.662					
Freedom (independence, free choice)		.589					
Happiness (contentedness)		.718					
Inner harmony (freedom from inner conflict)		.713					
Forgiving (willing to pardon others)			.678				
Helpful (working for the welfare of others)			.741				
Honest (sincere, truthful)			.611				
Social recognition (respect, admiration)				.680			
True friendship (close companionship)				.574			
Wisdom (knowledge, understanding of life)				.658			
A comfortable life (a prosperous life)					.690		
An exciting life (a stimulating, active life)					.788		
A sense of accomplishment (contribution)					.742		
Self-respect (self-esteem)						.603	
Cheerful (light-hearted, joyful)						.577	
Pleasure (an enjoyable leisurely life, fun)							.667
Salvation (life after death, eternal life)							.670

Table 6.3: Result of the Varimax rotated Factor Matrix for the Thai sample for the 35 variables related to Human cultural values

Factor 1 Personality	Factor Loading	Factor 2 Quality of life	Factor Loading
Responsible	.813	Happiness	.718
Self-controlled	.783	Inner harmony	.713
Polite	.744	A world of peace	.699
Obedient	.677	Family security	.662
Logical	.610	Equality	.639
Loving	.584	Freedom	.589
Intellectual	.564	A world of beauty	.563
Reliability Cronbach Alpha	**.887**	**Reliability Cronbach Alpha**	**.869**
Factor 3 **Courtesy to others**		**Factor4** **Social responsiveness**	
Helpful	.741	Social recognition	.680
Forgiving	.678	Wisdom	.658
Honest	.611	True friendship	.574
Reliability Cronbach Alpha	**.786**	**Reliability Cronbach Alpha**	**.744**
Factor 5 **Life style**		**Factor 6** **Personal strength**	
An exciting life	.788	Self-respect	.603
A sense of accomplishment	.742	Cheerful	.577
A comfortable life	.690	**Reliability Cronbach Alpha**	**.597**
Reliability Cronbach Alpha	**.751**		
Factor 7 **Lifestyle beliefs**			
Salvation	.670		
Pleasure	.667		
Reliability Cronbach Alpha	**.412**		

From Table 6.3, the dimensions defined by the variables with significant factor loadings of 0.6 and above have Cronbach Alpha coefficients between 0.412-0.887. An acceptable level of Cronbach alpha is .7 although as a measure of internal consistency

there is debate as to whether the measure is capable of being used to measure consistency in a latent dimension, especially when the number of items is low. Additionally, when the number of items is low the interpretation of the meaning of each latent variable becomes more difficult. For these reasons it could be argued to drop the last two Factors 6 and 7.

In the final result, a five-factor solution for the 35 variables in the Thai sample for human culture is accepted. The five factors kept for further analysis are:

- ❖ **Dimension 1 Personality:** This dimension of Personality reflects Intellectual Logical, Loving, Obedient, Polite, Responsible and Self-controlled personal aspects.
- ❖ **Dimension 2 Quality of life:** This second factor of human culture consists of seven variables related to quality of life for hotel employees.
- ❖ **Dimension 3 Courtesy to others:** Factor three is described by three variables of human culture related to employees being Courteous, Helpful and Honest.
- ❖ **Dimension 4 Social responsiveness:** This factor consists of three variables related to social responsiveness in terms of Social recognition, Wisdom and True friendship.
- ❖ **Dimension 5 Life style:** There are three variables describing life style, a Comfortable life, Exciting life and a Sense of accomplishment.

6.2.2 Australian sample

For the Australian sample, the rotated factor solution extracted 10 factors which accounted for 68% of total variance, with the first factor explaining 28% (see Table 6.4).

Table 6.4: Result of the Varimax rotated factor extraction for the 35 variables related to Human cultural values in the Australian sample

Factor	Eigen value	Percentage of Variance	Cumulative Percentage
1	9.758	27.881	27.881
2	2.619	7.484	35.365
3	1.978	5.651	41.016
4	1.780	5.085	46.101
5	1.546	4.416	50.517
6	1.496	4.275	54.792
7	1.284	3.668	58.460
8	1.151	3.289	61.748
9	1.073	3.066	64.814
10	1.026	2.930	67.744

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.842.

Bartlett's Test of Sphericity= 6879.201, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.5.

Table 6.5: Rotated Component matrix of Australian human cultural values

	Dimension									
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Independent (self-reliant, self-sufficient)	.621									
Intellectual (intelligent, reflective)	.598									
Logical (consistent, rational)	.695									
Loving (affectionate, tender)	.592									
Obedient (dutiful, respectful)	.615									
Polite (courteous, well-mannered, kind)	.741									
Responsible (dependable, reliable)	.738									
Self-controlled (restrained, self-disciplined)	.761									
True friendship (close companionship)		.899								
Wisdom (knowledge, understanding of life)		.912								
Courageous (standing up for one's belief)		.905								
A world of beauty (beauty of nature, arts)			.906							
Clean (neat, tidy)			.890							
Freedom (independence, free choice)				.877						
Broad-minded (open-minded)				.902						
Happiness (contentedness)					.911					
Cheerful (light-hearted, joyful)					.902					
Capable (competent, effective)						.896				
Honest (sincere, truthful)						.868				

	Dimension									
Table 6.5: Rotated Component matrix of Australian human cultural values (Con.)										
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Self-respect (self-esteem)							.792			
Forgiving (willing to pardon others)							.787			
Mature love (sexual and spiritual intimacy)								.688		
Pleasure (an enjoyable leisurely life, fun)								.644		
A comfortable life (a prosperous life)									.655	
An exciting life (a stimulating, active life)									.645	
A sense of accomplishment (contribution)									.748	

Table 6.6: Result of Varimax rotated Factor Matrix for the Australian sample for the 35 variables related to human cultural values

Factor 1 Personality	Factor Loading	Factor 2 Social responsiveness	Factor Loading
Self-controlled	.761	Wisdom	.912
Polite	.741	Courageous	.905
Responsible	.738	True friendship	.899
Logical	.695	**Reliability Cronbach Alpha**	**.973**
Independent	.621		
Obedient	.615		
Intellectual	.598		
Loving	.592		
Reliability Cronbach Alpha	**.858**		
Factor 3 Quality of Life		Factor 4 Independence	
A world of beauty	.906	Broad-minded	.902
Clean	.890	Freedom	.877
Reliability Cronbach Alpha	**.952**	**Reliability Cronbach Alpha**	**.963**
Factor 5 Positive personality		Factor 6 Competence	
Happiness	.911	Capable	.896
Cheerful	.902	Honest	.868
Reliability Cronbach Alpha	**.979**	**Reliability Cronbach Alpha**	**.884**
Factor 7 Personal strength		Factor 8 Love	
Self-respect	.792	Mature love	.688
forgiving	.787	Pleasure	.644
Reliability Cronbach Alpha	**.966**	**Reliability Cronbach Alpha**	**.498**
Factor 9 Life style		Factor 10	
A sense of accomplishment	.748	No variable more than 0.055	
A comfortable life	.655		
An exciting life	.645		
Reliability Cronbach Alpha	**.550**		

From Table 6.4 the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests on each of the factors indicate Cronbach Alpha coefficients between 0.498- 0.887, suggesting that the last two factors 8 and 9 do not have adequate internal consistency. For this reason it could be argued to drop the last two factors. There are also a large number of other factors with only two variables loading, (although they have significant degrees of correlation) and as a result they cause some difficulty with interpretation.

In the final result, the seven-factor solution for the 35 variables in the Australian sample for human culture is accepted. The seven factors kept for further analysis are:

- ❖ **Dimension 1 Personality:** This first factor is drawn out a set of eight variables including Intellectual, Loving, Independent, Logical, Obedient, Polite, Responsible and Self-controlled as a measure of personality.
- ❖ **Dimension 2 Social responsiveness:** This second factor of human culture consists of variables related to social responsiveness comprising True friendship, Wisdom and Courageous.
- ❖ **Dimension 3 Quality of life:** Factor three is described by two variables a World of beauty and clean described as measures of the quality of life.
- ❖ **Dimension 4 Independence:** This factor consists of two variables related to independence Freedom and Broad-minded.
- ❖ **Dimension 5 Positive Personality:** Factor five consists of two variables related to positive personality feelings, Happiness and Cheerfulness.
- ❖ **Dimension 6 Competence:** This sixth factor relates to competence in the workplace in terms of Capable and Honest.
- ❖ **Dimension 7 Courage:** There are two variables describing personal strength, Self-respect and Forgiving.

6.2.3 Comparison of Human culture

Table 6.7: Comparison of human culture between Thai and Australian

Thais	Australians
Personality*	Personality*
Quality of life*	Social responsiveness *
Courtesy to others	Quality of life*
Social responsiveness*	Independence
Life style	Positive personality
	Competence
	Personal Strength

*similar dimension between Thai and Australian samples.

Table 6.7 compares the two sets of latent dimensions as interpreted from the rotated loadings matrix. At this broader level there are similarities between the two cultures relating to personality, social responsiveness and quality of life, and both cultures share these dimensions. However, the ordering is different. Personality is the strongest dimension and shared by both cultures although the interpretation of each dimension is widely different with the main difference focussing upon independence (Australia) and collectiveness (Thai). Quality of life is somewhat more important to the Thai with Australians moving social responsiveness much higher than the Thai. Quality of life is also interpreted in both greater depth and more broadly by the Thai than by Australians.

The more important social responsiveness dimension for the Australians is very similar in definition to the Thai dimension which is ranked significantly lower. Also on the Thai side the more collective and outgoing concept of courtesy to others ranks highly, but does not appear in the Australian concepts, rather Independence is higher in the ranking.

Life style is the last significant concept for the Thai, while the last three dimensions for the Australians refer again more to the self in a positive personality, competence and personal strength.

6.3 Principal component analysis of attitudes to antecedents of commitment

The second concept measured is the attitudes to antecedents of employee commitment with 29 variables for each of the two samples, Thai and Australian.

6.3.1 Thai sample

For the Thai sample, the rotated factor solution extracted 7 factors which accounted for 62% of total variance, with the first factor explaining 26% (see Table 6.8).

Table 6.8: Result of the rotated factor extraction for 29 variables related to attitudes to antecedents of employee commitment in the Thai sample

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	7.567	26.092	26.092
2	2.515	8.674	34.766
3	2.143	7.390	42.157
4	1.874	6.462	48.619
5	1.587	5.472	54.091
6	1.235	4.259	58.349
7	1.027	3.542	61.891

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.863.

Bartlett's Test of Sphericity= 3953.643, Significance = 0.000.

The factor loadings and factor interpretation are presented in Table 6.9.

Table 6.9: Rotated Component matrix of Thai attitudes to antecedents of commitment

	Dimension						
	1	**2**	**3**	**4**	**5**	**6**	**7**
Staff are given duties based on capability	.672						
I like a large number of rules and policies	.659						
I like my work to keep a record of work performance	.719						
My work provides support for me to obtain ongoing training	.751						
My work provides information on job openings inside the organisation	.772						
My work provides a program to regularly access my skills and interests	.742						
I have adequate material and supplies to do my job	.580						
I have access to technical support when I need it	.587						
My supervisor encourages me to develop new skills		.793					
My supervisor encourages me to participate in important decisions		.827					
My supervisor praises good work		.718					
I am good at solving problems at work			.647				
I can establish my own work routine			.743				

	Dimension						
	1	**2**	**3**	**4**	**5**	**6**	**7**
I have all the skills needed to perform my job very well			.634				
I feel I am better than most people at doing my job			.603				
I do my work without needing to think				.671			
I do the same work everyday				.812			
My work companions are the same everyday				.714			
I feel my work load is too heavy					.722		
I have to satisfy conflicting demands of various people above me					.728		
I am not liked and accepted by the people I work with					.563		
I have the time needed to complete the assigned work						.596	
People I work with are competent in doing their job						.722	
My co-workers fill in when I am absent						.771	
I prefer tasks that enable me to think creatively							.730
I try to excel in everything I do							.700

Table 6.9: Rotated Component matrix of Thai attitudes to antecedents of commitment (Con.)

Table 6.10: Result of varimax rotated factor matrix for the Thai sample for the 29 variables representing attitudes to antecedents of employee commitment

Factor 1 Opportunity for success	Factor Loading	Factor 2 Supervisor support	Factor Loading
My work provides information on job openings inside the organisation	.772	My supervisor encourages me to participate in important decisions	.827
My work provides support for me to obtain ongoing training	.751	My supervisor encourages me to develop new skills	.793
My work provides a program to regularly access my skills and interests	.742	My supervisor praises good work	.718
I like my work to keep a record of work performance	.719	**Reliability Cronbach Alpha**	**.814**
Staff are given duties based on capability	.672		
I like a large number of rules and policies	.659		
I have access to technical support when I need it	.587		
I have adequate material and supplies to do my job	.580		
Reliability Cronbach Alpha	**.880**		
Factor 3 Work skill confidence		Factor4 Work is monotonous	
I can establish my own work routine	.743	I do the same work everyday	.812
I am good at solving problems at work	.647	My work companions are the same everyday	.714
I have all the skills needed to perform my job very well	.634	I do my work without needing to think	.671
I feel I am better than most people at doing my job	.603	**Reliability Cronbach Alpha**	**.719**
Reliability Cronbach Alpha	**.705**		
Factor 5 Work is hard		Factor 6 Good co-worker support	
I have to satisfy conflicting demands of various people above me	.728	My co-workers fill in when I am absent	.771
I feel my work load is too heavy	.722	People I work with are competent in doing their job	.722

Factor 5 Work is hard		Factor 6 Good co-worker support	
I am not liked and accepted by the people I work with	.563	I have the time needed to complete the assigned work	.596
Reliability Cronbach Alpha	**.632**	**Reliability Cronbach Alpha**	**.704**
Factor 7 Want to do better			
I prefer tasks that enable me to think creatively	.730		
I try to excel in everything I do	.700		
Reliability Cronbach Alpha	**.518**		

Table 6.10: Result of varimax rotated factor matrix for the Thai sample for the 29 variables representing attitudes to antecedents of employee commitment(Con.)

From Table 6.10 the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests on each of the factors indicate Cronbach Alpha coefficients between 0.518- 0.880, suggesting that the last Factor 7 does not have adequate internal consistency, and it also has only two items loaded for interpretation. Consequently, it can be argued the last factor should be dropped.

In the final result, the six-factor solution for the 29 variables in the Thai sample for the attitudes to the antecedents of employee commitment is accepted. The six factors kept for further analysis are:

❖ **Dimension 1 Opportunity for success:** The first factor is described as opportunity for success, and comprises eight variables related to support of the employee, opportunity to meet goals and work related to individual capability.

❖ **Dimension 2 Supervisor support:** The second factor focuses in on specific support in the job role, from the supervisor.

❖ **Dimension 3 Work skill confidence:** There are four variables describing factor 3 that all relate to confidence in doing a good job, and having the necessary skills to perform work duties.

- ❖ **Dimension 4 Work is monotonous:** The fourth factor consists of three variables related to the regularity of the work routine, which may be described as "monotonous" within the context of the literature on the antecedents of employee commitment.
- ❖ **Dimension 5 Work is hard:** This factor consists of three variables related to the level of work for Thai hotel employees stating the workload is hard.
- ❖ **Dimension 6 Good co-worker support:** The last factor relates to support from co-workers.

6.3.2 Australian sample

For the Australian sample, the rotated factor solution extracted 8 factors which accounted for 79% of total variance, with the first factor explaining 29% (see Table 6.11).

Table 6.11: Result of the rotated factor extraction for 29 variables related to attitudes to antecedents of employee commitment for the Australian sample

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	8.384	28.912	28.912
2	5.343	18.426	47.337
3	2.281	7.864	55.201
4	1.950	6.722	61.923
5	1.554	5.358	67.281
6	1.336	4.607	71.888
7	1.075	3.706	75.594
8	1.057	3.645	79.240

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.834.

Bartlett's Test of Sphericity= 9426.088, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.12.

Table 6.12: Rotated Component matrix of Australian attitudes to antecedents of commitment

	Dimension							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
My work provides support for me to obtain ongoing training	.943							
My work provides information on job openings inside the organisation	.557							
My work provides a program to regularly access my skills and interests	.948							
I have adequate material and supplies to do my job	.927							
I have access to technical support when I need it	.904							
My supervisor encourages me to develop new skills	.782							
My supervisor encourages me to participate in important decisions	.744							
My supervisor praises good work	.921							
I am always prepared		.914						
I try to excel in everything I do		.856						
I have the time needed to complete the assigned work		.923						
I am not liked and accepted by the people I work with		.883						
I do my work without needing to think		.834						
I try not to oppose team members			.790					
I feel free to make my own decisions at work			.898					
I can establish my own work routine			.904					

	Dimension							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
I like my work to keep a record of work performance			.846					
I am good at solving problems at work				.811				
I feel I am better than most people at doing my job				.788				
I feel my work load is too heavy				.782				
I do the same work everyday					.936			
My work companions are the same everyday					.945			
People I work with are competent in doing their job						.867		
My co-workers fill in when I am absent						.869		
Staff are given duties based on capability							.839	
I have to satisfy conflicting demands of various people above me								.758

Table 6.12: Rotated Component matrix of Australian attitudes to antecedents of commitment (Con.)

Table 6.13: Result of Varimax rotated factor matrix for the Australian sample for the 29 variables representing attitudes to antecedents of employee commitment

Factor 1 Good work support	Factor Loading	Factor 2 Work skill confidence	Factor Loading
My work provides a program to regularly access my skills and interests	.948	I have the time needed to complete the assigned work	.923
My work provides support for me to obtain ongoing training	.943	I am always prepared	.914
I have adequate material and supplies to do my job	.927	I am not liked and accepted by the people I work with	.883
My supervisor praises good work	.921	I try to excel in everything I do	.856
I have access to technical support when I need it	.904	I do my work without needing to think	.834
My supervisor encourages me to develop new skills	.782	**Reliability Cronbach Alpha**	**.953**
My supervisor encourages me to participate in important decisions	.744		
My work provides information on job openings inside the organisation	.557		
Reliability Cronbach Alpha	**.949**		
Factor 3 Work independence		Factor4 **High work confidence but work is hard**	
I can establish my own work routine	.904	I am good at solving problems at work	.811
I feel free to make my own decisions at work	.898	I feel I am better than most people at doing my job	.788
I like my work to keep a record of work performance	.846	I feel my work load is too heavy	.782
I try not to oppose team members	.790	**Reliability Cronbach Alpha**	**.904**
Reliability Cronbach Alpha	**.930**		

Table 6.13: Result of Varimax rotated factor matrix for the Australian sample for the 29 variables representing attitudes to antecedents of employee commitment (Con.)

Factor 5 Work is monotonous		Factor 6 Good co-worker support	
My work companions are the same everyday	.945	My co-workers fill in when I am absent	.869
I do the same work everyday	.936	People I work with are competent in doing their job	.867
Reliability Cronbach Alpha	**.964**	**Reliability Cronbach Alpha**	**.980**
Factor 7		Factor 8	
Staff are given duties based on capability	.839	I have to satisfy conflicting demands of various people above me	.758

In Table 6.13 the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests on each of the factors show Cronbach Alpha coefficients between 0.904- 0.980, indicating that the first 6 factors have internal consistency. Factors 7 and 8 have only one variable loading, and can be dropped from the analysis.

In the final result, the six-factor solution for the 29 variables in the Australian sample for the attitudes to antecedents of employee commitment is accepted. The six factors kept for further analysis are:

- ❖ **Dimension 1 Good work support:** This dimension of good work support is something of a combination of the first two factors in the Thai sample, with more focus on support in the workplace from the employer and the supervisor.
- ❖ **Dimension 2 Work skill confidence:** There are five variables describing this factor, which relates to working skills and confidence in the workplace.
- ❖ **Dimension 3 Work independence:** This factor consists of four variables that relate strongly to independence and also successful independence in the workplace.

❖ **Dimension 4 High work confidence but work is hard:** This factor consists of three variables indicating a high level of confidence in doing a hard job.

❖ **Dimension 5 Work is monotonous:** This factor consists of two variables related to the regularity of work that indicates it is the same each day, and has some potential to be monotonous.

❖ **Dimension 6 Good co-worker support:** There are two variables describing this factor that relate to support from co-workers.

6.3.3 Comparison of Attitude to antecedents to employee commitment

Table 6.14: Comparison attitudes to antecedents between

Thai and Australian hotel employees

Thais	Australians
Opportunity for success	Good work support
Supervisor Support	Work skill confidence*
Work skill confidence*	Work independence
Work is monotonous*	High work confidence but work is hard
Work is hard	Work is monotonous*
Good co-worker support*	Good co-worker support*

*similar dimension between Thai and Australian samples.

The attitudes related to the antecedents of employee commitment for hotel employees from Thailand and Australia are compared in Table 6.14.

There is a similarity in the first dimension for both the Thais and Australians although the Thai separate the supervisor support into a second dimension where the Australians include supervisor and workplace support together. Work skills and confidence come next in both cultures although ranked slightly higher for the Australian sample.

For the Australian sample the issue of independence rates highly as the third dimension and is missing completely in the Thai sample. The fourth and fifth dimensions are mixed but similar for both the Thai and the Australians. They are similar in the sense

that the work is seen as highly regular, and possibly monotonous whilst also hard, although slightly different in the high level of independent confidence expressed by the Australians.

The final factor is very similar for both cultures in receiving good work support. It might possibly be interpreted that for the Thai this also helps in achieving getting the work completed.

6.4 Principal component analysis of employee commitment

The third concept measured is employee commitment with 16 variables for each sample of Thai and Australian employees.

6.4.1 Thai sample

For the Thai sample, the rotated factor solution extracted 3 factors which accounted for 58% of total variance, with the first factor explaining 36% (see Table 6.15).

Table 6.15: Result of the rotated factor extraction for 16 variables representing constructs of employee commitment in the Thai sample

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	5.680	35.502	35.502
2	2.266	14.165	49.667
3	1.370	8.561	58.227

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.872.

Bartlett's Test of Sphericity= 2200.707, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.16.

Table 6.16: Rotated Component matrix of Thai employee commitment

	Dimension		
	1	**2**	**3**
I am happy to spend the rest of my career working here	.787		
I enjoy talking about my work with people outside	.808		
I feel the organisation's problems are my own	.542		
I feel like 'part of the family' at my work	.648		
It would be too expensive for me to leave my organisation now	.593		
I think that to be a 'company person' is sensible	.608		
I am happy I started this kind of work	.539		
A person must always be loyal to their organisation		.508	
My work is important to my self-image		.524	
My customers mean a lot to me		.770	
I must meet the expectations of my customers		.834	
I would lose personal image if I did not meet the needs of my customers		.745	
Changing my work now would require considerable personal sacrifice			.595
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time			.618
I would feel guilty if I left my job			.641
I have acquired too much knowledge of the expectations of my customers, to change my job			.781

Table 6.17: Result of Varimax rotated factor matrix for the Thai sample for the 16 variables representing constructs of employee commitment

Factor 1 Commitment to organisation	Factor Loading	Factor 2 Commitment to customer	Factor Loading
I enjoy talking about my work with people outside	.808	I must meet the expectations of my customers	.834
I am happy to spend the rest of my career working here	.787	My customers mean a lot to me	.770
I feel like 'part of the family' at my work	.648	I would lose personal image if I did not meet the needs of my customers	.745
I think that to be a 'company person' is sensible	.608	**Reliability Cronbach Alpha**	**.762**
It would be too expensive for me to leave my organisation now	.593		
Reliability Cronbach Alpha	**.809**		
Factor 3 Commitment as responsibility			
I have acquired too much knowledge of the expectations of my customers, to change my job	.781	People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	.618
I would feel guilty if I left my job	.641		
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	.618		
Reliability Cronbach Alpha	**.662**		

From Table 6.17 the dimensions are defined by the variables with significant factor loadings of 0.6 and above. Reliability tests on each of the factors show Cronbach Alpha

coefficients between 0.662 - 0.809, indicating that the three factors have internal consistency at a reasonable level.

In the final result, the three-factor solution for the 16 variables in the Thai sample for employee commitment is accepted. The three factors kept for further analysis are:

❖ **Dimension 1 Commitment to organisation:** The first dimension describes a strong commitment to the organisation which is considered sensible, and it would be difficult to leave.

❖ **Dimension 2 Commitment to customer:** This factor consists of three variables describing a strong commitment to the customer.

❖ **Dimension 3 Commitment as responsibility:** The third factor indicates not only commitment to the job, but also a sense of investment and responsibility to remain in the work.

6.4.2 Australian sample

For the Australian sample, the rotated factor solution extracted 4 factors which accounted for 76% of total variance, with the first factor explaining 43% (see Table 6.18).

Table 6.18: Result of the rotated factor extraction for 16 variables representing constructs of employee commitment for the Australian sample

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	6.941	43.384	43.384
2	2.296	14.351	57.734
3	1.628	10.174	67.908
4	1.303	8.141	76.049

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.852.

Bartlett's Test of Sphericity= 4938.986, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.19.

Table 6.19: Rotated Component matrix of Australian employee commitment

	Dimension			
	1	**2**	**3**	**4**
I enjoy talking about my work with people outside	.928			
I feel the organisation's problems are my own	.920			
I feel like 'part of the family' at my work	.911			
A person must always be loyal to their organisation	.895			
I think that to be a 'company person' is sensible	.917			
Changing my work now would require considerable personal sacrifice	.780			
My customers mean a lot to me		.836		
I must meet the expectations of my customers		.901		
I would lose personal image if I did not meet the needs of my customers		.860		
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time			.907	
I would feel guilty if I left my job			.563	
I have acquired too much knowledge of the expectations of my customers, to change my job			.907	
I am happy to spend the rest of my career working here				.783
I am happy I started this kind of work				.749

Table 6.20 Result of Varimax rotated factor matrix for the Australian sample for the 16 variables representing constructs of employee commitment

Factor 1 Commitment to organisation	Factor Loading	Factor 2 Commitment to customer	Factor Loading
I enjoy talking about my work with people outside	.928	I must meet the expectations of my customers	.901
I feel the organisation's problems are my own	.920	I would lose personal image if I did not meet the needs of my customers	.860
I think that to be a 'company person' is sensible	.917	My customers mean a lot to me	.836
I feel like 'part of the family' at my work	.911	**Reliability Cronbach Alpha**	**.858**
A person must always be loyal to their organisation	.895		
Changing my work now would require considerable personal sacrifice	.780		
Reliability Cronbach Alpha	**.963**		
Factor 3 Commitment as responsibility		Factor 4 Work satisfaction	
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	.907	I am happy to spend the rest of my career working here	.783
I have acquired too much knowledge of the expectations of my customers, to change my job	.907	I am happy I started this kind of work	.749
I would feel guilty if I left my job	.563	**Reliability Cronbach Alpha**	**.962**
Reliability Cronbach Alpha	**.757**		

From the Table 6.20, the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests on each of the factors show Cronbach

Alpha coefficients between 0.757- 0.963, indicating strong internal consistency with each factor. The last factor has only two items. However, these items load with high correlations.

In the final result, the four-factor solution for the 16 variables in the Australian sample for employee commitment is accepted. The four factors kept for further analysis are:

❖ **Dimension 1 Commitment to organisation:** This dimension of commitment to organisation consists of six variables indicating that a commitment is both sensible and loyal, and it would be difficult to leave.

❖ **Dimension 2 Commitment to customer:** This factor consists of three variables describing a commitment to customers.

❖ **Dimension 3 Commitment as responsibility:** This factor consists of three variables related to employees having a responsibility to remain in the job, associated with the training gained.

❖ **Dimension 4 Work satisfaction:** The last factor 4 relates to satisfaction at work and doing the job.

6.4.3 Comparison of Employee commitment

Table 6.21 Employee commitment difference between Thai and Australian hotel employees

Thais	Australians
Commitment to organisation *	Commitment to organisation *
Commitment to customer*	Commitment to customer*
Commitment as responsibility(career)*	Commitment as responsibility(career)*
	Work satisfaction

*similar dimension between Thai and Australian samples.

Employee commitment in Thailand and Australia are compared in Table 6.21. Table 6.21 shows there is a strong similarity in the first dimension of Commitment to the organisation for both the Thais and Australians. There are some small differences in that the Thai relate the investment to the commitment as more a monetary one (too expensive to leave) and the Australians as more a personal investment (personal sacrifice). Also the Australians raise the concept of loyalty to the workplace.

Both cultures have a similar second factor based on commitment to the customer with the same variables loading, with very similar loadings. Also, both cultures have a very similar set of loadings on the third factor which relates commitment to a responsibility to remain in the work, and even guilt at leaving.

The fourth factor for Australians relates to satisfaction in their work leading to happiness. The Thai tend to involve this last concept in with their first factor, which is a commitment to the organisation.

6.5   Principal component analysis of employee behaviour

The last concept is employee behaviour which is measured with 23 variables for each of the two samples of Thai and Australian employees.

6.5.1   Thai sample

For the Thai sample, the rotated factor solution extracted 6 factors which account for 62% of total variance, with the first factor explaining 32% (See Table 6.22).

Table 6.22: Result of the rotated factor extraction for 23 variables related to employee behaviour for the Thai sample

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	7.426	32.285	32.285
2	1.803	7.838	40.123
3	1.510	6.566	46.689
4	1.376	5.981	52.671
5	1.100	4.784	57.454
6	1.039	4.518	61.973

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.895.

Bartlett's Test of Sphericity= 2956.615, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.23.

Table 6.23: Rotated Component matrix of Thai employee behaviour

	Dimension					
	1	**2**	**3**	**4**	**5**	**6**
I perform the tasks that are expected of me	.707					
I listen to find out what a customer wants	.747					
I update my professional knowledge	.616					
I obey company rules, regulations, and procedures even when no one is watching		.671				
I am always punctual		.811				
My attendance at work is longer than required		.652				
I do things right the first time			.711			
I have the knowledge and ability to answer customers' questions			.745			
My behaviour instils confidence in my customers			.763			
I treat all my customers courteously			.641			
I defend the company when people criticize it				.847		
I show pride when representing the company in public				.809		
I frequently adjust my work schedule to accommodate other employees' requests for time off					.790	
I encourage others to try new and more efficient ways of doing their job					.683	
If I have a good opportunity, I would like to find another job						.752
I do not enjoy this job and have been searching for other position						.805

Table 6.24: Result of Varimax rotated factor matrix for the Thai sample for the 23 variables representing employee behaviour

Factor 1 Work professionally	Factor Loading	Factor 2 Obey the rules	Factor Loading
I listen to find out what a customer wants	.747	I am always punctual	.811
I perform the tasks that are expected of me	.707	I obey company rules, regulations, and procedures even when no one is watching	.671
I update my professional knowledge	.616	My attendance at work is longer than required	.652
Reliability Cronbach Alpha	**.687**	**Reliability Cronbach Alpha**	**.719**
Factor 3 **Confident with customers**		Factor 4 **Pride in the organisation**	
My behaviour instils confidence in my customers	.763	I defend the company when people criticize it	.847
I have the knowledge and ability to answer customers' questions	.745	I show pride when representing the company in public	.809
I do things right the first time	.711	**Reliability Cronbach Alpha**	**.776**
I treat all my customers courteously	.641		
Reliability Cronbach Alpha	**.789**		
Factor 5 **Support co-workers**		Factor 6 **Intention to leave**	
I frequently adjust my work schedule to accommodate other employees' requests for time off	.790	I do not enjoy this job and have been searching for other position	.805
I encourage others to try new and more efficient ways of doing their job	.683	If I have a good opportunity, I would like to find another job	.752
Reliability Cronbach Alpha	**.653**	**Reliability Cronbach Alpha**	**.597**

From Table 6.24 the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests for each of the factors show Cronbach Alpha coefficients between 0.597- 0.789, indicating that there is a large degree of internal consistency in the factors. However, the last Factor 6 has a low internal consistency and only two variables loaded, although its interpretation is clear. Factor 6 could be dropped from the analysis.

In the final result, the five factor solution for the 23 variables in the Thai sample for employee behaviour is accepted. The five factors kept for further analysis are:

- ❖ **Dimension 1 Work professionally:** The first dimension loads with three variables that relate to the concept of working professionally.
- ❖ **Dimension 2 Obey the rules:** The second factor is a respect for rules and being on time.
- ❖ **Dimension 3 Confident with customers:** The third factor relates to showing confidence to customers and instilling a feeling of confidence.
- ❖ **Dimension 4 Pride in the organisation:** The fourth factor consists of two variables related to feeling pride in the organisation.
- ❖ **Dimension 5 Support co-worker:** The last factor consists of two variables related to supporting co-workers.

6.5.2 Australian sample

For the Australian sample, the rotated factor solution extracted 7 factors which accounted for 73% of total variance, with the first factor explaining 26% (see Table 6.25).

Table 6.25: **Result of the rotated factor extraction for 23 variables related to employee behaviour in the Australian sample**

Factor	Eigenvalue	Percentage of Variance	Cumulative Percentage
1	5.892	25.617	25.617
2	2.586	11.244	36.861
3	2.360	10.261	47.122
4	2.005	8.719	55.840
5	1.615	7.021	62.861
6	1.233	5.362	68.223
7	1.015	4.415	72.638

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.743.

Bartlett's Test of Sphericity= 4856.452, Significance = 0.000.

The factor loadings and interpretation are presented in Table 6.26.

Table 6.26 Rotated Component matrix of Australian employee behaviour

	Dimension						
	1	**2**	**3**	**4**	**5**	**6**	**7**
I update my professional knowledge	.852						
When I promise to do something by a certain time I do it	.928						
My behaviour instils confidence in my customers	.878						
I voluntarily help new employees do their job		.818					
I frequently adjust my work schedule to accommodate other employees' requests for time off		.660					
I encourage others to try new and more efficient ways of doing their job		.816					
I defend the company when people criticize it			.672				
I show pride when representing the company in public			.647				
I obey company rules, regulations, and procedures even when no one is watching				.865			
I am always punctual				.661			
When I work I am well dressed and clean				.851			
I have the knowledge and ability to answer customers' questions					.813		
I listen to find out what a customer wants					.836		
I treat all my customers courteously					.785		
I prefer to work on jobs where I can prove my ability to others						.897	
I am always ready to help those around me						.881	
I perform the tasks that are expected of me							.673

Table 6.27: Result of Varimax rotated factor matrix for the Australian sample for the 23 variables representing employee behaviour

Factor 1 Work professionally	Factor Loading	Factor 2 Support co-workers	Factor Loading
When I promise to do something by a certain time I do it	.928	I voluntarily help new employees do their job	.818
My behaviour instils confidence in my customers	.878	I encourage others to try new and more efficient ways of doing their job	.816
I update my professional knowledge	.852	I frequently adjust my work schedule to accommodate other employees' requests for time off	.660
Reliability Cronbach Alpha	**.924**	**Reliability Cronbach Alpha**	**.756**
Factor 3 **Pride in the organisation**		Factor4 **Obey the rules**	
I defend the company when people criticize it	.672	I obey company rules, regulations, and procedures even when no one is watching	.865
I show pride when representing the company in public	.647	When I work I am well dressed and clean	.851
Reliability Cronbach Alpha	**.970**	I am always punctual	.661
		Reliability Cronbach Alpha	**.926**
Factor 5 **Customer focus**		Factor 6 **Work performance**	
I listen to find out what a customer wants	.836	I prefer to work on jobs where I can prove my ability to others	.897
I have the knowledge and ability to answer customers' questions	.813	I am always ready to help those around me	.881
I treat all my customers courteously	.785	**Reliability Cronbach Alpha**	**.863**
Reliability Cronbach Alpha	**.850**		
Factor 7			
I am always ready to help those around me	.673		

From Table 6.27, the dimensions are defined by the variables with significant factor loadings of 0.6 and above. The reliability tests on each of the factors show Cronbach Alpha coefficients between 0.756- 0.970, indicating that the seven-factor solution has internal consistency. However, Factor 7 has only one item and is dropped from the analysis.

In the final result, the six-factor solution for the 23 variables in the Australian sample for employee behaviour is accepted. The six factors kept for further analysis are:

- ❖ **Dimension 1 Work professionally:** This dimension relates to working professionally and consists of three variables.
- ❖ **Dimension 2 Support co-worker:** This factor consists of three variables related to supporting co-workers.
- ❖ **Dimension 3 Pride in the organisation:** The third factor consists of two variables related to showing pride in the organisation.
- ❖ **Dimension 4 Obey the rules:** The fourth factor indicates a respect for rules and meeting work requirements.
- ❖ **Dimension 5 Customer focus:** The fifth factor consists of three variables related to a customer focus and serving the customer.
- ❖ **Dimension 6 Work performance:** This factor consists of two variables relating to showing ability to others and helping others.

6.5.3 Comparison of Employee behaviour

Table 6.28: Employee behaviour difference between Thai and Australian hotel employees

Thais	Australians
Work professionally*	Work professionally*
Obey the rules	Support Co-worker*
Confident with customers	Pride in the organisation*
Pride in the organisation*	Obey the rules*
Support Co-worker*	Customer focus
Intention to leave	Work performance

*similar dimension between Thai and Australian samples.

Employee behaviour for the hotel employees in Thailand and Australia are compared in Table 6.28.

Table 6.28 shows there is a similarity in the first factor for both the Thai and Australians in the concept of working professionally. However, there is more emphasis in the Australian sample of wanting to instil confidence in the customer as part of professional behaviour, along with a time focus; while the Thais are more concerned with doing what is expected and reacting to the customer.

The Thai place obeying work rules much more highly than Australians as the second factor, while Australians make this a lower concept in fourth rank. The Thai also involve the issue of working longer than expected hours as part of fulfilling company requirements.

The Thai have a factor of being confident with customers and instilling confidence in customers as their third ranked factor, while Australians tend to include this as part of working professionally in their first ranked factor. As such the Thai place more emphasis upon this concept. They place this above showing pride in the organisation (fourth factor) where the Australians place this concept third. However, the concept of pride in the company is the same for both cultures.

The fifth factor for the Thai is to support co-workers, but this does not rank in the same way for Australians. Instead they have a customer focus as their fifth factor which involves some confidence, but also being courteous and listening to customers. The Australian worker support is contained within their sixth factor, but more in the context of showing how capable they are at doing their job, rather than the more direct support indicated by the Thai.

The sixth factor for the Thai is an intention to leave the job, which is inconsistent with the responsibility concept shown under employee commitment. The Australians show no equivalent intention.

6.7 Summary

Principal component analysis is used to classify the variables related to human culture, attitude to antecedents of commitment, employee commitment and employee behaviour. There are quite significant differences between the two samples which are supportive of the cultural differences outlined in Chapter Five. However, by using the factor analysis, the large number of original survey variables has been summarized down to a smaller set of concepts. In the human culture comparison in section 6.2.3 the independence of the Australian culture stands out within a personality factor as the first factor, while for the Thai a collective personality is the first factor. The quality of life and life style are important concepts for the Thai, where the Australians place more importance on social responsiveness, independence and confidence.

For the antecedents to employee commitment there is a higher degree of similarity between both cultures, although again independence shows out as a separate factor for the Australians, while this does not appear for the Thai. There is similarity in both showing confidence in their work skills, both find the work very regular and hard, and both provide co-worker support.

For employee commitment, the strongest similarity arises with both cultures stating commitment to the organisation, with the Australians extending the company person notion further to the concept of loyalty. Both cultures are equally committed to the customer, and both show a similar commitment to responsibility and even feelings of guilt at the thought of leaving.

Employee behaviour that theoretically derives from the similar employee commitment stated above varies more widely between the two cultures. Again in the first factor the cultural difference differentiates what is essentially a similar concept of professional work, where the Thai do more than what is expected, while the Australians tend to have the more western focus on time and instilling customer confidence. Also the Thai are more concerned about obeying the work rules than Australians, while Australians are more concerned about worker support than the Thai. Although the concepts of worker support are different in that the Thai look more at direct worker support, and Australians more at showing how capable they are whilst supporting others. There is also a desire

or intention by the Thai to consider leaving their employment which is not evident among Australians.

The only similarity in behaviour is that both cultures state they have pride in their organisations.

6.8 Conclusion

From the analysis given in Chapter 6, where the large and complex issues collected by survey have been summarized into more manageable factors, it is now possible to consider testing the causal model presented in Figure 3.1. The research question (RQ3): What is the relationship between employee commitment and employee human culture, in hotel employees in Australia and Thailand? needs to be tested to attempt to determine whether human culture causes the antecedents to commitment, which in turn cause employee commitment that then result in employee behaviour. It will be necessary to conduct such an analysis separately for the Thai and Australian samples so that comparisons can be made.

The next chapter, Chapter 7 will undertake a structural modelling exercise to attempt to answer these research questions.

CHAPTER SEVEN

STRUCTURAL EQUATION MODELLING

7.1 Introduction

This chapter provides models developed and analysed using structural equation modelling (SEM) which is used to examine the relationship between the unobserved variables for culture, antecedents of employee commitment, employee commitment and employee behaviour that were developed in the previous chapter from principal components analysis. The objective is to more closely examine the research hypotheses developed in Chapter Three developed to study the research objectives outlined in commitment, employee Chapter One.

This Chapter is divided into five sections. The following section (7.2) tests the relationship hypothesised to exist in the Thai sample. Section 7.3 tests the hypothesised relationships for the Australian sample. Section 7.4 examines the difference in the overall results from sections 7.2 and 7.3 between both the Thai and Australian samples. Finally, Section 7.5 provides a summary of Chapter Seven.

In the previous chapter, principal component analysis (PCA) was used to examine the significant groupings of the variables of human culture, attitude to antecedents of commitment, and employee behaviour, and the variables that loaded significantly to derive the summary set of observed variables. Structural equation modelling (SEM) has a unique capacity (Ullman 2001; Schumaker & Lomax 2004) to examine the causal relationships between these sets of unobserved variables. Arbuckle (2005) defines the structural equation model used in this way as "the portion of the model that specifies how the latent variables are related to each other" (p.90). It could be stated that SEM proposes to clarify which latent variables directly or indirectly influence the value of latent variables in another model (Byrne 1989). The causal relationship analysed here has been previously hypothesised to exist in the development of the conceptual framework in Chapter Three.

These hypotheses relate to research question three (RQ3) which are presented as follows: *What is the relationship between employee commitment and employee human culture in hotel employees in Australia and Thailand?* These hypotheses are represented in four statements (H1, H2, H3 and H4) derived from the theoretical model discussed in Chapter Three.

Hypothesis 1: Human cultural attitudes will positively influence the antecedents of employee commitment.

Hypothesis 2: Antecedents of commitment will positively influence employee commitment.

Hypothesis 3: Employee commitment will positively affect aspects of employee behaviour.

Hypothesis 4: There is a significant difference between the overall hypothesised results for Hypotheses 1 to 3 between the Thai and Australian hotel employee samples.

SPSS AMOS 21 software has been used for the analysis. For practical purposes of word length within the structural equation modelling process using the AMOS graphical methods, the factors and variables need to be coded. For the relationship between cultural difference and employee commitment of hotel employees in the Thai sample and Australian samples the codes are listed in Table 7.1 and Table 7.2 below.

Table 7.1: SEM codes Cultural Difference and Employee Commitment

7.1.1 Thai sample codes

Human culture attitudes:	
Factor variables	**Codes**
Factor 1 Personality	
Intellectual	PERST 1
Logical	PERST 2
Loving	PERST 3
Obedient	PERST 4
Polite	PERST 5
Factor variables	**Codes**
Responsible	PERST 6
Self-controlled	PERST 7
Factor 2 Quality of life	
A world of beauty	QOLT 1
Freedom	QOLT 2
A world of peace	QOLT 3
Equality	QOLT 4
Family security	QOLT 5
Happiness	QOLT 6
Inner harmony	QOLT 7
Factor 3 Courtesy to others	
Forgiving	CTOT 1
Helpful	CTOT 2
Honest	CTOT 3
Factor 4 Social responsiveness	
Social recognition	SRST 1
Wisdom	SRST 2
True friendship	SRST 3
Factor 5 Life style	
A comfortable life	LST 1

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Human culture attitudes:	
An exciting life	LST 2
A sense of accomplishment	LST 3
Antecedents of commitment:	
Factor 1 Opportunity for success	
Staff are given duties based on capability	OFST 1
I like a large number of rules and policies	OFST 2
I like my work to keep a record of work performance	OFST 3
My work provides support for me to obtain ongoing training	OFST 4
My work provides information on job openings inside the organisation	OFST 5
My work provides a program to regularly access my skills and interests	OFST 6
I have adequate material and supplies to do my job	OFST 7
I have access to technical support when I need it	OFST 8
Factor 2 Supervisor Support	
My supervisor encourages me to develop new skills	SST 1
My supervisor encourages me to participate in important decisions	SST 2
My supervisor praises good work	SST 3
Factor 3 Work skill confidence	
I am good at solving problems at work	WSCT 1
I can establish my own work routine	WSCT 2
I have all the skills needed to perform my job very well	WSCT 3
I feel I am better than most people at doing my job	WSCT 4
Factor 4 Work is monotonous	
Factor variables	**Codes**
I do my work without needing to think	WIMT 1
I do the same work everyday	WIMT 2
My work companions are the same everyday	WIMT 3
Factor variables	Codes
Factor 5 Work is hard	
I am not liked and accepted by the people I work with	WIHT 1
I feel my work load is too heavy	WIHT 2
I have to satisfy conflicting demands of various people above me	WIHT 3

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Factor 6 Good co-worker support	
I have the time needed to complete the assigned work	GCWST 1
People I work with are competent in doing their job	GCWST 2
My co-workers fill in when I am absent	GCWST 3
Employee commitment:	
Factor 1 Commitment to organisation	
I am happy to spend the rest of my career working here	COT 1
I enjoy talking about my work with people outside	COT 2
I feel like 'part of the family' at my work	COT 3
It would be too expensive for me to leave my organisation now	COT 4
I think that to be a 'company person' is sensible	COT 5
Factor 2 Commitment to customer	
My customers mean a lot to me	CTCT 1
I must meet the expectations of my customers	CTCT 2
I would lose personal image if I did not meet the needs of my customers	CTCT 3
Factor 3 Commitment as responsibility	
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	CART 1
I would feel guilty if I left my job	CART 2
I have acquired too much knowledge of the expectations of my customers, to change my job	CART 3
Employee behaviour:	
Factor 1 Work professionally	
I perform the tasks that are expected of me	WFT 1
I listen to find out what a customer wants	WFT 2
I update my professional knowledge	WFT 3
Factor variables	Codes
Factor 2 Obey the rules	
I obey company rules, regulations, and procedures even when no one is watching	OTRT 1
I am always punctual	OTRT 2
My attendance at work is longer than required	OTRT 3
Factor 3 Confident with customers	

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Factor variables	**Codes**
I do things right the first time	CWCT 1
I have the knowledge and ability to answer customers' questions	CWCT 2
My behaviour instils confidence in my customers	CWCT 3
I treat all my customers courteously	CWCT 4
Factor 4 Pride in the organisation	
I defend the company when people criticize it	PIOT 1
I show pride when representing the company in public	PIOT 2
Factor 5 Support Co-worker	
I frequently adjust my work schedule to accommodate other employees' requests for time off	SCWT 1
I encourage others to try new and more efficient ways of doing their job	SCWT 2

7.1.2 Australian sample codes

Human culture attitudes:	
Factor variables	**Codes**
Factor 1 Personality	
Intellectual	PERSA 1
Loving	PERSA 2
Independent	PERSA 3
Logical	PERSA 4
Obedient	PERSA 5
Polite	PERSA 6
Responsible	PERSA 7
Self-controlled	PERSA 8
Factor 2 Social responsiveness	
True friendship	SRSA 1
Wisdom	SRSA 2
Courageous	SRSA 3
Factor 3 Quality of life	
A world of beauty	QOLA 1
Clean	QOLA 2
Factor 4 Independence	
Freedom	INDA1
Broad-minded	INDA 2
Factor 5 Positive personality	
Happiness	PPA 1
Cheerful	PPA 2
Factor 6 Competence	
Capable	CTA 1
Honest	CTA 2
Factor 7 Personal Strength	
Self-respect	PSA 1
Forgiving	PSA 2

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Attitude to antecedents of commitment:	
Factor variables	**Codes**
Factor 1 Good work support	
My work provides support for me to obtain ongoing training	GWSA 1
My work provides a program to regularly access my skills and interests	GWSA 2
I have adequate material and supplies to do my job	GWSA 3
I have access to technical support when I need it	GWSA 4
Factor variables	**Codes**
My supervisor encourages me to develop new skills	GWSA 5
My supervisor encourages me to participate in important decisions	GWSA 6
My supervisor praises good work	GWSA 7
My work provides information on job openings inside the organisation	GWSA 8
Factor 2 Work skill confidence	
I am always prepared	WSCA 1
I try to excel in everything I do	WSCA 2
I have the time needed to complete the assigned work	WSCA 3
I am not liked and accepted by the people I work with	WSCA 4
I do my work without needing to think	WSCA 5
Factor 3 Work independence	
I try not to oppose team members	WINA 1
I feel free to make my own decisions at work	WINA 2
I can establish my own work routine	WINA 3
I like my work to keep a record of work performance	WINA 4
Factor 4 High work confidence but work is hard	
I am good at solving problems at work	HWCA 1
I feel I am better than most people at doing my job	HWCA 2
I feel my work load is too heavy	HWCA 3
Factor 5 Work is monotonous	
I do the same work everyday	WIMA 1
My work companions are the same everyday	WIMA 2
Factor 6 Good co-worker support	
People I work with are competent in doing their job	GCWSA1
My co-workers fill in when I am absent	GCWSA 2

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Factor variables	**Codes**
Employee commitment:	
Factor 1 Commitment to organisation	
I enjoy talking about my work with people outside	COA 1
I feel the organisation's problems are my own	COA 2
Factor variables	**Codes**
I feel like 'part of the family' at my work	COA 3
A person must always be loyal to their organisation	COA 4
I think that to be a 'company person' is sensible	COA 5
Changing my work now would require considerable personal sacrifice	COA 6
Factor 2 Commitment to customer	
My customers mean a lot to me	CTCA 1
I must meet the expectations of my customers	CTCA 2
I would lose personal image if I did not meet the needs of my customers	CTCA 3
Factor 3 Commitment as responsibility	
People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time	CTJA 1
I have acquired too much knowledge of the expectations of my customers, to change my job	CTJA 2
Factor variables	**Codes**
I would feel guilty if I left my job	CTJA 3
Factor 4 Work satisfaction	
I am happy to spend the rest of my career working here	WSFA1
I am happy I started this kind of work	WSFA 2
Employee behaviour:	
Factor variables	Codes
Factor 1 Work professionally	
I update my professional knowledge	WFA 1
When I promise to do something by a certain time I do it	WFA 2
My behaviour instils confidence in my customers	WFA 3
Factor 2 Support Co-worker	
I voluntarily help new employees do their job	SCWA 1

Table 7.1: SEM codes Cultural Difference and Employee Commitment(Con.)	
Factor variables	**Codes**
I frequently adjust my work schedule to accommodate other employees' requests for time off	SCWA 2
I encourage others to try new and more efficient ways of doing their job	SCWA 3
Factor 3 Pride in the organisation	
I defend the company when people criticize it	PIOA 1
I show pride when representing the company in public	PIOA 2
Factor 4 Obey the rules	
I obey company rules, regulations, and procedures even when no one is watching	OTRA 1
I am always punctual	OTRA 2
When I work I am well dressed and clean	OTRA 3
Factor 5 Customer focus	
I listen to find out what a customer wants	CFA 1
I have the knowledge and ability to answer customers' questions	CFA 2
I treat all my customers courteously	CFA 3
Factor 6 Work performance	
I prefer to work on jobs where I can prove my ability to others	WPMA 1
I am always ready to help those around me	WPMA 2

7.2 Testing of the conceptual framework theorised relationship between cultural difference and employee commitment for the Thai sample

7.2.1 Model of the relationship between human culture and attitudes to antecedents of employee commitment for the Thai sample

Hypothesis One: *Human culture will positively influence the antecedents of employee commitment (Thai sample).*

The initial model presented in Figure 7.1 presents the relationship between attitudes of human culture and antecedents of employee commitment derived from the principal component analysis. The principal component analysis for Thai human culture is presented as a loading matrix in Table 6.3 and derived five significant factors: personality, quality of life, courtesy to others, social responsiveness and life style. Table 6.10 lists the derived factors for attitudes to the antecedents of employee commitment: opportunity for success, supervisory support, work skill confidence, work is monotonous; work is hard and good co-worker support.

Figure 7.1: The initial model of the relationship between human culture and attitudes to the antecedents of employee commitment (Thai sample)
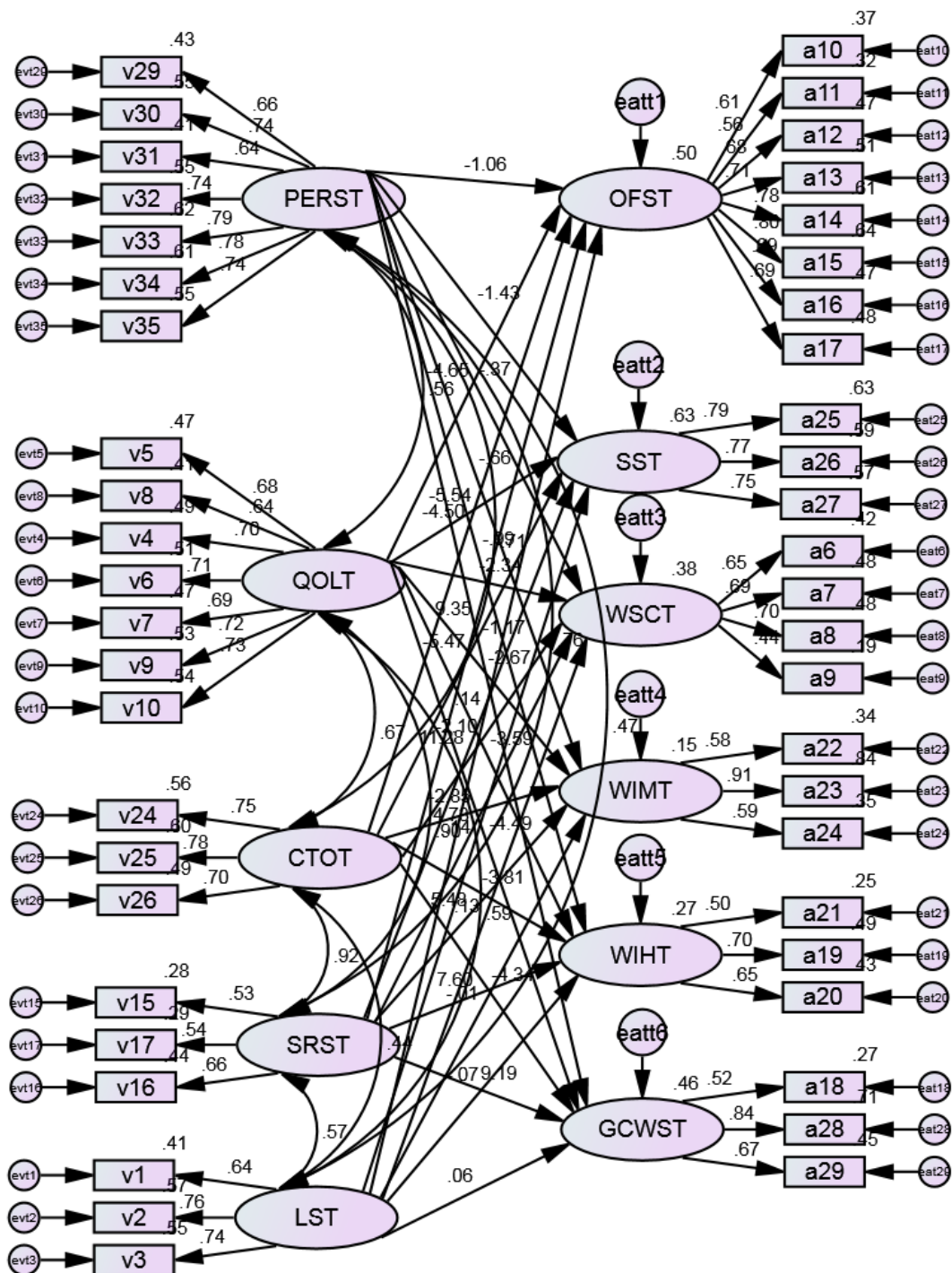
Chi-square = 2139.611, df = 994; GFI = .787; AGFI = .758;

NFI = .737; CFI = .838; TLI = .823; RMSEA = .058 and Chi-square/df = 2.153.

In summary, this model presents a Goodness-of-Fit Index = 0.787, Adjusted Goodness of Fit Index = 0.758, Root Mean Square Error of Approximation = 0.058 and this suggests that the model is acceptable but could potentially be improved.

If there is some high multicollinearity in the model between variables, this can be declared within SEM analysis. After declaring the high correlation between the factors of human culture, the fit measures increase somewhat and this model is accepted as the final model (refer to Figure 7.2). It would be possible to further modify the model to increase fit by using the modification indices, but this is not considered necessary as all measures indicate the model can be accepted. Moreover, continuous re-fitting raises the question of data mining, when is a model truly fitting or being adjusted to fit?

Following the revised SEM in Figure 7.2, the results from the analysis are discussed.

Figure 7.2: The adjusted model of the relationship between human culture and attitude to antecedent of employee commitment (Thai sample)
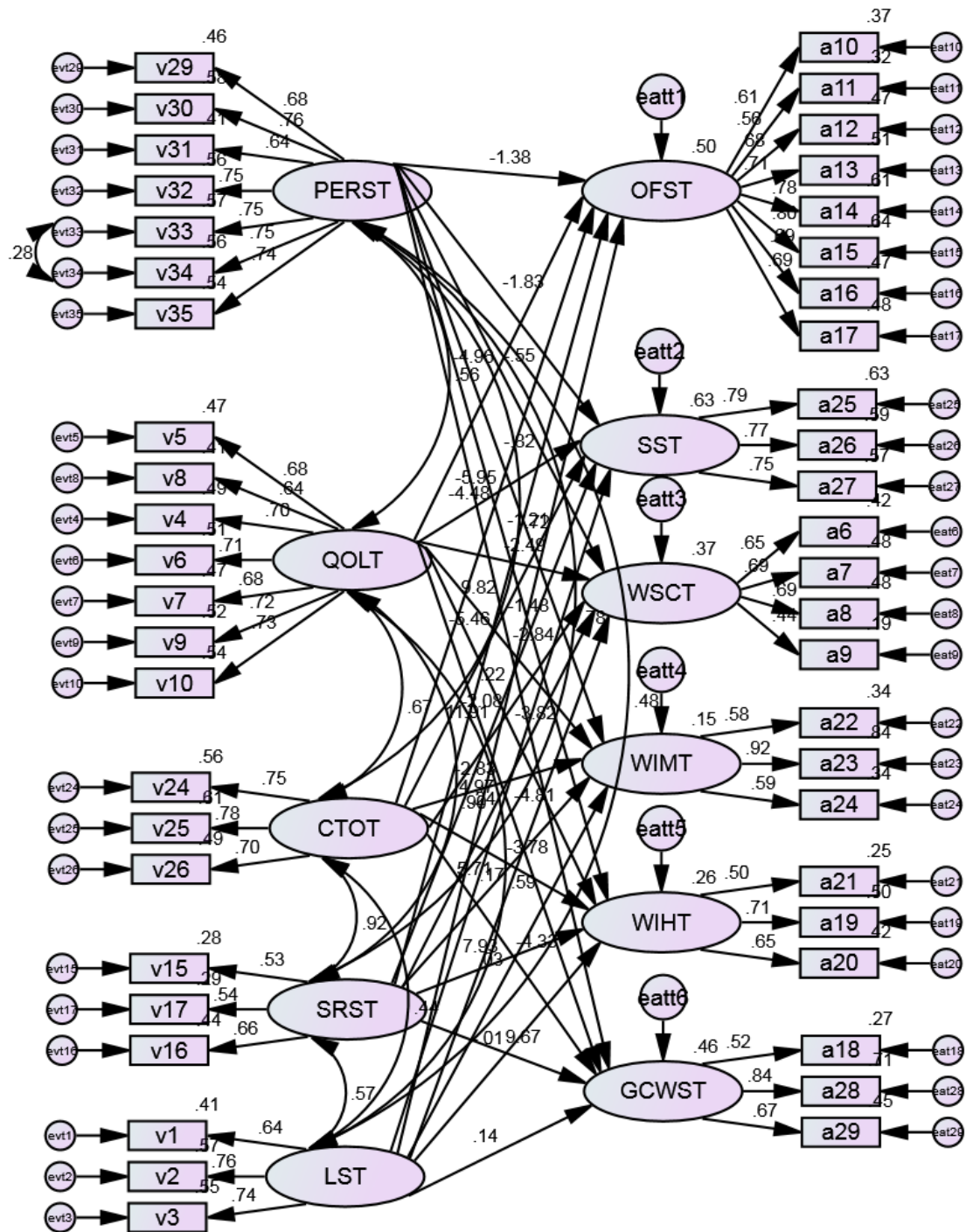
Chi-square = 2120.710, df = 993; GFI = .789; AGFI = .760;

NFI = .739; CFI = .840; TLI = .826; RMSEA = .058 and Chi-square/df = 2.136.

Table 7.2: Standardised Regression weights for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model)

			Estimate	S.E.	C.R.	P
OFST	<---	PERST	-1.383	1.582	-.815	.415
SST	<---	PERST	-1.830	2.901	-.892	.373
WSCT	<---	PERST	-.546	.760	-.627	.531
WIMT	<---	PERST	-.819	1.274	-.811	.417
WIHT	<---	PERST	-1.209	1.743	-.871	.384
GCWST	<---	PERST	-1.481	1.273	-.885	.376
OFST	<---	QOLT	-4.955	3.228	-1.131	.258
SST	<---	QOLT	-5.947	5.910	-1.123	.262
WSCT	<---	QOLT	-2.492	1.551	-1.108	.268
WIMT	<---	QOLT	-2.835	2.603	-1.085	.278
WIHT	<---	QOLT	-3.817	3.558	-1.064	.287
GCWST	<---	QOLT	-4.806	2.597	-1.111	.266
OFST	<---	CTOT	-4.481	3.636	-1.061	.289
SST	<---	CTOT	-5.462	6.660	-1.070	.285
WSCT	<---	CTOT	-2.084	1.745	-.962	.336
WIMT	<---	CTOT	-2.834	2.937	-1.124	.261
WIHT	<---	CTOT	-3.781	4.014	-1.092	.275
GCWST	<---	CTOT	-4.329	2.924	-1.039	.299
OFST	<---	SRST	9.821	7.778	1.126	.260
SST	<---	SRST	11.910	14.244	1.129	.259
WSCT	<---	SRST	4.969	3.737	1.110	.267
WIMT	<---	SRST	5.711	6.274	1.098	.272
WIHT	<---	SRST	7.930	8.582	1.110	.267
GCWST	<---	SRST	9.671	6.260	1.123	.261
OFST	<---	LST	.219	.675	.298	.765
SST	<---	LST	.235	1.238	.264	.791
WSCT	<---	LST	.165	.325	.437	.662

Table 7.2: Standardised Regression weights for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model) (Con.)						
			Estimate	**S.E.**	**C.R.**	**P**
WIMT	<---	LST	.028	.543	.064	.949
WIHT	<---	LST	-.007	.741	-.012	.991
GCWST	<---	LST	.144	.542	.199	.842

From Table 7.2 no individual paths are found to be statistically significant at 95%. Given the good fit of the model this suggests that there is a strong overall causal relationship between human culture and the antecedents of employee commitment which is not specific. This question can be tested by examining other statistical output. The squared multiple correlation indicates that 64% of the antecedent of supervisor support is explained by human culture, while lower levels of explanation are given between the other unobserved variables (refer to Table 7.3), the next highest being the antecedent Opportunity for Success with 50% explained by human culture.

Table 7.3: Squared Multiple Correlations for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model)

	Estimate
GCWST	.464
WIHT	.264
WIMT	.146
WSCT	.372
SST	.635
OFST	.503

The overall model fit can be measured by several statistics. Table 7.4 is a short list of the most commonly used error measures. CMIN is a Chi-square where values closer to zero indicate a better fit of the model. However, this measurement will become less

reliable with a large sample size (Anderson & Tatham 1998). The Chi-square is a significant measurement of the overall model fit for a sample size between 100-200. Therefore, in this study with a sample size of more than 300, it could be a useful measurement, but other statistics of overall fit also need to be examined.

Table 7.4: Select error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	135	2120.710	993	.000	2.136
Saturated model	1128	.000	0		
Independence model	47	8131.878	1081	.000	7.523

Model	RMR	GFI	AGFI	PGFI
Default model	.061	.789	.760	.694
Saturated model	.000	1.000		
Independence model	.199	.266	.234	.255

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.739	.716	.842	.826	.840
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.058	.054	.061	.000
Independence model	.138	.135	.141	.000

The Goodness-of-Fit Index (GFI) is considered a good measure of fit between the hypothesised model and the observed covariance matrix, and can be adjusted by degrees freedom which is the adjusted goodness of fit index (AGFI). The GFI and AGFI range between 0 and 1, with a cut off value of 0.79 and 0.76 generally indicating an

acceptable model with good fit. The root mean square residual (RMR) is based on the scales of the indicators in the model. Values of standardized RMR < .10 generally are considered adequate while an RMR of zero would indicate a perfect fit. Therefore, in this model values of GFI and AGFI are considered as a good fit, and also RMR of .061 indicates a reasonable fit (Arbuckle 1995).

The Comparative Fit Index (CFI) is useful as a baseline comparison, where a value > .90 is good and > .95 is very good. Therefore, in this model where CFI is .84, the fit can be considered to be not good (Arbuckle 1995).

The Root Mean Square Error of Approximation (RMSEA) is good for a complex model, and this is a complex model comprising a large number of latent variables. A value <= .05 is a close approximate fit, a value > .05 but < .08 is considered to be a reasonable approximate fit (Browne et al. 1993). In this model the RMSEA is 0.06 providing a reasonable approximate fit. The PCLOSE tests the hypothesis that RMSEA <=.05 and lies between .05 and .06. The test result is significant (Arbuckle 1995).

The overall result is reasonable but not extremely good and this may relate to the complexity of the model. It can be concluded that human culture overall does affect the antecedents of employee commitment for the Thai sample, but it is more difficult to isolate specific effects.

Where there is a specific relationship it is focussed primarily on two factors, social responsiveness and life style that have a positive influence on the attitudes to antecedents of employee commitment. Social responsiveness in particular has a strongly positive influence on supervisory support (SST), opportunity for success (OFST) and good co-worker support (GCWST).

Figure 7.3: The model of the relationship between human culture and attitudes to antecedent of employee commitment with no significant path (Thai sample)
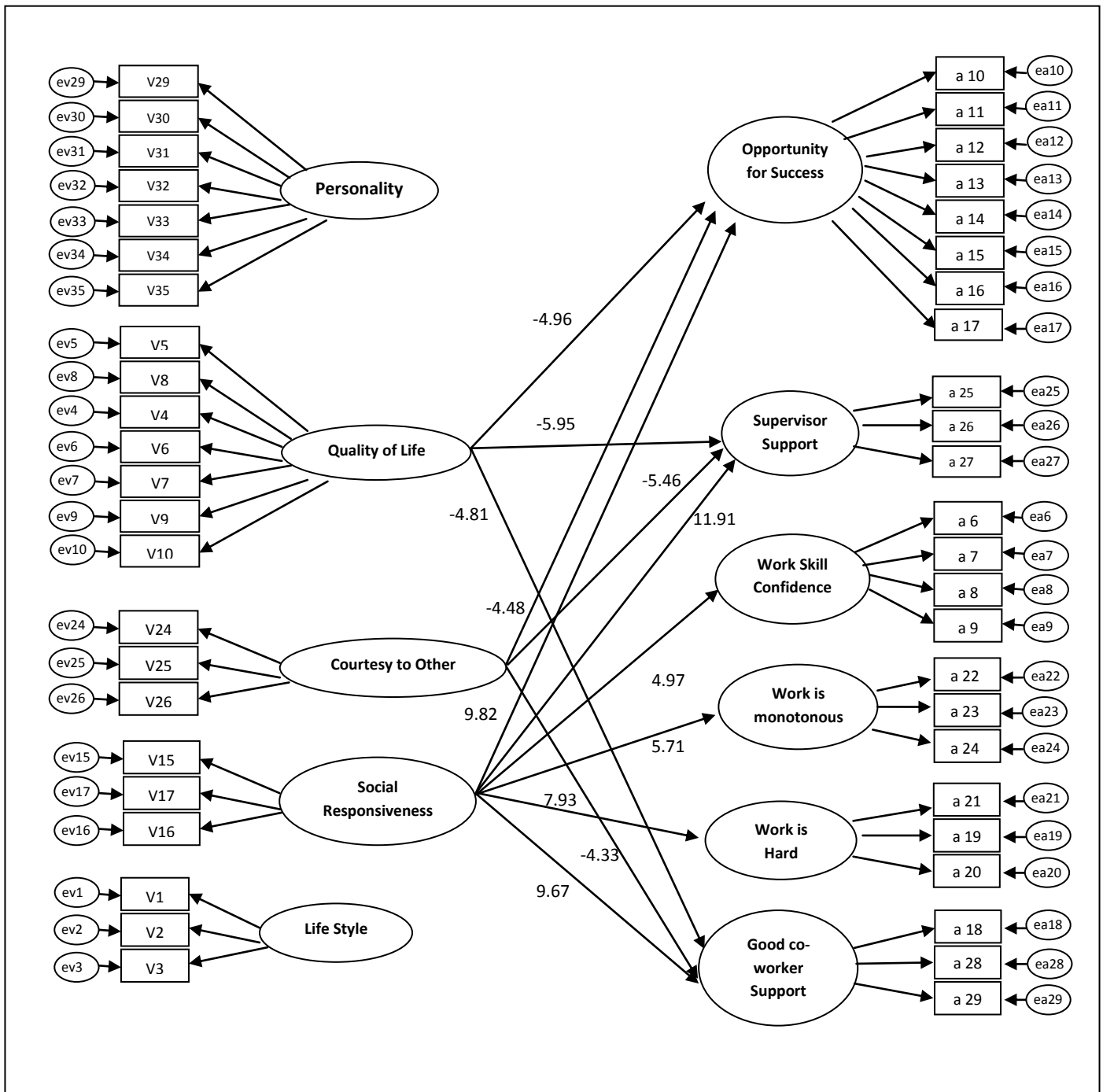
Note: The figures on the diagram are the regression estimates not critical values.

From the model in Figure 7.3 there are no significant paths defining the relationship between human culture and attitudes to antecedents of employee commitment for the Thai sample. Of the links present which are not statistically significant (refer to Table7.2) but represent the stronger links in an overall significant model, subjectively there are both positive and negative influences as indicated by the higher regression estimates:

- ❖ Social responsiveness has a positive influence on opportunity for success (9.82), supervisory support (11.91), work skill confidence (4.97), work is monotonous (5.71), work is hard (7.93) and good co-worker support (9.67).
- ❖ Quality of life has a negative influence on opportunity for success (-4.95), supervisory support (-5.95), and good co-worker support (-4.81).
- ❖ Courtesy to others has a negative influence on opportunity for success (-4.48), supervisory support (-5.46) and good co-worker support (-4.33).

Therefore, overall there is an acceptance of hypothesis one that human culture does influence the antecedents of commitment, but not necessarily in only a positive manner. There are some positive stronger specific relationships between human culture attitudes and antecedents of employee commitment that indicate there are two factors (social responsiveness and life style) that have a positive influence on attitude to antecedents of employee commitment. It is interesting that social responsiveness and life style do stand out to some extent, as opposed to personality and lifestyle. On the other hand, there are strong negative relationships between quality of life and opportunity for success, supervisor support and good co-worker support. It is possibly not surprising that quality of life might conflict with the antecedents of commitment, especially for the Thai as their lifestyle is more family based and less based on the workplace. However, courtesy to others in regard to supervisory support and good co-worker support is surprising, although these negative estimates whilst relatively high are not very high.

7.2.2 Model of the relationship between attitudes to antecedents of employee commitment and employee commitment for the Thai sample

This model is designed to test hypothesis two which is:

Hypothesis 2: *Antecedents of employee commitment will positively influence employee commitment.*

The initial model presented in Figure 7.4 represents the overall relationship between the attitudes of the antecedents of employee commitment, and employee commitment. The principal component analysis for the antecedents of employee commitment is presented as a loading matrix in Table 6.10, for antecedents of employee commitment including opportunity for success, supervisory support, work skill confidence, work is monotonous, work is hard and good co-worker support; and Table 6.17 provides the loading matrix for employee commitment consisting of three factors comprising employee commitment to organisation, career commitment and employee commitment to customer.

In Figure 7.4 the Goodness-of-Fit Index = 0.788, Adjusted Goodness of Fit Index = 0.746, Root Mean Square Error of Approximation = 0.075, and this leaves some room to improve if there is multicollinearity. After linking the higher correlations between the factors of antecedents of employee commitment, the fit measures increase. The final model (Figure 7.5) displays the new model. All the statistical measures indicate a good fit and the model is accepted.

Figure 7.4: The initial model for the relationship between attitudes to antecedents of employee commitment and employee commitment (Thai sample)
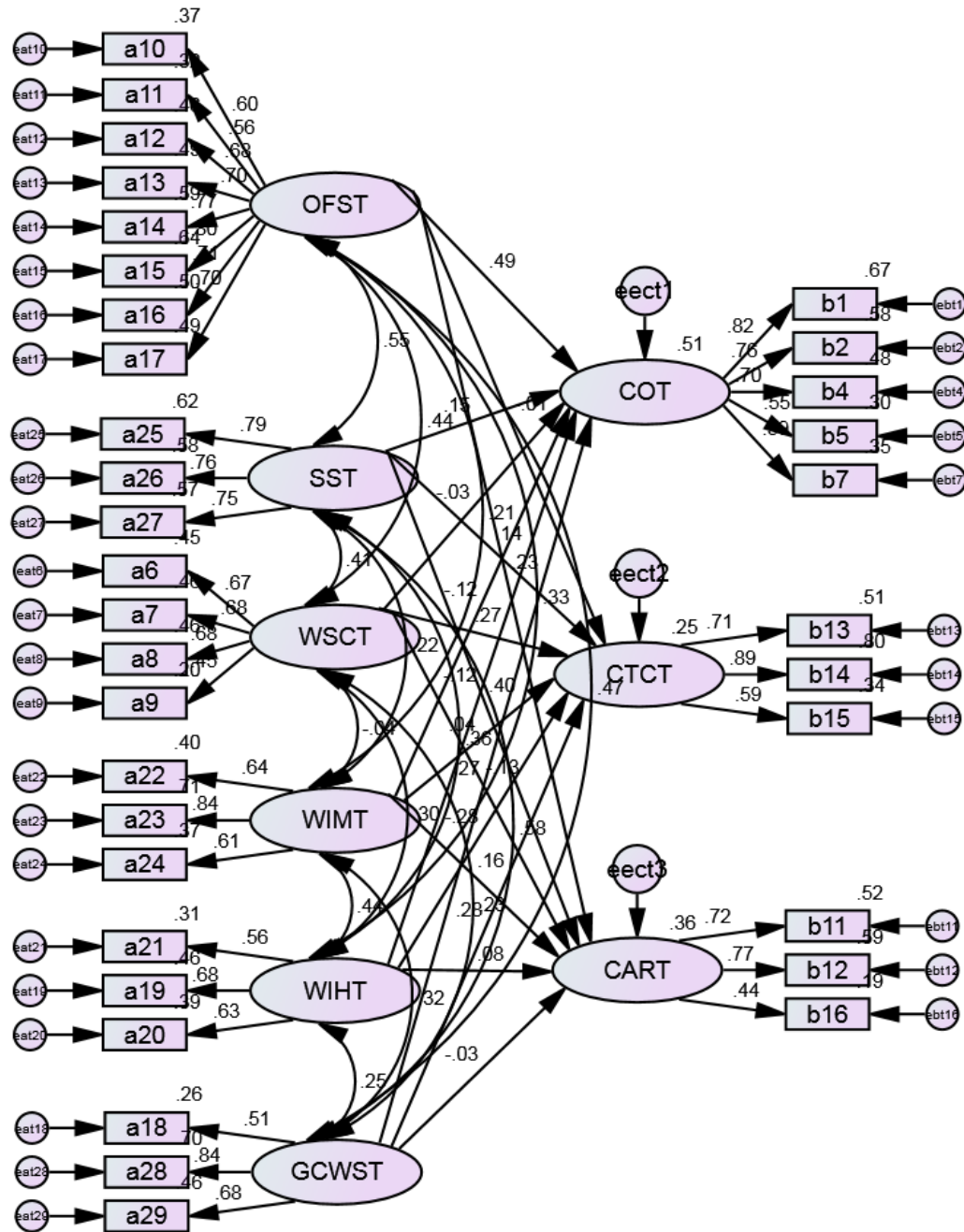
Chi-square = 1528.50, df = 527; GFI = .788; AGFI = .746;

NFI = .719; CFI = .794; TLI = .767; RMSEA = .075; and Chi-square/df = 2.900.

Figure 7.5: The adjusted model of the relationship between attitudes to antecedents of employee commitment and employee commitment (Thai sample)
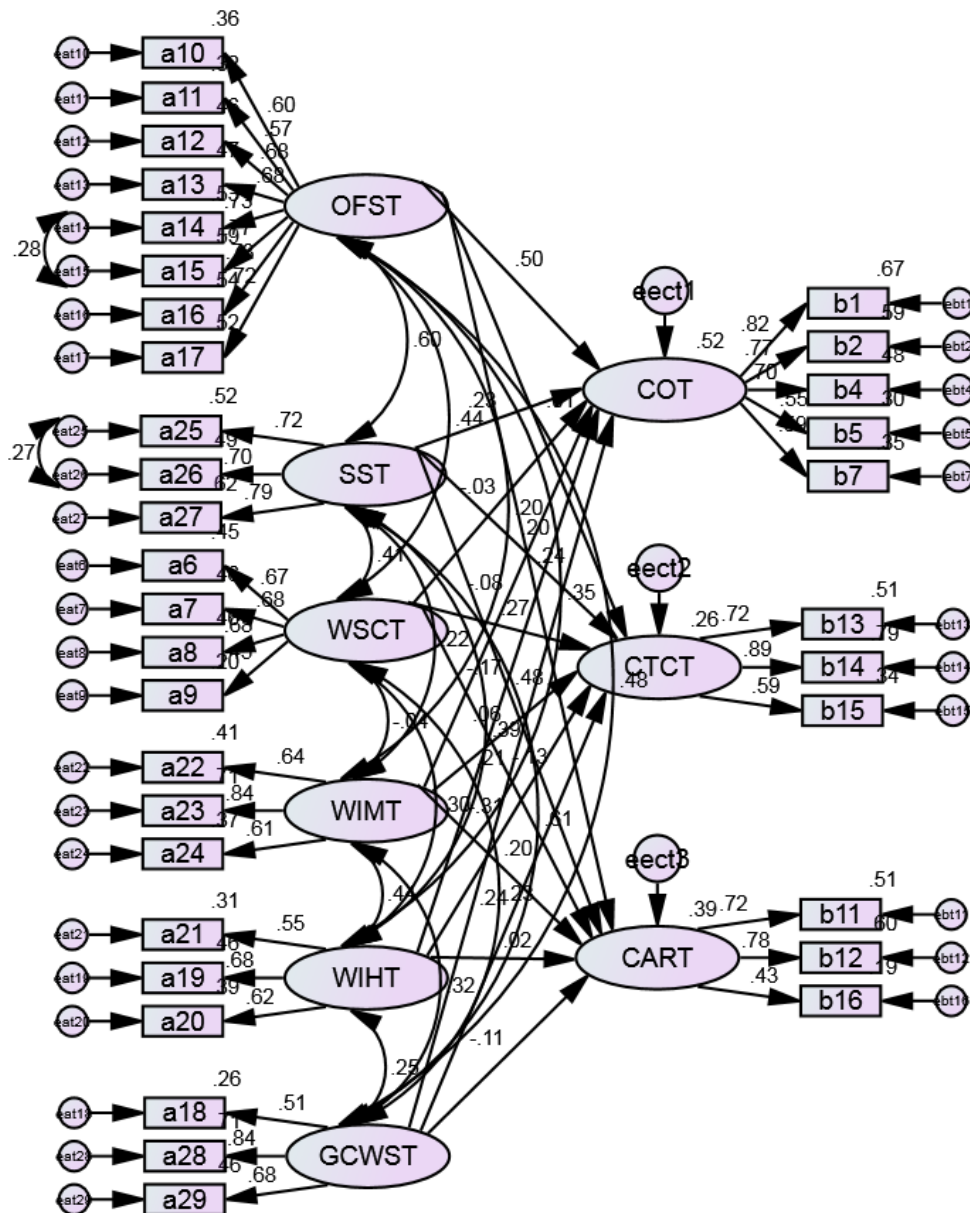
Chi-square = 1500.787, df = 525; GFI = .789; AGFI = .746;

NFI = .725; CFI = .799;, TLI = .772; RMSEA = .074; and Chi-square/df = 2.859.

Table 7.5: Standardised Regression weights for the SEM of the relationship between attitudes to the antecedents of employee commitment and employee commitment (adjusted model)

			Estimate	S.E.	C.R.	P
COT	<---	OFST	.500	.102	6.264	***
CTCT	<---	OFST	-.011	.082	-.126	.900
CART	<---	OFST	.243	.113	2.708	.007
COT	<---	SST	.225	.116	2.410	.016
CTCT	<---	SST	.203	.102	1.848	.065
CART	<---	SST	.477	.147	3.967	***
COT	<---	WSCT	-.034	.157	-.492	.623
CTCT	<---	WSCT	.271	.153	2.966	.003
CART	<---	WSCT	-.135	.189	-1.574	.115
COT	<---	WIMT	-.084	.102	-1.198	.231
CTCT	<---	WIMT	.065	.090	.772	.440
CART	<---	WIMT	.196	.122	2.284	.022
COT	<---	WIHT	-.173	.095	-2.139	.032
CTCT	<---	WIHT	-.313	.089	-3.088	.002
CART	<---	WIHT	.024	.109	.258	.796
COT	<---	GCWST	.213	.110	2.634	.008
CTCT	<---	GCWST	.236	.098	2.463	.014
CART	<---	GCWST	-.108	.130	-1.114	.265

Table 7.5 lists the ten statistically significant individual paths at 95%: including:

- ❖ Opportunity for success has a positive influence in commitment to organisation, and commitment as responsibility.
- ❖ Supervisor support has a positive influence on commitment to organisation and commitment as responsibility.
- ❖ Work skill confidence has a positive influence on commitment to customer.
- ❖ Work is monotonous has a positive influence on commitment as responsibility.

❖ Work is hard has a positive influence on commitment to organisation, and commitment to customer.

❖ Good co-worker support has a positive influence on commitment to organisation, and commitment to customer.

However, the squared multiple correlation shows that the overall explanation of commitment to organisation is at best 53% with commitment as responsibility at 39 %, and commitment to customer at 26% (refer to Table 7.6 below).   Therefore, there is a suggestion the relationship is more specific and not spread across the whole model.

Table 7.6: Squared Multiple Correlations for the SEM of the relationship between attitudes to the antecedents of employee commitment and employee commitment (adjusted model)

	Estimate
CART	.395
CTCT	.258
COT	.525

Table 7.7 Selected error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	105	1500.787	525	.000	2.859
Saturated model	630	.000	0		
Independence model	35	5448.081	595	.000	9.156

Model	RMR	GFI	AGFI	PGFI
Default model	.088	.789	.746	.657
Saturated model	.000	1.000		
Independence model	.253	.321	.282	.304

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.725	.688	.802	.772	.799
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.074	.069	.078	.000
Independence model	.155	.151	.158	.000

Table 7.7 lists the error measures for the SEM and indicate that the Chi-square is significant. Moreover, the values of GFI and AGFI (that range between 0 and 1) state the model is acceptable and has a good fit. RMR at 0.09 is less than 0.1 and is acceptable. The CFI value is lower than .90, and this indicates a weaker fit and suggests some weakness in the model. Moreover, the value of RMSEA is 0.07 which is not a good fit but is reasonable being below 0.08. Consequently, it can be stated that hypotheses two (H2) stating the Antecedents of Commitment will positively influence employee commitment (H2) can be accepted, with the correction that the influence is not always positive but can also be negative.

**Figure 7.6 The model of the relationship between attitudes to antecedent of employee commitment and employee commitment with only significant paths (Thai sample)**
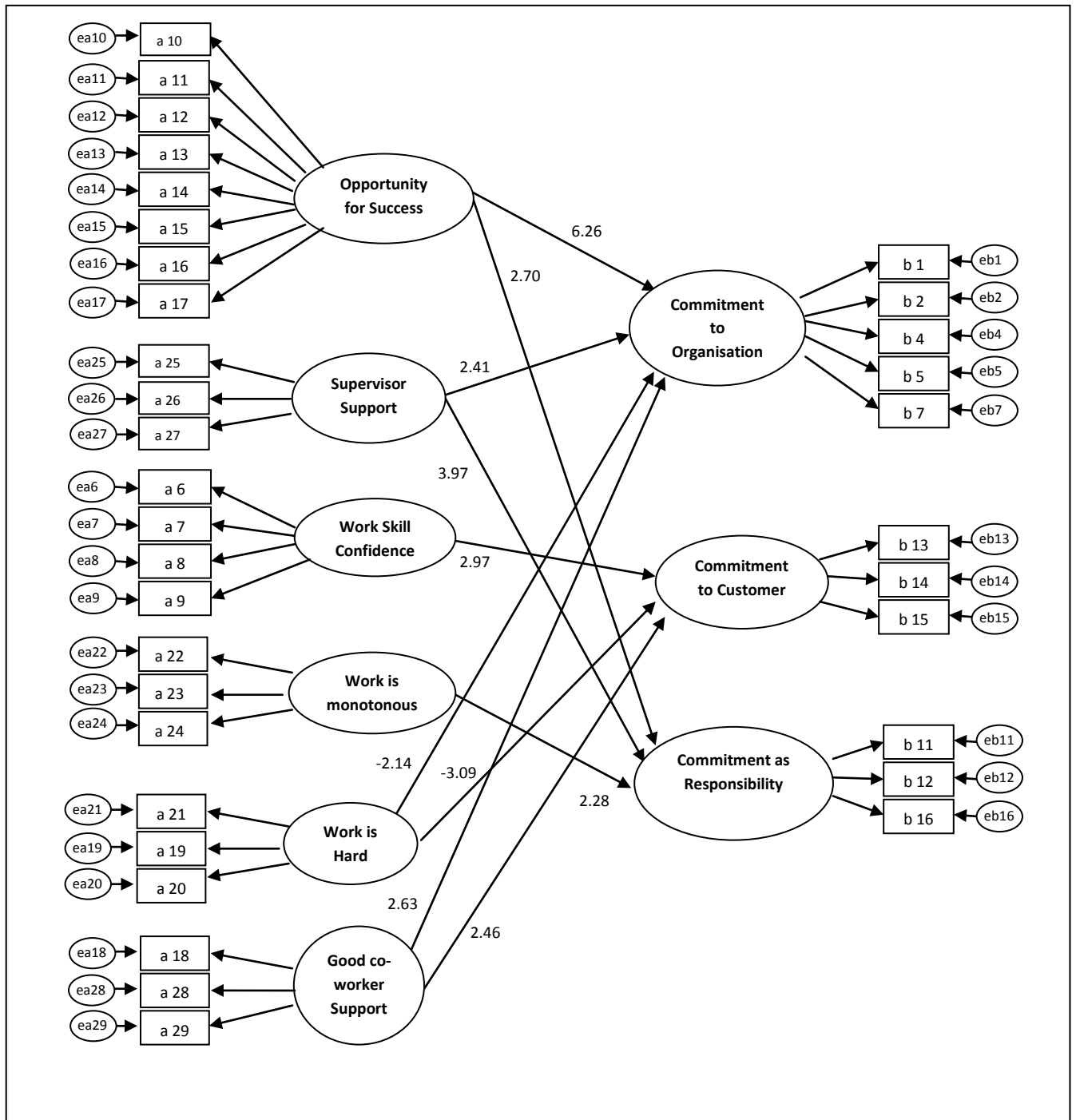
Note: measures shown on the diagram are critical z scores.

The model in Figure 7.6 presents the significant paths of the relationship between attitude to the antecedents of employee commitment, and employee commitment for the Thai sample. The links represent the influence between the antecedents of employee commitment on employee commitment; and there are both positive and negative statistically significant specific influences:

- ❖ Commitment to Organisation is positively influenced by opportunity for success, Supervisor support, and good co-worker support and negatively influenced by work is hard.
- ❖ Commitment to Customer is positively influenced by work skill confidence, and good co-worker support and negatively influenced by work is hard.
- ❖ Commitment as Responsibility is positively influenced by opportunity for success, supervisor support and work is monotonous.

It is interesting that the significant path between opportunity for success and commitment to organisation is highest at 6.26.

Therefore, the model of the relationship between antecedents of employee commitment and employee commitment present ten significant paths in both a positive and negative direction for the Thai sample. The Thai see their opportunity for success is related to commitment to the organisation and responsible behaviour. They see supervisor support as important and in particular to their commitment to the organisation and their responsible behaviour. The Thai consider having work skill confidence is important for commitment to the customer. The Thai also relate the monotonous nature of their work to their commitment to be responsible, which suggests they don't like the monotony, but they are responsible in accepting it. They also perceive the work to be hard and consider working hard leads to both commitment to the organisation and the customer. The Thai also feel that good co-worker support relates to commitment to the organisation and the customer.

7.2.3 Model of the relationship between employee commitment and employee behaviour for the Thai sample

This model is designed to test hypothesis three for the Thai sample which is:

Hypothesis 3: *Employee commitment will positively affect aspects of employee behaviour.*

The initial model presented in Figure 7.7 presents the relationship between employee commitment and employee behaviour which is derived from the principal component analysis. The principal component analysis for employee commitment is presented as a loading matrix in Table 6.17, employee commitment consists of three factors which are employee commitment to organisation, commitment to customer and commitment as responsibility, and Table 6.24 for employee behaviour, which has five unobserved variables including work professionally, obey the rules, confident with customers, pride in the organisation and support co-worker.

Figure 7.7 below presents the initial model with a Goodness-of-Fit Index = 0.823, Adjusted Goodness of Fit Index = 0.776, Root Mean Square Error of Approximation = 0.078, and these values describe this model as not a good fit but very reasonable. Therefore, this could suggest that the model needs some adjustment in order to improve the fit of the model.

After linking the high correlations between factors of employee commitment, the fit measures improve slightly as indicated in the final model (Figure 7.8). The measures indicate a reasonable fit, and this model is accepted.

Figure 7.7: The initial model of the relationship between employee commitment and employee behaviour (Thai sample)
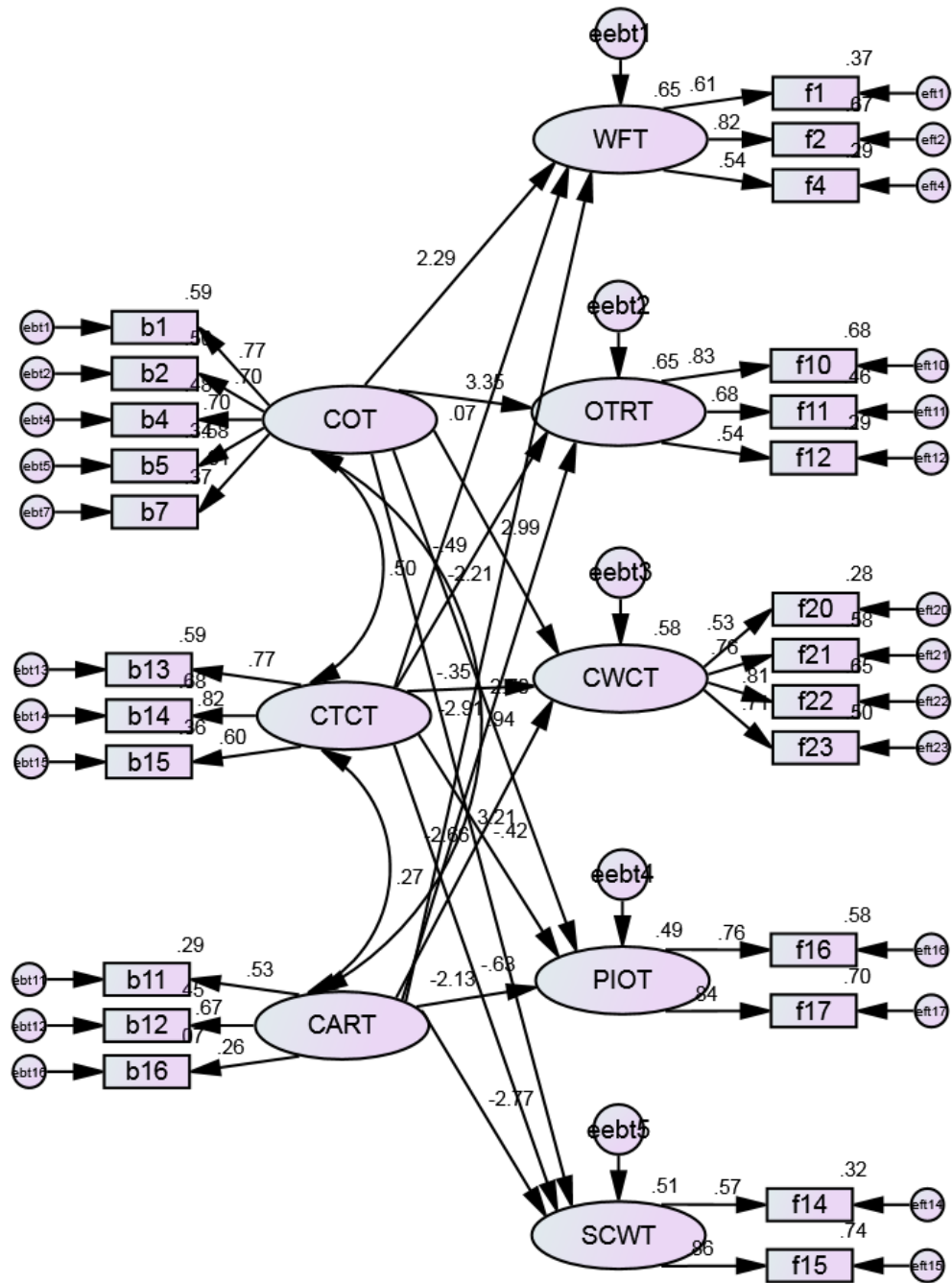
Chi-square = **789.830**, df = **257**; GFI = **.823**; AGFI = **.776**; NFI = **.774**; CFI = **.833**; TLI = **.805**; RMSEA = **.078**; and Chi-square/df = **3.073**.

Figure 7.8: The adjusted model of the relationship between employee commitment and employee behaviour (Thai sample)
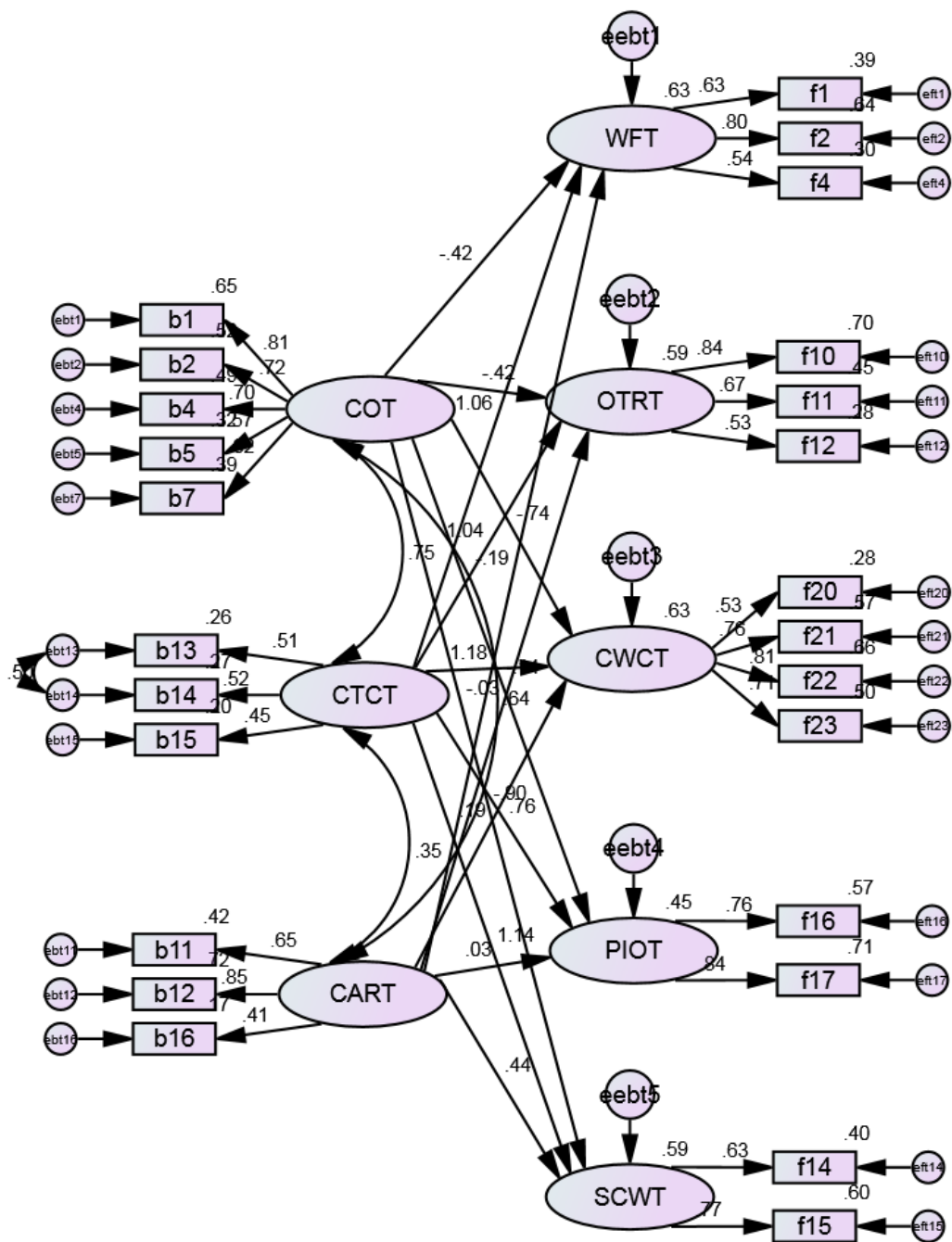
Chi-square = 780.106, df= 256; GFI = .823; AGFI = .787; NFI = .777; CFI = .836; TLI = .808; RMSEA = .077; and Chi-square/df = 3.047.

Table 7.8: Standardised Regression weights for the SEM of the relationship between employee commitment and employee behaviour (adjusted model)

			Estimate	S.E.	C.R.	P
WFT	<---	COT	-.416	.200	-1.979	.048
OTRT	<---	COT	-.419	.235	-2.059	.039
CWCT	<---	COT	-.745	.193	-3.113	.002
PIOT	<---	COT	-.137	.211	-.798	.425
SCWT	<---	COT	-.901	.266	-3.496	***
WFT	<---	CTCT	1.065	.244	5.232	***
OTRT	<---	CTCT	1.039	.269	5.621	***
CWCT	<---	CTCT	1.177	.234	5.107	***
PIOT	<---	CTCT	.756	.241	4.866	***
SCWT	<---	CTCT	1.137	.299	4.946	***
WFT	<---	CART	-.187	.133	-1.274	.203
OTRT	<---	CART	-.032	.154	-.228	.819
CWCT	<---	CART	.186	.120	1.185	.236
PIOT	<---	CART	.035	.140	.292	.770
SCWT	<---	CART	.442	.175	2.480	.013

Table 7.8 lists the ten statistically significant paths at 95% for the influence of employee commitment on employee behaviour which are:

- ❖ Commitment to organisation presents a strongly positive influence on work professionally, obey the rules, confident with customers and support co-workers.
- ❖ Commitment to customer presents a positive influence on work professionally, obey the rules, confident with customers, pride in the organisation and support co-worker.
- ❖ Commitment as responsible (commitment to career) presents a positive influence on support co-worker.

Table 7.9: Squared Multiple Correlations for the SEM of the relationship between employee commitment and employee behaviour (adjusted model)

	Estimate
SCWT	.591
PIOT	.448
CWCT	.626
OTRT	.593
WFT	.634

There is an overall statistical significance for the model, and the squared multiple correlations (Table 7.9) show the overall explanation of work professionally and confident with customers is highest at 63%, followed by obey the rules and support co-worker at 59%, with pride in the organisation at 45%.

Table 7.10: Select error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	69	780.106	256	.000	3.047
Saturated model	325	.000	0		
Independence model	25	3496.189	300	.000	11.654

Model	RMR	GFI	AGFI	PGFI
Default model	.077	.832	.787	.656
Saturated model	.000	1.000		
Independence model	.229	.370	.317	.341

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.777	.739	.838	.808	.836
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.077	.071	.084	.000
Independence model	.177	.172	.182	.000

From Table 7.10 the error measures show that Chi-square is significant, CMIN/DF is considered as a reasonable fit. Moreover, the values of GFI (0.823) and AGFI (0.776) state that this model is acceptable and has a good fit. RMR at 0.08 is a good fit and the CFI at .84 is a reasonable fit. In addition, the value of RMSEA is 0.8, although slightly high, is a reasonable approximate fit.

Consequently, it can be stated that hypothesis three (H3) stating the Employee Commitment will positively influence employee behaviour (H3) can be accepted, with the correction that the influence is not always positive, but can also be negative.

Figure 7.9: The model of the relationship between employee commitment and employee behaviour with only significant paths (Thai sample)
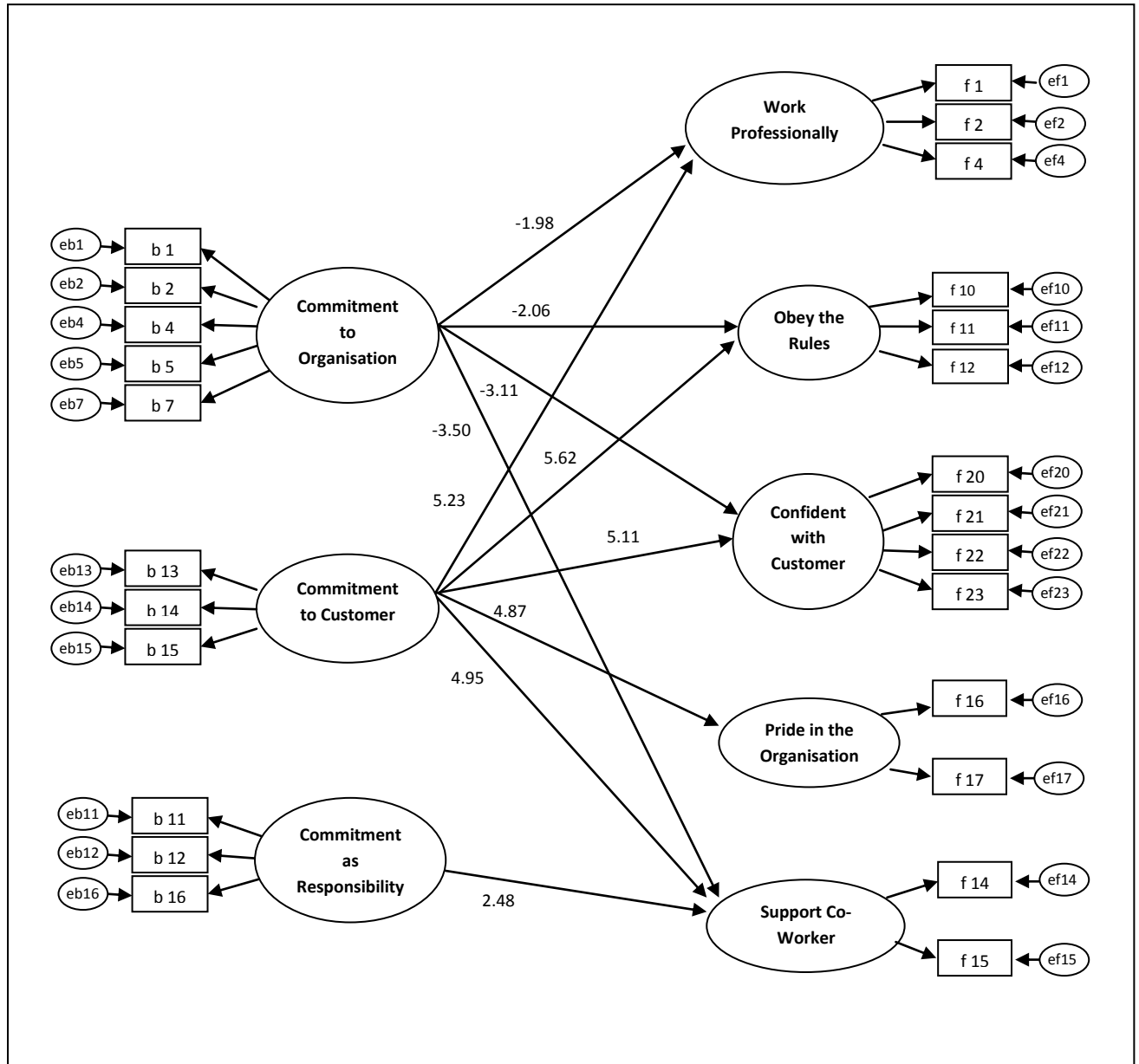
Note: measures shown on the diagram are critical z scores.

The model in Figure 7.9 presents the significant paths of the relationship between employee commitment and employee behaviour for the Thai sample:

Commitment to customer has a positive significant path to work professionally.

- ❖ Work Professionally is positively influenced by commitment to customer and negatively by commitment to organisation.

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- ❖ Obey the Rules is positively influenced by commitment to the customer and negatively by commitment to the organisation.

- ❖ Confident with Customer is positively influenced by commitment to the customer and negatively by commitment to the organisation.

- ❖ Pride in the Organisation is positively influenced by commitment to customer.

- ❖ Support Co-worker is positively influenced by commitment as responsibility.

It is interesting that the significant path between commitment to customer and obey the rules is the highest value at 5.62.

Workplace employee behaviour is most heavily influenced by the commitment to the organisation and the customer. However, the influence of the organisational commitment although shown earlier to exist as a commitment, passes on as a negative relationship to workplace behaviour. The positive influence comes from commitment to the customer. It is the Thai commitment to the customer that influences most behaviour positively. In addition behaviour in terms of co-worker support also does not come from the organisation but from commitment as responsibility. Co-worker support appears to be seen as a responsible act, outside the organisation, and understandably beyond the customer.

7.3 Testing of the conceptual framework theorised relationship between cultural difference and employee commitment for the Australian sample

7.3.1 Model of the relationship between human culture and attitudes to antecedents of employee commitment for the Australian sample

Hypothesis 1: *Human cultural attitudes will positively influence the antecedents of employee commitment.*

The initial model presented in Figure 7.10 presents the relationship between attitudes of human culture and antecedents of employee commitment derived from the principal component analysis (PCA) in Chapter 6. The PCA for human culture is presented as a loading matrix in Table 6.6, and consists of seven factors comprising personality, social responsiveness, quality of life, independence, positive personality, competence and personal strength, and Table 6.12 for attitudes to the antecedents of employee commitment, including good work support, work skill confidence, work independence, high work confidence but work is hard, work is monotonous and good co-worker support.

Figure 7.10 presents the initial model with a Goodness-of-Fit Index = 0.762, Adjusted Goodness of Fit Index = 0.721, and Root Mean Square Error of Approximation = 0.075, leaving room for further adjustment.

After linking the high correlations between the variables of human culture, the fit measures increase as indicated in the modified final model (Figure 7.11). All measure shows a good fit and the model is accepted.

Figure 7.10: The initial model of the relationship between human culture and attitudes to antecedent of employee commitment (Australian sample)
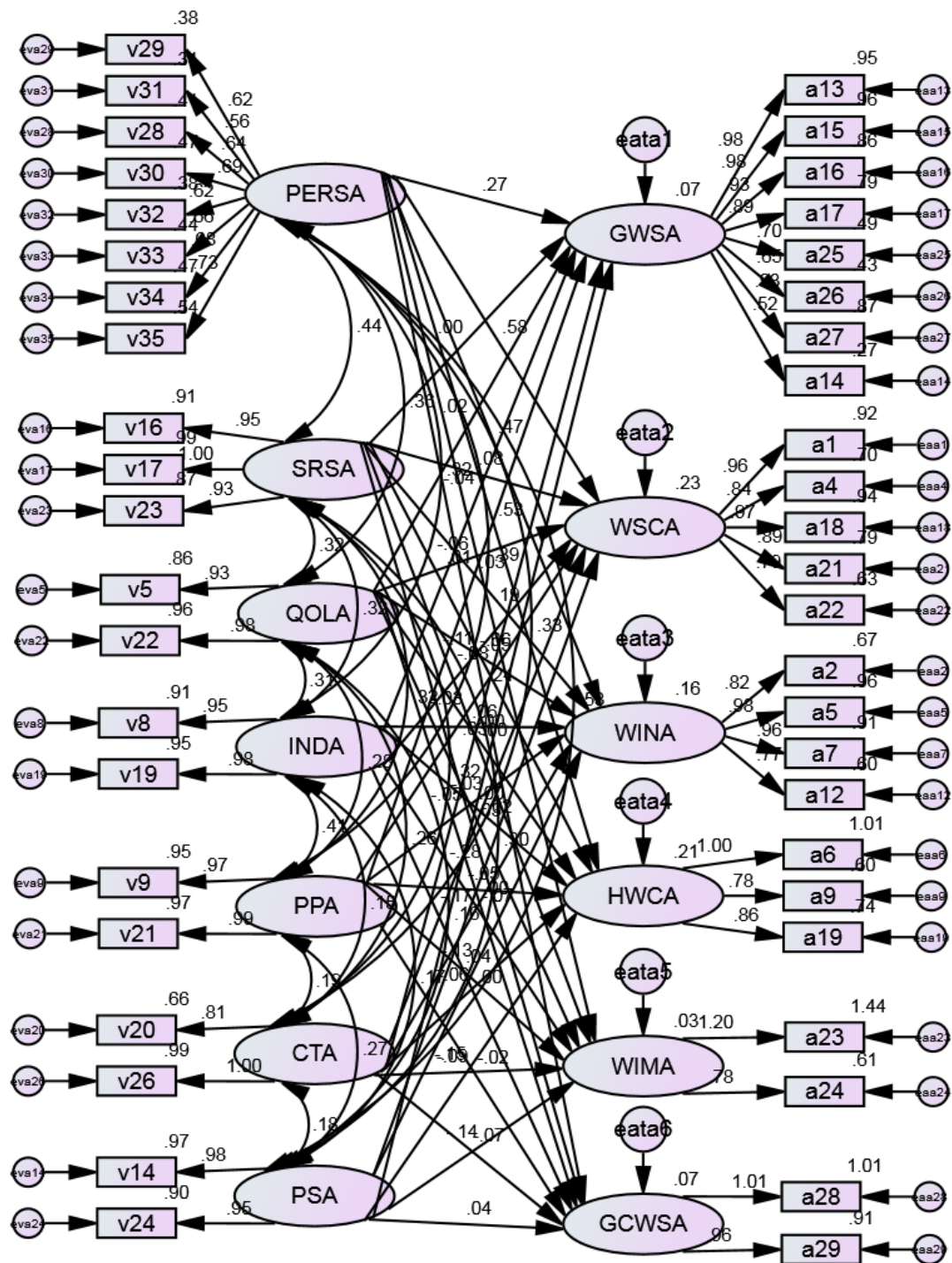
Chi-square = 2377.781, df = 882; GFI = .762; AGFI = .721; NFI = .849; CFI = .898; TLI = .886; RMSEA = .075; and Chi-square/df = 2.696.

Figure 7.11: The adjusted model of the relationship between human culture and attitudes to antecedent of employee commitment (Australian sample)
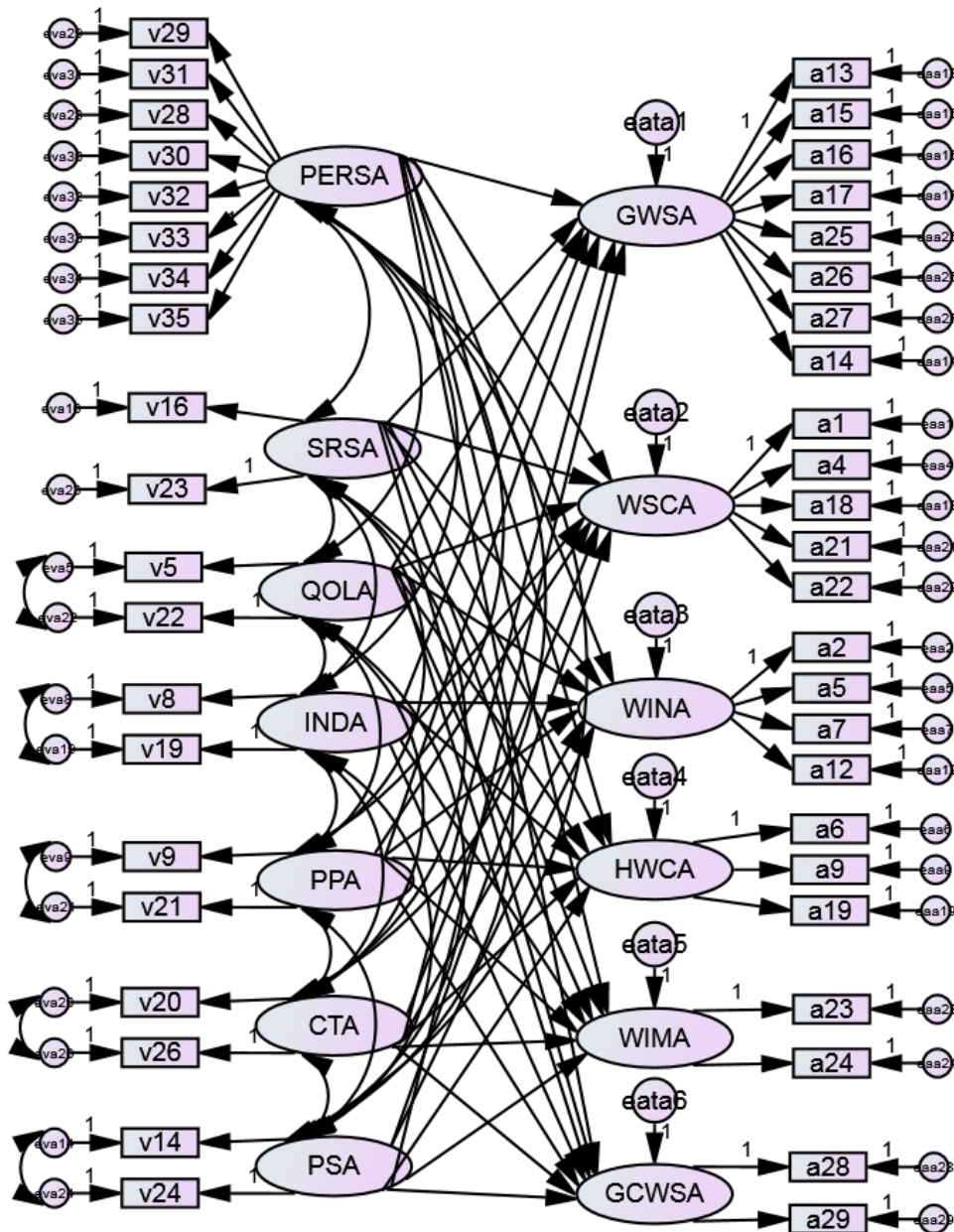
Chi-square = 2090.860, df= 824; GFI= .785; AGFI= .745; NFI = .859; CFI = .909; TLI = .897; RMSEA = .071; and Chi-square/df = 2.507.

Table 7.11: Standardised Regression weights for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model)

			Estimate	S.E.	C.R.	P
GWSA	<---	PERSA	-.859	3.654	-.519	.604
WSCA	<---	PERSA	1.550	1.886	1.193	.233
WINA	<---	PERSA	2.267	3.305	.879	.379
HWCA	<---	PERSA	1.661	2.932	.817	.414
WIMA	<---	PERSA	.527	1.474	.706	.480
GCWSA	<---	PERSA	-1.932	4.970	-.584	.560
GWSA	<---	SRSA	-.463	1.376	-.548	.584
WSCA	<---	SRSA	.323	.658	.526	.599
WINA	<---	SRSA	.544	1.177	.437	.662
HWCA	<---	SRSA	.331	1.035	.340	.734
WIMA	<---	SRSA	.087	.540	.234	.815
GCWSA	<---	SRSA	-.907	1.834	-.548	.584
GWSA	<---	QOLA	3.406	8.766	1.053	.292
WSCA	<---	QOLA	1.287	4.326	.530	.596
WINA	<---	QOLA	.922	7.317	.198	.843
HWCA	<---	QOLA	1.656	6.605	.444	.657
WIMA	<---	QOLA	1.131	3.506	.782	.434
GCWSA	<---	QOLA	6.272	12.530	.922	.356
GWSA	<---	INDA	-1.832	6.913	-.511	.609
WSCA	<---	INDA	1.330	3.481	.484	.628
WINA	<---	INDA	4.278	6.020	.796	.426
HWCA	<---	INDA	2.718	5.274	.649	.516
WIMA	<---	INDA	.260	2.839	.158	.875
GCWSA	<---	INDA	-3.385	8.904	-.498	.618
GWSA	<---	PPA	-.215	12.776	-.048	.962
WSCA	<---	PPA	-2.903	6.074	-.891	.373
WINA	<---	PPA	-6.164	10.602	-.957	.338

			Estimate	S.E.	C.R.	P
			Table 7.11: Standardised Regression weights for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model) (Con.)			
HWCA	<---	PPA	-4.776	9.345	-.947	.344
HWCA	<---	PPA	-4.776	9.345	-.947	.344
WIMA	<---	PPA	-1.250	5.236	-.606	.545
GCWSA	<---	PPA	-.316	15.804	-.039	.969
GWSA	<---	CTA	-1.390	3.710	-.777	.437
WSCA	<---	CTA	-.302	1.537	-.268	.789
WINA	<---	CTA	-.126	2.565	-.059	.953
HWCA	<---	CTA	-.305	2.324	-.178	.859
WIMA	<---	CTA	-.586	1.500	-.725	.468
GCWSA	<---	CTA	-2.501	4.819	-.732	.464
GWSA	<---	PSA	.629	2.886	.533	.594
WSCA	<---	PSA	-.851	1.607	-.852	.394
WINA	<---	PSA	-.561	2.591	-.308	.758
HWCA	<---	PSA	-.453	2.315	-.313	.755
WIMA	<---	PSA	-.405	1.200	-.739	.460
GCWSA	<---	PSA	1.257	3.828	.547	.585

Table 7.11 indicates that there are no paths that are statistically significant at 95% and that the influence of Australian culture appears to be widespread (given the good fit of the model) and not specific.

The overall statistical significance of the model in terms of explaining the influence of human culture is shown in the squared multiple correlations, with 83% of good co-worker support explained by human culture and 73%, 54%, 49%, 28% and 16% of attitude to antecedents of employee commitment related to work independence, high work confidence but work is hard, work skill confidence, good work support and work is monotonous explained by human culture respectively (refer to Table 7.12).

Table 7.12: Squared Multiple Correlations for the SEM of the relationship between human culture and attitudes to the antecedents of employee commitment (adjusted model)

	Estimate
GCWSA	.827
WIMA	.160
HWCA	.541
WINA	.725
WSCA	.486
GWSA	.283

Table 7.13: Select error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	156	2090.860	834	.000	2.507
Saturated model	990	.000	0		
Independence model	44	14799.981	946	.000	15.645

Model	RMR	GFI	AGFI	PGFI
Default model	.047	.785	.745	.662
Saturated model	.000	1.000		
Independence model	.266	.240	.205	.229

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.859	.840	.910	.897	.909
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.071	.067	.074	.000
Independence model	.220	.217	.223	.000

Table 7.13 provides the detailed error measures for the SEM of the relationship between human culture and the attitudes to the antecedents of employee commitment. The results show that Chi-square is significant, CMIN/DF is considered as a reasonable fit at 2.696. The values of GFI (0.762) and AGFI (0.721) are slightly lower than required to show a good fit but are reasonable. The RMR at 0.04 indicates a good fit. The Comparative Fit Index (CFI) at 0.914 indicates a good fit. The value of RMSEA is 0.71 is a little high and indicates a reasonable fit.

The overall result is rather strong but indicating some error which is not surprising in such a complex model. It can be concluded that there is a strong influence of human culture on the attitudes of the antecedents of employee behaviour and hypothesis one for the Australian sample can be accepted.

Although the relationship is widespread across the model it is possible to attempt to isolate the most specific paths through their regression weights. Where there is a description of more specific relationships it is focussed primarily on the influence upon the antecedent factors of good work, work independence, high work confidence (but work is hard) and good co-worker support and this relationship is given in Figure 7.12.

Figure 7.12: The model of the relationship between human culture attitudes and antecedents of employee commitment with no significant paths (Australian sample)
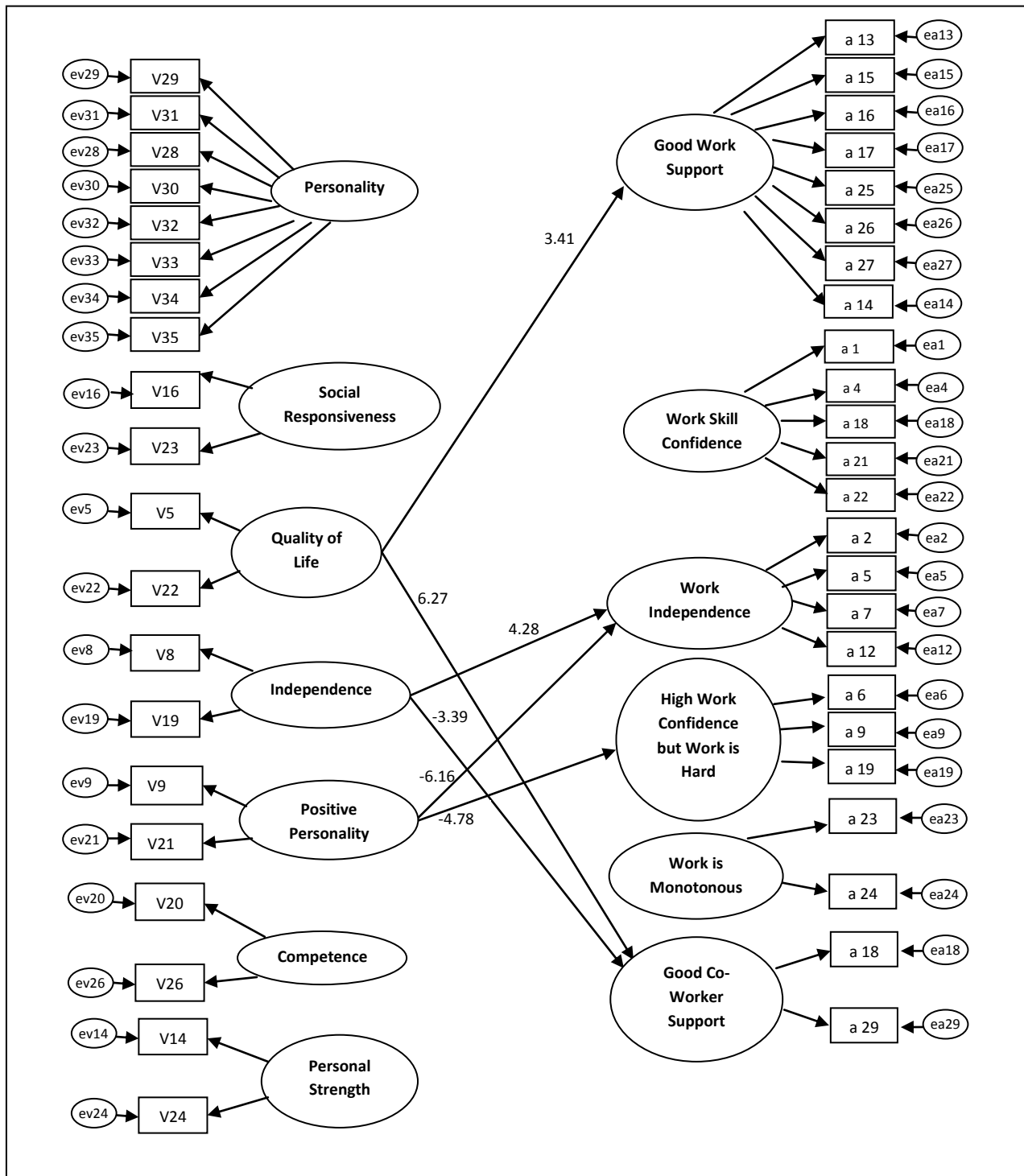
Note: The figures on the diagram are the regression estimates not critical values.

From the model in Figure 7.12 there both positive and negative influences as follows:

- ❖ Quality of life has a positive influence on good work support (3.41) and good co-worker support (6.23).
- ❖ Independence has a positive influence on work independence (4.27) and a negative influence on good co-worker support (-3.39).
- ❖ Positive personality has a negative influence on work independence (-6.16) and high work confidence but work is hard (-4.78).

Therefore, overall there is an acceptance of the hypothesis one that human culture does influence the antecedents of commitment, but it is present in both a positive and negative manner. There are some relationships between human culture attitudes and antecedents of employee commitment that indicate there are personality, social responsiveness quality of life and independence that have a positive influence on attitude to antecedents of employee commitment. It is interesting that quality of life presents a high positive influence on good work and co-worker support. Meanwhile, there is an indication that where the relationship between human culture and the antecedents is weakest, is positive personality, suggesting it does not influence work independence or confidence, although this is moderated by the work being considered hard work. It is possibly not surprising that independence does not influence good co-worker support, and does influence work independence.

7.3.2   Model of the relationship between attitudes to antecedents of employee commitment and employee commitment for Australian sample

This model is designed to test hypothesis two which is;

Hypothesis 2: *Antecedents   of   commitment   will   positively   influence   employee commitment.*

The initial model is presented in Figure 7.13 describing the relationship between the attitudes of the antecedents of employee commitment, and employee commitment, derived from the principal component analysis(PCA) in Chapter 6. The PCA for the antecedents of employee commitment is presented as a loading matrix in Table 6.12, and comprises good work support, work skill confidence, work independence, high work confidence but work is hard, work is monotonous and good co-worker support, and Table 6.19 for employee commitment comprising employee commitment to organisation, career commitment or commitment as responsibility, employee commitment to customer and work satisfaction.

Figure 7.13 shows this model has a Goodness-of-Fit Index = 0.742, Adjusted Goodness of Fit Index = 0.695, and Root Mean Square Error of Approximation = 0.090, and this leaves room for improvement.

After linking the high correlations between the variables for the antecedents of employee commitment, the fit measures increase as in Figure 7.14. The measures show a good fit and the model is accepted.

Figure 7.13: The initial model of the relationship between attitudes to antecedents of employee commitment and employee commitment (Australian sample)
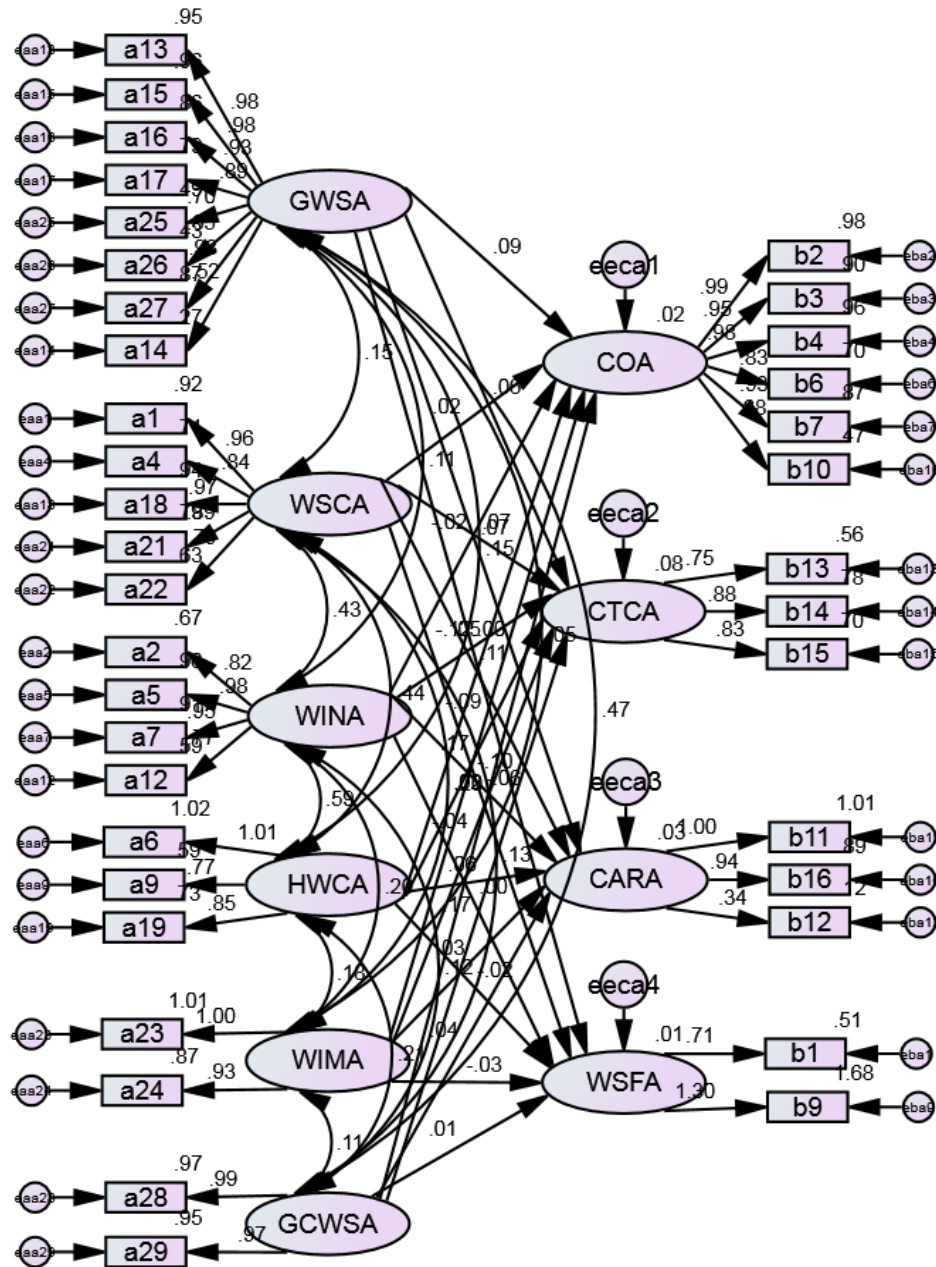
Chi-square = 2176.716, df = 626, GFI = .742, AGFI = .695, NFI = .852, CFI = .889, TLI = .876, RMSEA = .090, and Chi-square/ df = 3.477.

Figure 7.14: The adjusted model of the relationship between attitudes to antecedents of employee commitment and employee commitment (Australian sample)
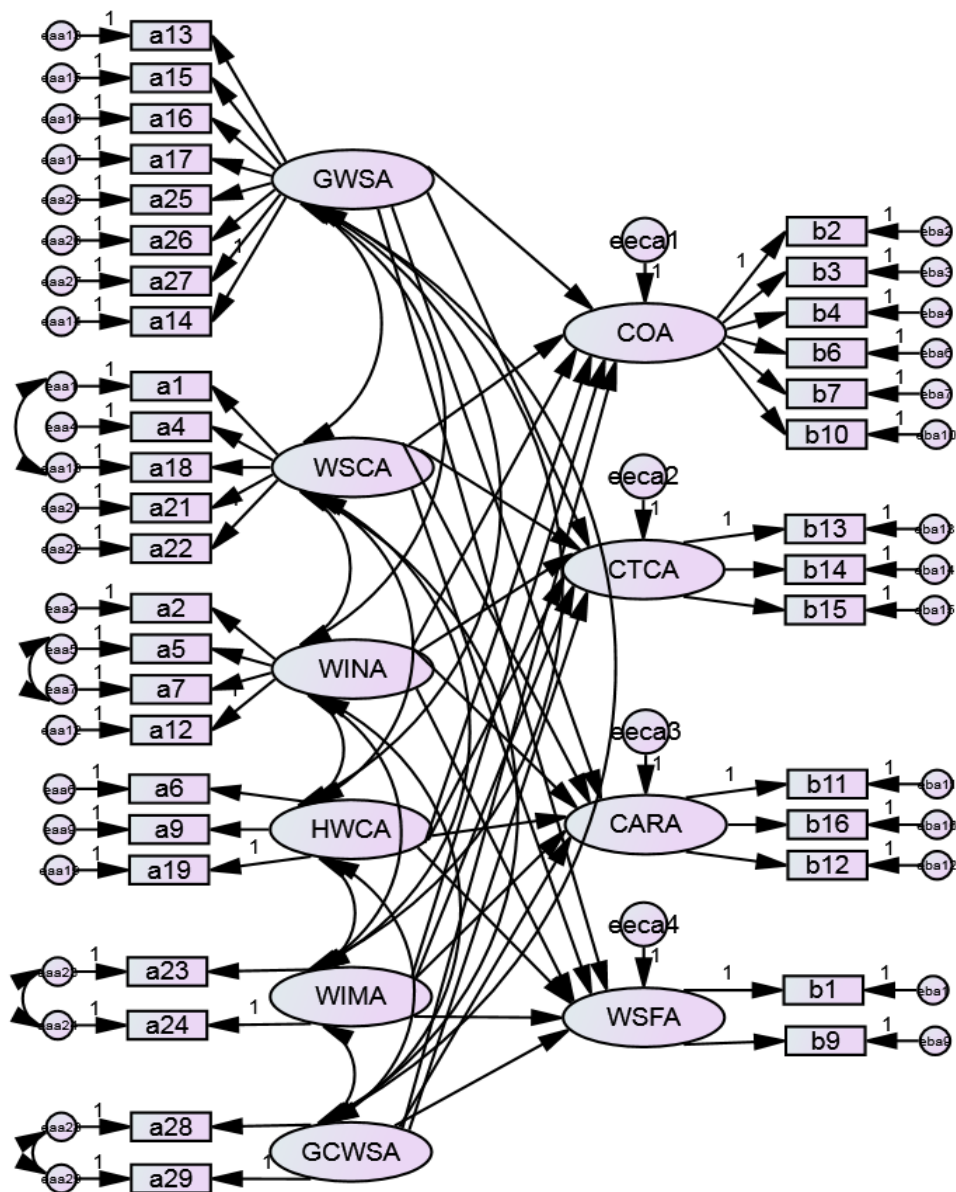
Chi-square = 1953.790, df = 622; GFI = .767; AGFI = .723; NFI = .867; CFI = .905; TLI = .893, RMSEA = .084; and Chi-square/df = 3.141.

Table 7.14: Standardised Regression weights for the SEM of the relationship between attitudes to the antecedents of employee commitment and employee commitment (adjusted model)

			Estimate	S.E.	C.R.	P
COA	<---	GWSA	.452	5.209	.187	.852
CTCA	<---	GWSA	-2.700	5.312	-.715	.475
CARA	<---	GWSA	-.202	2.605	-.183	.855
COA	<---	WSCA	2.089	2.450	1.246	.213
CTCA	<---	WSCA	.321	.846	.362	.717
CARA	<---	WSCA	1.064	1.188	1.429	.153
COA	<---	WINA	.988	1.704	.924	.355
CTCA	<---	WINA	.192	.599	.334	.738
CARA	<---	WINA	.390	.841	.807	.420
COA	<---	HWCA	.702	1.931	.558	.577
CTCA	<---	HWCA	-.746	1.479	-.505	.613
CARA	<---	HWCA	.195	.959	.340	.734
COA	<---	WIMA	-3.165	8.084	-1.376	.169
CTCA	<---	WIMA	-.432	2.740	-.362	.717
CARA	<---	WIMA	-1.431	3.887	-1.412	.158
COA	<---	GCWSA	-.469	6.830	-.176	.860
CTCA	<---	GCWSA	3.222	7.160	.752	.452
CARA	<---	GCWSA	.307	3.413	.251	.802
WSFA	<---	GWSA	-.416	3.036	-.277	.782
WSFA	<---	WSCA	1.213	1.385	1.201	.230
WSFA	<---	WINA	.625	.980	.953	.341
WSFA	<---	HWCA	.189	1.117	.244	.807
WSFA	<---	WIMA	-1.956	4.534	-1.423	.155
WSFA	<---	GCWSA	.427	3.977	.258	.797

However, Table 7.14 indicates that there are no statistically significant paths at 95% for the influence of the attitudes to antecedents of employee commitment, on employee commitment.

Table 7.15: Squared Multiple Correlations for the SEM of the relationship between attitudes to the antecedents of employee commitment and employee commitment (adjusted model)

	Estimate
WSFA	.395
CARA	.237
CTCA	.878
COA	.897

However, there is an overall statistical significance for the model and the squared multiple correlations show that 90% of commitment to organisation and 88% of commitment to the customer is explained by the antecedents of commitment. There is also 40% of work satisfaction and 24% of commitment to responsibility explained by the antecedents (refer to Table 7.15).

Table 7.16: Select error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	119	1953.790	622	.000	3.141
Saturated model	741	.000	0		
Independence model	38	14728.938	703	.000	20.952

Model	RMR	GFI	AGFI	PGFI
Default model	.063	.767	.723	.644
Saturated model	.000	1.000		
Independence model	.349	.228	.186	.216

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.867	.850	.906	.893	.905
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.084	.080	.088	.000
Independence model	.257	.253	.260	.000

Table 7.16 describes the error measures of the SEM for the relationship between the attitudes of the antecedents of employee commitment and employee commitment. The results show that the Chi-square is significant, CMIN/DF is considered as a reasonable fit at 3.141. The values of GFI (0.767) and AGFI (0.723) are a little low and best described as reasonable rather than good. The RMR at 0.6 indicates a good fit. The Comparative Fit Index (CFI) is good at .91. The RMSEA is good at .08. Therefore, this model could be considered overall to be a good fit.

Consequently, it can be stated that hypothesis two (H2) stating the Employee Commitment will positively influence employee behaviour (H2) can be accepted.

Figure 7.15: The model of the relationship between antecedents of employee commitment and employee commitment with no significant paths (Australian sample)
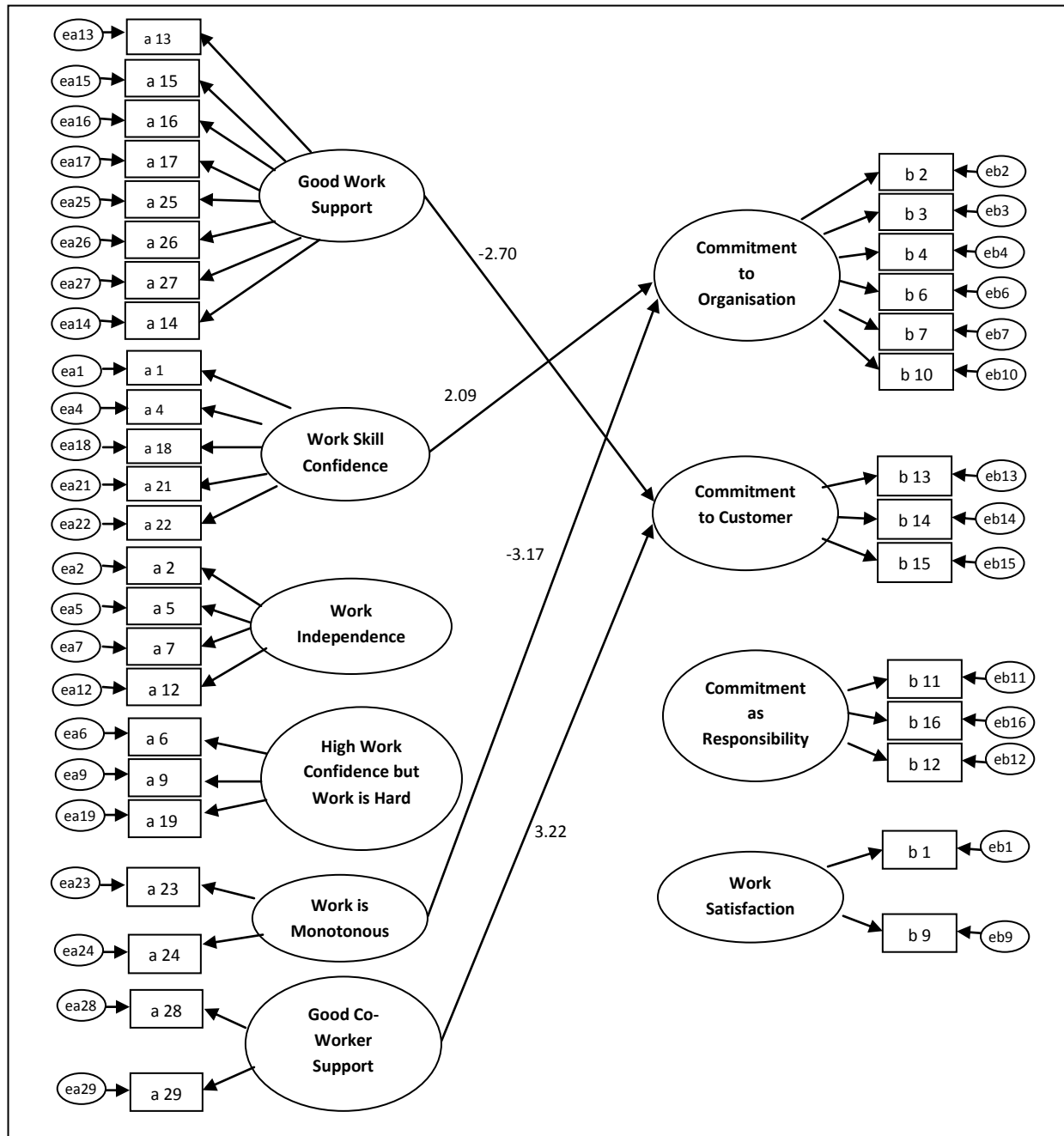
Note: The figures on the diagram are the regression estimates not critical values.

Where there is a relationship it is focussed primarily on the factors of commitment to the organisation and to the customer (refer to Figure 7.15).

From the model in Figure 7.15 of the stronger links present (which are not statistically significant) there are both positive and negative influences as follows:

❖ Commitment to Organisation is influenced positively by work skill confidence (2.09) and negatively by work is monotonous (-3.17).

❖ Commitment to customer is influenced positively by good co-worker support (3.22) and negatively by good work (-2.70).

Therefore, overall there is an acceptance of the hypothesis two that the attitude to antecedents of employee commitment, do influence employee commitment, but not necessarily in only a positive manner. It is interesting that good co-worker support and work skill confidence present a high positive influence on employee commitment. It is possibly not surprising that work is monotonous presents only a negative influence on employee commitment. It is more difficult to explain why good work support is negatively related to the commitment to the customer, but can be implied to mean the Australian sample do not consider they receive good work support and that in turn influences commitment to the customer.

7.3.3 Model of the relationship between employee commitment and employee behaviour for Australian sample

This model is designed to test hypotheses three for the Australian sample which is:

Hypothesis 3: *Employee commitment will positively affect aspects of employee behaviour.*

The initial model presented in Figure 7.16 presents the relationship between employee commitment and employee behaviour, which is derived from the principal component analysis (PCA) in Chapter 6. The PCA for employee commitment is presented as a loading matrix in Table 6.19, and comprises employee commitment to organisation, career commitment or commitment as responsibility, employee commitment to

customer and work satisfaction. Table 6.23 provides the loading matrix for employee behaviour which comprises work professionally, support co-workers, pride in the organisation, obey the rules, customer focus and work performance.

Figure 7.16 below presents this model with a Goodness-of-Fit Index = 0.815, Adjusted Goodness of Fit Index = 0.770, Root Mean Square Error of Approximation = 0.072, and from these values the SEM can be described to have a good fit. Although, there is room for improvement and multi-collinearity needs to be considered.

After linking the high correlations between the variables for employee commitment, the fit measures increase as indicated in the modified final model (refer to Figure 7.17).

Figure 7.16: The initial model of the relationship between employee commitment and employee commitment and employee behaviour (Australian sample)
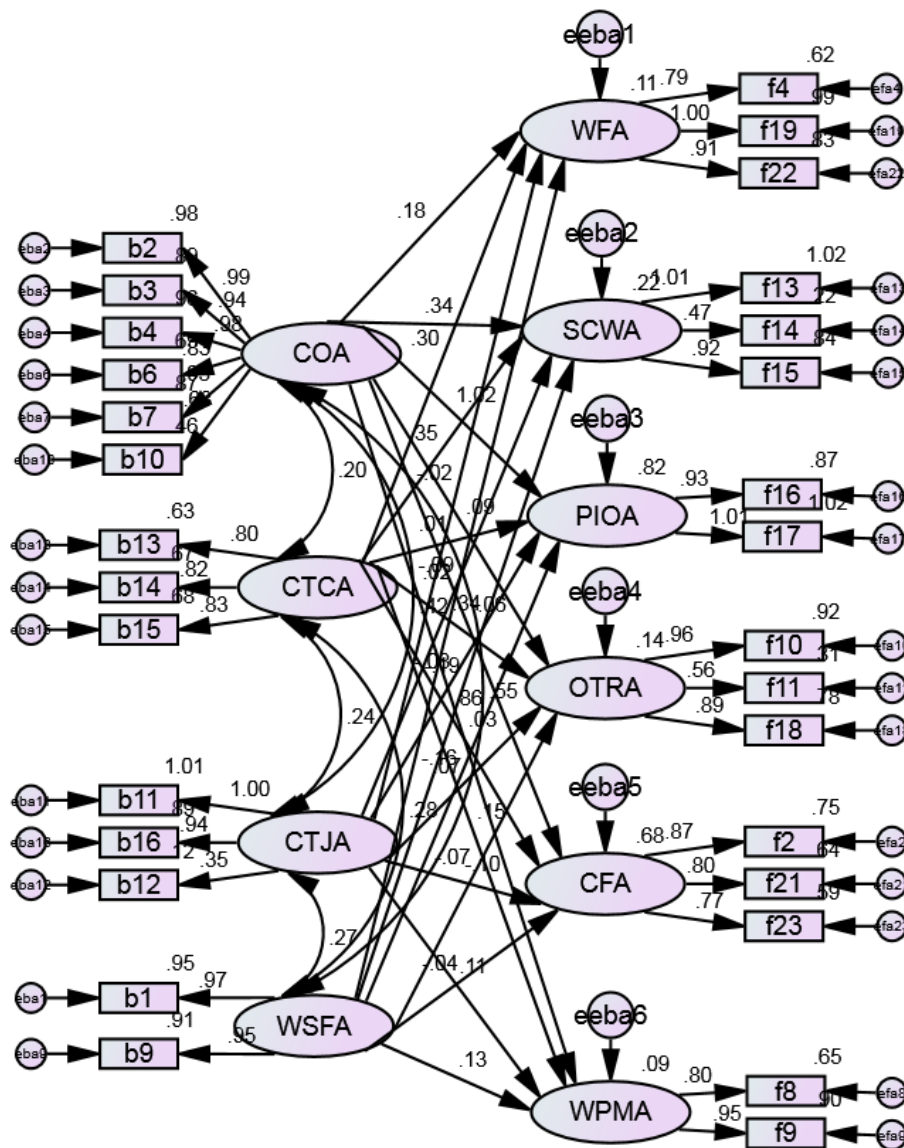
Chi-square = 965.933, df = 375; GFI = .815; AGFI = .770; NFI = .901; CFI = .936; TLI = .926, RMSEA = .072; and Chi-square/df = 2.576.

Figure 7.17: The adjusted model of the relationship between employee commitment and employee commitment and employee behaviour (Australian sample)
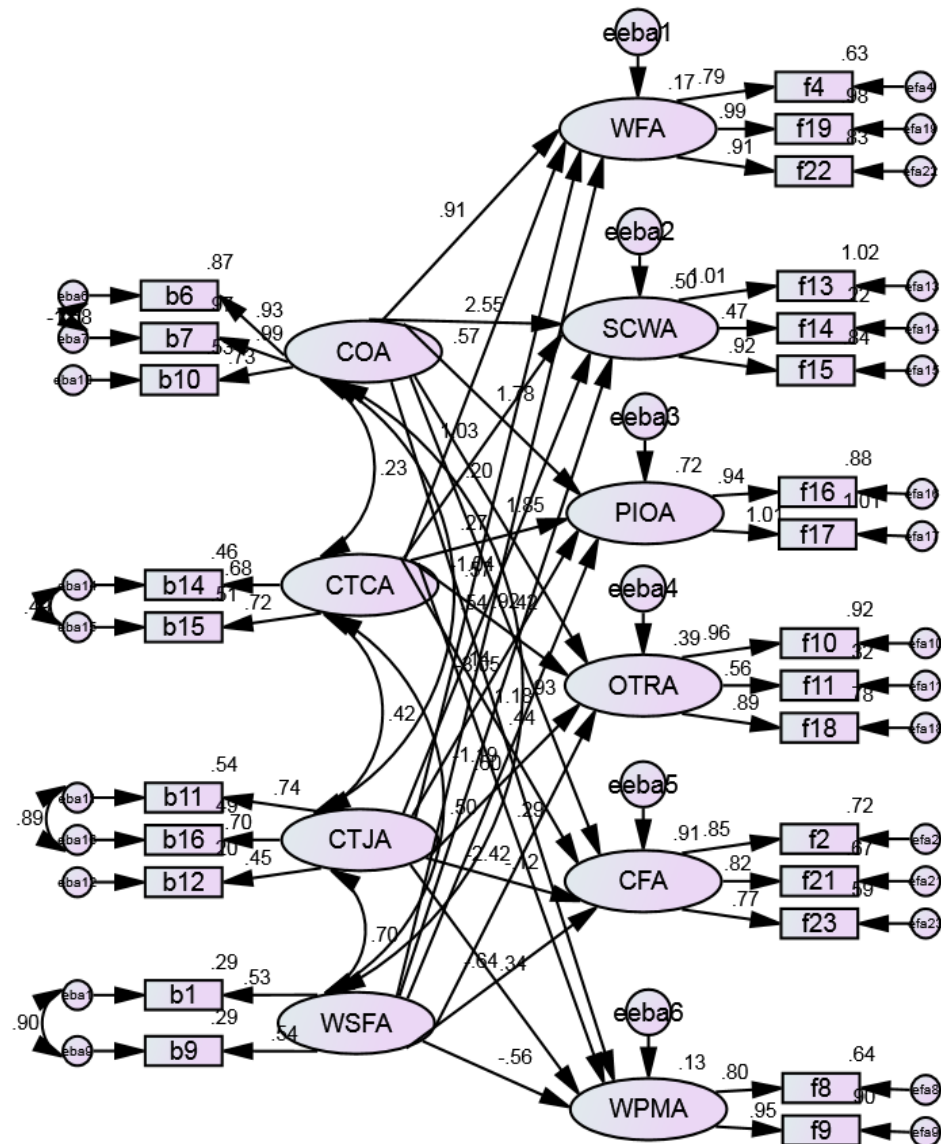
Chi-square = 563.165,df = 265; GFI = .880; AGFI = .840; NFI = .918; CFI = .955; TLI = .944; RMSEA = .061; and Chi-square/df = 2.125.

Table 7.17: Standardised Regression weights for the SEM of the relationship between employee commitment and employee behaviour (adjusted model)

			Estimate	S.E.	C.R.	P
WFA	<---	COA	.907	.462	1.388	.165
SCWA	<---	COA	2.550	1.770	1.503	.133
PIOA	<---	COA	1.778	.777	2.704	.007
OTRA	<---	COA	1.852	1.119	1.382	.167
CFA	<---	COA	.425	.397	.743	.458
WPMA	<---	COA	.437	.341	.946	.344
WFA	<---	CTCA	.572	.229	2.501	.012
SCWA	<---	CTCA	1.030	.866	1.761	.078
PIOA	<---	CTCA	.267	.380	1.178	.239
OTRA	<---	CTCA	.915	.552	1.964	.050
CFA	<---	CTCA	1.179	.204	5.703	***
WPMA	<---	CTCA	.294	.173	1.778	.075
WFA	<---	CARA	.196	.243	.809	.418
SCWA	<---	CARA	.565	.919	.912	.362
PIOA	<---	CARA	.142	.410	.580	.562
OTRA	<---	CARA	.598	.594	1.195	.232
CFA	<---	CARA	-.117	.237	-.486	.627
WPMA	<---	CARA	.345	.193	1.876	.061
WFA	<---	WSFA	-1.041	.873	-1.285	.199
SCWA	<---	WSFA	-3.050	3.351	-1.448	.148
PIOA	<---	WSFA	-1.189	1.459	-1.467	.142
OTRA	<---	WSFA	-2.421	2.114	-1.458	.145
CFA	<---	WSFA	-.638	.761	-.888	.374
WPMA	<---	WSFA	-.564	.643	-.988	.323

Table 7.17 shows that there are four statistically significant paths at 95%, which are:

- ❖ Work Professionally is positively influenced by career commitment as responsibility.
- ❖ Pride in the Organisation is positively influenced by commitment to the organisation.
- ❖ Obey the Rules is positively influenced by career commitment as responsibility.
- ❖ Customer Focus is positively influenced by commitment to career as responsibility.

Table 7.18: Squared Multiple Correlations for the SEM of the relationship between employee commitment and employee behaviour (adjusted model)

	Estimate
WPMA	.128
CFA	.909
OTRA	.389
PIOA	.719
SCWA	.495
WFA	.170

There is an overall statistical significance for the model and the squared multiple correlations show that 91% of customer focus is explained by employee commitment. Further, 72%, 50%, 39%, 17% and 12% of pride in the organisation, support co-worker, obey the rules, work professionally and work performance respectively are explained by employee commitment (refer to Table 7.18).

Table 7.19: Select error measures for the SEM (adjusted model)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	86	563.165	265	.000	2.125
Saturated model	351	.000	0		
Independence model	26	6909.158	325	.000	21.259

Model	RMR	GFI	AGFI	PGFI
Default model	.050	.880	.840	.664
Saturated model	.000	1.000		
Independence model	.308	.314	.259	.291

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.918	.900	.955	.944	.955
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.061	.054	.068	.006
Independence model	.259	.253	.264	.000

Table 7.19 shows the error measures for the SEM in the relationship between employee commitment and employee behaviour. The results show that Chi-square is significant, and indicates a reasonable fit at 2.1256. The values of GFI (0.880) and AGFI (0.840) indicate a good fit. The RMR at 0.05 suggests a good fit. The Comparative Fit Index (CFI) indicates the fit is very good. The value of RMSEA is slightly high to indicate a reasonable fit.

Consequently, it can be stated that hypotheses three (H3) stating the Employee Commitment will positively influence employee behaviour (H3) can be accepted for the

Australian sample, with the correction that the influence is not always positive but can also be negative.

The model in Figure 7.18 presents the statistically significant paths of the relationship between employee commitment and employee behaviour for the Australian sample as follows:

- ❖ Work Professionally is positively influenced by commitment to career as responsibility.

- ❖ Pride in the Organisation is positively influenced by commitment to the organisation.

- ❖ Obey the rules is positively influenced by commitment to career as responsibility.

- ❖ Customer Focus is positively influenced by commitment to career as responsibility.

The conclusion is that hypothesis three can be accepted.

Figure 7.18: The model of the relationship between employee commitment and employee behaviour with only significant paths (Australian sample)
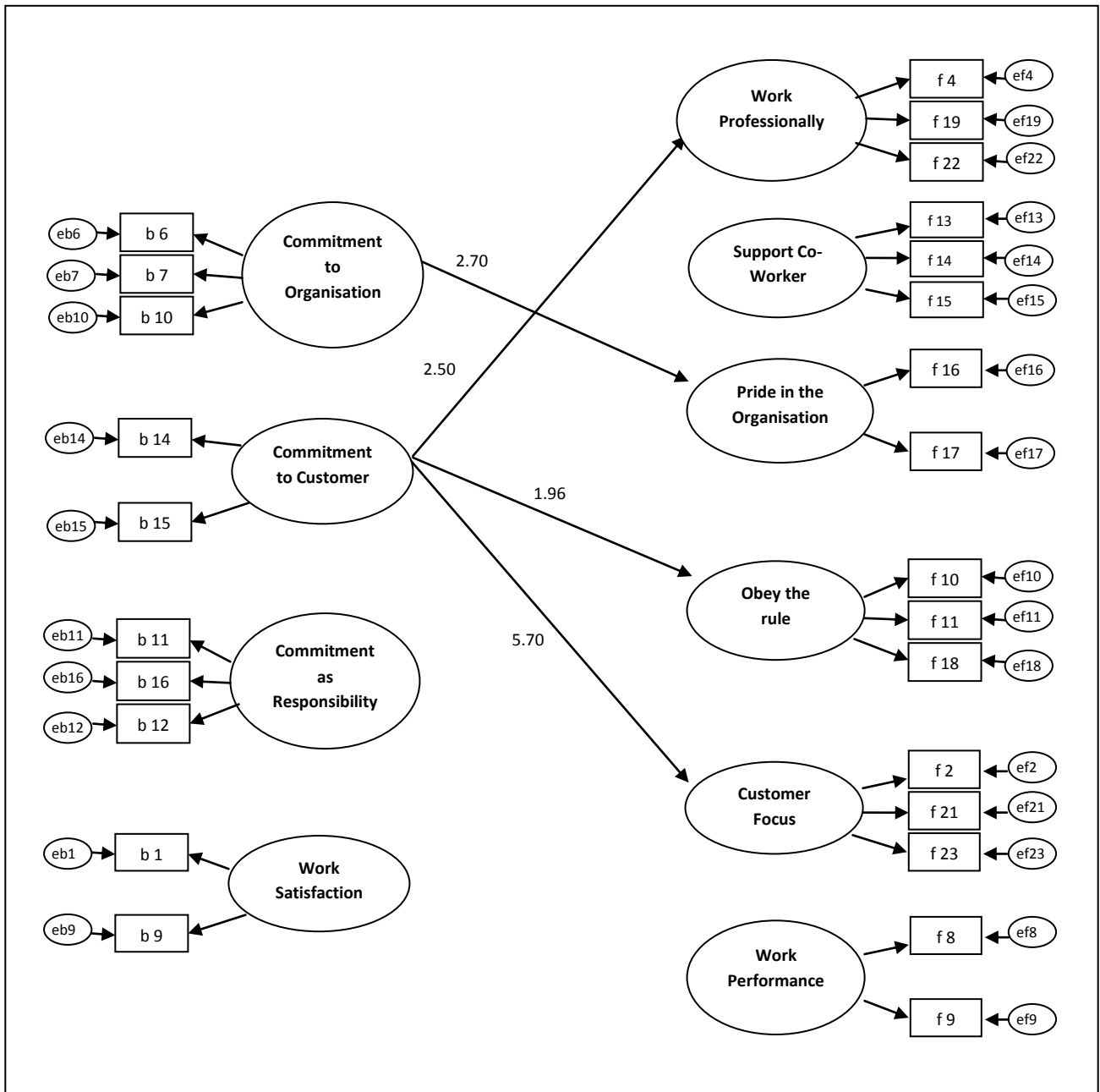
Note: measures shown on the diagram are critical z scores.

7.4   Comparison of the results between the Thai and Australian samples

As a first step in the comparison, the Akaike and the Bayes Information Criterion statistics are presented to indicate which models have the better overall fit.   These statistics have no specific range.   However, the lower the value the relatively better the model fit.

Table 7.4.1: The comparison of AIC and BIC values of human culture attitudes and antecedents of employee commitment model between Thai and Australian samples

Model	AIC Thai sample	BIC Thai sample	AIC AUS sample	BIC AUS sample
Default model	2390.710	2908.410	2402.860	2982.716
Saturated model	2256.000	6581.667	1980.000	5659.857
Independence model	8225.878	8406.114	14887.981	15051.531

Table 7.4.1 indicates the Thai model as a slightly better fit than the Australian model, but the difference is minor.

Table 7.4.2: The comparison of AIC and BIC values of antecedents of employee commitment and employee commitment model between Thai and Australian samples

Model	AIC Thai sample	BIC Thai sample	AIC AUS sample	BIC AUS sample
Default model	1710.787	2113.442	2191.790	2634.117
Saturated model	1260.000	3675.931	1482.000	4236.318
Independence model	5518.081	5652.299	14804.938	14946.185

Table 7.4.2 indicates that the Thai model is markedly better overall than the Australian model, although again the difference is not dramatic. Also these models fit better than those displayed in Table 7.4.1.

Table 7.4.3: The comparison of AIC and BIC values of employee commitment and employee behaviour model between Thai and Australian samples

Model	AIC Thai sample	BIC Thai sample	AIC AUS sample	BIC AUS sample
Default model	918.106	1182.708	735.165	1054.830
Saturated model	650.000	1896.313	702.000	2006.677
Independence model	3546.189	3642.059	6961.158	7057.801

Table 7.4.3 indicates the Australian models fit slightly better than the Thai models, and these are the best fitting of the three model sets.

7.5   Results of Testing the Hypotheses of this Thesis

In total, six hypotheses are examined through Structural Equation Modelling, or three separate hypotheses with one each for the Thai and Australian samples.

7.5.1   Human culture attitudes positively causes the antecedents of employee commitment

Although there are no individually statistically significant paths found in the models of the relationship between human cultural attitudes and the antecedents to employee commitment, for both the Thai and Australian samples, there is a strong overall causal relationship. Further, it is known from Chapter Two that the cultures are significantly different as reflected in the differences between Western and Eastern cultures. Consequently, just knowing that there is a causal relationship between culture and the antecedent attitudes to employee commitment, whilst satisfying the overall objective and hypothesis one of the thesis, are disappointing in not identifying specific paths that describe the difference in the influence of culture on the attitudes of the antecedents.

However, some effort is made to identify the more outstanding aspects.

In the Thai analysis the quality of life negatively influences the opportunity for success, supervisor support, and good co-worker support. On the other hand, for Australians the quality of life is slightly less important and relates positively to good work support and good co-worker support. Consequently, Australians see less life style issues conflicting with the antecedents. The Thai not surprisingly, given the Chapter Two discussion, see courtesy to others and social responsiveness as important to the work antecedents, whereas Australians see no strong link with social responsiveness, although it is important in their culture, and instead focus upon independence and positive personality. Although, Australians see positive personality to be a negative with work independence and work confidence. They also see a negative in their independence with good co-worker support.

7.5.2   The attitudes of the antecedents of commitment and employee commitment

The results for the Thai sample specify more specific relationships than the Australian sample which identifies a broader relationship between the antecedents and work commitment. The Thai focus upon all antecedents but each one relates differently to the unobserved variables of work commitment. Commitment to the organisation is both positively and negatively influenced by benefits of the opportunity for success and supervisor support, while the concepts of working hard and good co-worker support are negative influences. On the other hand, the Australians relate commitment to the organisation as being influenced by work skill confidence, and negatively to the monotony of work.

Commitment to customers is also important for both cultures with the Thai relating to work skill confidence and good co-worker support and negatively to hard work. The Australians see good work support as a negative influence and good co-worker support as the positive influence.

The Thai, as might be expected from an hierarchical culture, consider social responsibility significant, and positively influenced by the opportunity for success, supervisor support and work is monotonous.

7.5.3 Employee Commitment and Employee Behaviour

Both the Thai and Australians see that employee behaviour is specifically influenced by employee commitment. Both cultures rate work professionally as important behaviour and both see it positively influencing commitment to the customer. However, the Thai also see an influence on working professionally from their commitment to the organisation.

Australians see obeying the rules to be less important than the Thai, while both see it being positively influenced by their commitment to the customer. The Thai also see an influence on obeying the rules from their commitment to the organisation. Both cultures rate pride in the organisation although this is somewhat higher for Australians. The Thai relate this quite differently to the Australians having commitment to the customer as the influence, whilst the Australians relate it to commitment to the organisation.

The Australians see a customer focus related to commitment to the customer, but the Thai see more a confidence with customers as important, and also related to organisational commitment as well as customer commitment.

The Thai place greater influence on employee commitment and include supporting co-workers as influenced by their commitment to the organisation, the customer and their career as responsibility. Support for co-workers is more heavily influencing for the Thai and this is not surprising given the independent nature of Australians, and the more collective nature of the Thai.

In conclusion it is possible to accept hypothesis four that there is a significant difference between the overall hypothesised results for Hypotheses 1 to 3 between the Thai and Australian hotel employee samples. The differences as would be expected relate back

to the differences in culture between the two samples, and form a continuing causal impact from culture to attitudes which are the antecedents of work commitment, through to work commitment and ultimately to behaviour.

7.6 Summary

This chapter provides the causal analysis of the conceptual framework outlined in Chapter Three and as expressed by four general hypotheses. The analysis uses Structural Equation Modelling (SEM) to test the hypotheses and investigates the relationship between the various constructs. In this chapter the investigation is divided into three parts firstly the Thai sample, then the Australian sample, and then a comparison between samples.

Six models are used to clarify the result in this study, three for the Thai and three for the Australians. The first set models human cultural influence on the attitude to the antecedents of commitment, the second set models the relationship between the antecedents of commitment and employee commitment, and the fourth set models the relationship between employee commitment and subsequent behaviour. The models are presented in their original and adjusted forms, along with relevant measures of error and causal explanation.

The result of the hypothesis tests are that all hypotheses are accepted, although some are not accepted in a totally positive direction, and include some negative influences.

The next chapter provides a conclusion to the thesis encompassing a summary of the objectives and the relationship to the results obtained. Further, there is discussion of the practical implications of the findings for the international hotel management business. Finally, there are suggestions for further research, and an assessment of the limitations of the research.

CHAPTER EIGHT

CONCLUSION

8.1 Introduction

Employees are a highly significant component of the hospitality sector. Employers need to rely upon their employees in the organisation to interact directly and indirectly with customers in a manner that will increase satisfaction, reduce complaints and ill feeling, improve loyalty to the brand and ultimately stabilise or increase business turnover. Employers also invest time and money on training staff to meet the company standards. As such, it is important to reduce staff turnover of qualified and capable people. In this study, the major aim is to clarify the specifics of the relationship between cultural difference and employee commitment that can contribute to an understanding of this relationship, and in turn, improve employee productivity in international four and five star hotels.

The study is built slowly through the previous chapters in a logical order beginning by defining the aims and objectives of the research (Chapter One), examining the previous literature in Chapter Two, developing a conceptual model to answer the problem set out previously (Chapter Three), and developing a research process in Chapter Four. Chapters Five, Six and Seven analysed the data collected from the quantitative research methodology.

In the literature review and in the initial objectives a major world cultural divide is identified to exist between the East and West. In this regard, the sampling design has selected samples from Australia and Thailand to represent this cultural difference. The present research is theoretically summarised in Figure 3.1 where the conceptual framework theorises the relationship that exists between culture and commitment, as proposed by the antecedents found in the current literature. The main hypotheses to be tested are outlined including Hypothesis One which reflects the influence of human culture constructs - cultural value and human cultural attitude on the antecedents of employee commitment. Hypotheses Two reflects the influence of employee

commitment antecedents on the three different forms of employee commitment (organisational commitment, career commitment, employee commitment to customer). This followed by Hypotheses Three which reflects on the theoretical influence of employee commitment on employee behaviour. Finally, Hypothesis Four tests for cultural difference between the Thailand and Australian contexts.

This final chapter (Eight) is intended to interpret the results reported in Chapters Five to Seven, and to fulfil the aims of the thesis (see Section 1.2) through answering three research questions initially described in Chapter One. These questions form the objectives of the study:

Is there any difference in cultural and employee commitment between hotel employees in Australia and Thailand?

How can a better understanding of the cultural characteristics of employees improve employee commitment resulting in improved organisational competitiveness?

What is the relationship between employee commitment and employee human culture in hotel employees in Australia and Thailand?

This chapter has six sub-sections. Section 8.2 describes the sample used in this research study. Section 8.3 provides a summary of analysis results including the Mann Whitney U Test, Principal Component Analysis and Structural Equation Modelling in order to answer the research question; section 8.4 discusses the results in terms of answering the hypothesis questions. Implications from the study, both theoretical and managerial, are discussed in section 8.5, followed by a discussion of the limitations of the research study in section 8.6 and further directions for possible future research are given in section 8.7, finally a summary of this chapter is in section 8.8.

8.2 The sample

As outlined in Chapter Four, a set of questions was chosen from the previous literature on human culture, employee commitment in three forms of employee behaviour. All questions sets are tested for reliability and achieved high reliability scores.

The sample sizes are 304 in Australia and 342 in Thailand. In Thailand data is collected from a range on luxury hotels located in Hua Hin one of Thailand's premier beach resort areas. Accommodation in Hua Hin is located along the beach, with more than 15 4-5 star-hotels offering outstanding service and high standards of accommodation. In Australia, Melbourne is chosen to represent Australia, because Melbourne is a premier destination for international tourists and the second largest city, with numerous international standard hotels offering both a high level of luxury and service quality.

8.3   Summary of the results

The summary of the results is divided into three parts, the results of the Mann Whitney U test, the results of the Principal Component Analysis, and the results of Structural Equation Modelling. Moreover, this section discusses answers to the research questions.

8.3.1   The results of the Mann- Whitney U test

The Mann Whitney U test is used to examine the direct question differences between the Thai and Australian respondents in the areas of human cultural attitudes, antecedents of employee commitment, employee commitment and employee behaviour.

Table 8.1: The significant differences between

the Thai and Australian respondents

Group indicators	Number of items	Number of significant differences (p>0.05)	Australian result higher than the Thai result (p>0.01)	Thai result higher than the Australian result (p>0.001)
Individual cultural values	35	18	12	6
Attitude to antecedents	29	21	15	6
Employee commitment	16	9	1	8
Employee behaviour	23	11	6	5
Total	**103**	**59**	**34**	**25**

The results for human culture show that out of 35 measurement items, 18 significant differences exist. These differences are reflective of other research findings concerning Asian and Western culture where the main difference revolves around collective concepts that maintain harmony in Asia, and independence and a focus on self-happiness in Western cultures. There is also a power-distance relationship where the difference is greater in Asian cultures (Reisinger and Turner 2003; Hofstede 1984). This is also consistent with the argument that in Australian society, people are individuals preferring to make decisions based on individual needs and wants, where inner harmony and obedience is less significant.

The result of the Mann Whitney U-test for attitudes to antecedents of employee commitment finds that of 29 measurement items, 21 significant differences exist between Thai and Australian respondents (at or above .05). It is noted that Thai respondents place a higher value on attitudes that are associated with others, whilst wanting to do well. A greater tendency exists to stay within the same workgroup. These attitudes again reflect to some degree on the collective and the power distance concept that is stronger in Asian cultures (Hofstede 1984). On the other hand,

Australian respondents are more concerned about their independence in work, based upon confidence and are less concerned about others, although wanting to avoid conflict. They need to work in tasks that can support them using creative thinking, they place significance in their freedom to make decisions by themselves, and have the confidence to think that they are good at solving problems at work, and are better than others in doing their job. It is also interesting that, Australian respondents prefer to have a large number of rules and policies that may relate to a competitive desire to perform better, and to be seen to perform better, against standards.

Consequently, there is an apparently clear relationship between their attitudes to antecedents and their cultural background, including collective groups and power distance.

The result of the Mann Whitney U-test for employee commitment states that out of 16 measurement items there are 9 statistically significant differences. There is a strong company loyalty and sense of responsibility to the company in the Thai responses, which goes beyond a cost of leaving the employment to one of being highly linked to the organisation. Moreover, Thais also believe that employees should be loyal to the organisation; they think that when they work in the organisation they need to be a 'company person'. This is also a culturally consistent finding relating to both a sense of collective responsibility and power distance between the employee and the employer. On the other hand, the one variable emphasized by Australians is self-image, and not related to the organisation, but to customers.

Overall, the Thai consider employee commitment as more important than do Australians, and again this is consistent with the differences in cultural traits.

The result of the Mann Whitney U-test for employee behaviour identifies that out of 23 measurement items, 11 higher significant differences are found between the Thai and Australian respondents. Of the differences, there are more Australian employee behaviours (6 items) higher than Thai behaviours (5 items).

Australian respondents have a stronger customer interest according to the survey responses than the Thai, who are more company representatives. It is the view of Australian hospitality workers in these hotels that they have a strong customer orientation. However, again the cultural independence shows in the Australian behaviour with a hint of confidence and desire for control in the workplace, and a desire to be open to move employment elsewhere. However, the Thai show the cultural tendency to be interested in others. It is argued again that the behaviour of employees has a strong reflection on cultural background, with the collective more evident in the Thai responses, and the individual more evident in the Australian responses. Additionally, the power distance between the organisation and the employee is apparent, with the Thai more concerned about representing the organisation, and the Australians more concerned about the customer.

The results confirm differences between Thai and Australians in the relationship between cultural difference and employee commitment. Moreover, the result of the Mann Whitney U-test answers question one (RQ1) of this study: *Is there any difference in cultural and employee commitment between hotel employees in Australia and Thailand?* The results identify significant differences within the groupings human culture, attitude to antecedents of commitment, employee commitment and employee behaviour between Thais and Australians. Therefore, this result finds that Thai and Australian employees have different attitudes to human culture that in turn lead to differences in employee behaviour.

8.3.2 The results of the Principal Component Analysis

This study uses Principal Component Analysis (PCA) to reclassify the large range of questions into common summary groups. In this way, the individual answers to a wide range of specific questions can be analysed to determine whether common groupings (components) occur that highlight the inter relationships potentially hidden from a direct analysis of each individual question. Moreover, PCA also ranks the components into levels of importance, and this is useful in determining the differences in the components between the Thai and Australians.

Table 8.2: Comparison of the ranking of human culture between the two samples

Thais	Ranking	Australians	ranking
Personality Intellectual Logical Loving Obedient Polite Responsible Self-controlled	1	**Personality** Intellectual Loving Independent Logical Obedient Polite Responsible Self-controlled	1
Quality of life A world of beauty Freedom A world of peace Equality Family security Happiness Inner harmony	2	**Quality of life** A world of beauty Clean	3
Courtesy to other Forgiving Helpful Honest	3	**Independence** Freedom Broad-minded	4
Social responsiveness Social recognition Wisdom True friendship	4	**Social responsiveness** True friendship Wisdom Courageous	2
Life style A comfortable life An exciting life A sense of accomplishment	5	**Positive personality** Happiness Cheerful	5
		Competence Capable Honest	6
		Personal strength Self-respect Forgiving	7

Table 8.2 presents the comparison between the component groups for human culture for the Thai and Australian samples.

The similarities between the two cultures relate to personality, social responsiveness and quality of life. However, the ordering is different. Personality is the strongest

dimension and shared by both cultures although the interpretation of each dimension is widely different with the main difference focussing upon independence (Australia) and collectiveness (Thai). Quality of life is somewhat more important to the Thai with Australians moving social responsiveness much higher than the Thai. The Thai also interpret quality of life in both greater depth and more broadly than Australians.

The more important social responsiveness dimension for the Australians is very similar in definition to the Thai dimension, which is ranked significantly lower. Also on the Thai side the more collective and outgoing concept of courtesy to others ranks highly but does not appear in the Australian concepts, rather independence is higher in the ranking. Life style is the last significant concept for the Thai while the last three dimensions for the Australians refer again more to the self in a positive personality, competence and personal strength.

8.3: Comparison of the ranking of attitudes to antecedents of employee commitment between the two samples

Thais	Ranking	Australians	Ranking
Opportunity for success Staff are given duties based on capability I like a large number of rules and policies I like my work to keep a record of work performance My work provides support for me to obtain ongoing training My work provides information on job openings inside the organisation My work provides a program to regularly access my skills and interests I have adequate material and supplies to do my job I have access to technical support when I need it	1	**Good work support** My work provides support for me to obtain ongoing training My work provides a program to regularly access my skills and interests I have adequate material and supplies to do my job I have access to technical support when I need it My supervisor encourages me to develop new skills My supervisor encourages me to participate in important decisions My supervisor praises good work My work provides information on job openings inside the organisation	1

Thais	Ranking	Australians	Ranking
Supervisor support My supervisor encourages me to develop new skills My supervisor encourages me to participate in important decisions My supervisor praises good work	2	**Work independence** I try not to oppose team members I feel free to make my own decisions at work I can establish my own work routine I like my work to keep a record of work performance	3
Work skill confidence I am good at solving problems at work I can establish my own work routine I have all the skills needed to perform my job very well I feel I am better than most people at doing my job	3	**Work skill confidence** I am always prepared I try to excel in everything I do I have the time needed to complete the assigned work I am not liked and accepted by the people I work with I do my work without needing to think	2
Work is monotonous I do my work without needing to think I do the same work everyday My work companions are the same everyday	4	**Work is monotonous** I do the same work everyday My work companions are the same everyday	5
Work is hard I feel my work load is too heavy I have to satisfy conflicting demands of various people above me I am not liked and accepted by the people I work with	5	**High work confidence but work is hard** I am good at solving problems at work I feel I am better than most people at doing my job I feel my work load is too heavy	4
Good co-worker support I have the time needed to complete the assigned work People I work with are competent in doing their job My co-workers fill in when I am absent	6	**Good co-worker support** People I work with are competent in doing their job My co-workers fill in when I am absent	6

Table 8.3: Comparison of the ranking of attitudes to antecedents of employee commitment between the two samples (Con.)

Table 8.3 presents the comparison between the components for attitudes to antecedents of employee commitment. For the Australian sample, the issue of independence rates highly as the third dimension and is missing completely in the Thai sample. The fourth and fifth dimensions are mixed but similar for both the Thai and the Australians. They are similar in the sense that the work is seen as highly regular, and possibly monotonous whilst also hard, although slightly different in the high independent level of confidence expressed by the Australians. The final factor is very similar for both cultures in receiving good work support.

Therefore, the Thai and Australian respondents weigh the importance of each attitude to the antecedents of employee commitment differently.

Table 8.4: the comparison of the ranking of three elements of employee commitment between the two samples

Thais	Ranking	Australians	Ranking
Commitment to organisation I am happy to spend the rest of my career working here I enjoy talking about my work with people outside I feel like 'part of the family' at my work It would be too expensive for me to leave my organisation now I think that to be a 'company person' is sensible	1	**Commitment to organisation** I enjoy talking about my work with people outside I feel the organisation's problems are my own I feel like 'part of the family' at my work A person must always be loyal to their organisation I think that to be a 'company person' is sensible Changing my work now would require considerable personal sacrifice	1
Commitment to customer My customers mean a lot to me I must meet the expectations of my customers I would lose personal image if I did not meet the needs of my customers	2	**Commitment to customer** My customers mean a lot to me I must meet the expectations of my customers I would lose personal image if I did not meet the needs of my customers	2

Table 8.4: the comparison of the ranking of three elements of employee commitment between the two samples (Con.)			
Thais	**Ranking**	**Australians**	**Ranking**
Commitment as responsibility People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time I would feel guilty if I left my job I have acquired too much knowledge of the expectations of my customers, to change my job	3	**Commitment as responsibility** People who have been trained in a job, have a responsibility to stay in that job for a reasonable period of time I have acquired too much knowledge of the expectations of my customers, to change my job I would feel guilty if I left my job	3
		Work satisfaction I am happy to spend the rest of my career working here I am happy I started this kind of work	4

Table 8.4 presents the comparison between the components for employee commitment for the Thai and Australian samples. Thai and Australian employees place similar emphasis on employee commitment including commitment to organisation, commitment to customer and commitment as responsibility. There are some small differences in that the Thai relate the investment to the commitment as more a monetary one (too expensive to leave) and the Australians as more a personal investment (personal sacrifice). Also, the Australians raise the concept of loyalty to the workplace.

Moreover, there is a factor present only in the Australian sample, which is work satisfaction leading to happiness. Therefore, it is concluded that the Thai and Australian respondents weigh the importance of each employee commitment similarly.

Table 8.5: Comparison of the ranking of employee behaviour between the two samples

Thais	ranking	Australians	Ranking
Work professionally I perform the tasks that are expected of me I listen to find out what a customer wants I update my professional knowledge	1	**Work professionally** I update my professional knowledge When I promise to do something by a certain time I do it	1
Obey the rules I obey company rules, regulations, and procedures even when no one is watching I am always punctual My attendance at work is longer than required	2	**Obey the rules** I obey company rules, regulations, and procedures even when no one is watching I am always punctual When I work I am well dressed and clean	4
Confident with customers I do things right the first time I have the knowledge and ability to answer customers' questions My behaviour instils confidence in my customers I treat all my customers courteously	3	**Customer focus** I listen to find out what a customer wants I have the knowledge and ability to answer customers' questions I treat all my customers courteously	5
Pride in the organisation I defend the company when people criticize it I show pride when representing the company in public	4	**Pride in the organisation** I defend the company when people criticize it I show pride when representing the company in public	3
Support co-worker I frequently adjust my work schedule to accommodate other employees' requests for time off I encourage others to try new and more efficient ways of doing their job	5	**Support co-worker** I voluntarily help new employees do their job I frequently adjust my work schedule to accommodate other employees' requests for time off I encourage others to try new and more efficient ways of doing their job	2

Table 8.5: Comparison of the ranking of employee behaviour between the two samples (Con.)			
Thais	**ranking**	**Australians**	**Ranking**
		Work performance	6
		I prefer to work on jobs where I can prove my ability to others	
		I am always ready to help those around me	

Table 8.5 presents the comparison between the components for employee behaviour for the Thai and Australian samples. The result of the principal component analysis is that Thai and Australian employees place different emphasis on employee behaviour. Thai employees place more emphasis on obeying the rules. However, there is more emphasis in the Australian sample of wanting to instil confidence in the customer as part of professional behaviour, along with a time focus; while the Thais are more concerned with doing what is expected and reacting to the customer.

The Thai place more emphasis upon being confident with customers and instilling confidence in customers. They place this above showing pride in the organisation (fourth factor) where the Australians place this concept third. However, the concept of pride in the company is the same for both cultures.

The fifth factor for the Thai is to support co-workers, but this does not rank in the same way for Australians. Instead they have a customer focus as their fifth factor which involves some confidence, but also being courteous and listening to customers. The Australian worker support is contained within their sixth factor, but more in the context of showing how capable they are at doing their job, rather than the more direct support indicated by the Thai.

The sixth factor for the Thai is an intention to leave the job, which is inconsistent with the responsibility concept shown under employee commitment. The Australians show no equivalent intention.

The result of the Principal Component Analysis answers question two (RQ2) of this study: *How can a better understanding of the cultural characteristics of employees improve employee commitment resulting in improved organisational competitiveness?*

Given the differences in the attitudes, commitment and behaviour of the two sample groups discussed above (that largely trace back to the cultural traits evident in the analysis of human culture), it is becoming clearer that an understanding of culture can place a greater understanding on the emphasis staff place in different aspects of their work commitment. This in turn leads to a better understanding of resultant work behaviour. How this can lead to improved organisational competitiveness depends upon the different management structures in different hotels. The hotel may or may not emphasize employee work units as cohesive, favour individual initiative, or seek a strong customer focus or alternatively stronger commitment to the organisation.

8.3.3 The results of the Structural Equation Modelling

Structural equation modelling (SEM) is used to examine the relationship between the unobserved variables for culture, antecedents of employee commitment, employee commitment and employee behaviour. The objective of this analysis is to attempt to uncover any causal relationship between the elements of the conceptual framework. The important results are discussed below and in some cases reiterate the comments made in Chapter Seven.

Table 8.6: Significant paths of cultural difference influencing three elements of employee commitment for the Thai and Australian samples

	Thais	**Australians**
Human culture and antecedents of employee commitment	**No significant path**	**No significant path**
Antecedents of employee commitment and employee commitment	**10 significant paths** ❖ Opportunity for success and commitment to organisation (+) ❖ Opportunity for success and commitment as responsibility (+) ❖ Supervisor support and commitment to organisation (+) ❖ Supervisor support and commitment as responsibility (+) ❖ Work skill confidence and commitment to customer (+) ❖ Work is monotonous and commitment as responsibility (+) ❖ Work is hard and commitment to organisation (-) ❖ Work is hard and commitment to customer (-) ❖ Good co-worker support and commitment to organisation (+) ❖ Good co-worker support and commitment to customer (+)	**No significant path**

Table 8.6: Significant paths of cultural difference influencing three elements of employee commitment for the Thai and Australian samples (Con.)		
	Thais	**Australians**
Employee commitment and Employee behaviour	**10 significant paths** ❖ Commitment to organisation and work professionally (-) ❖ Commitment to organisation and obey the rules (-) ❖ Commitment to organisation and confident with customers (-) ❖ Commitment to organisation and support co-worker(-) ❖ Commitment to customer and work professionally (+) ❖ Commitment to customer and obey the rules (+) ❖ Commitment to customer and confident with customers (+) ❖ Commitment to customer and pride in the organisation (+) ❖ Commitment to customer and support co-worker (+) ❖ Commitment as responsibility and support co-worker (+)	**4 significant paths** ❖ Commitment to organisation and pride in the organisation (+) ❖ Commitment to customer and work professionally (+) ❖ Commitment to customer and obey the rules (+) ❖ Commitment to customer and customer focus (+)

(+)= positive significant path, (-) = negative significant path.

Table 8.6 presents the overall significant paths of the relationship between cultural difference and the three elements of employee commitment for the Thai and Australian samples. There are twenty significant paths found in the Thai sample and only four significant paths found in the Australian sample. The interpretation needs to be explained with some care. Although there may be a lack of identification of the specifics of the relationship (significant paths) there can still be a significant overall causal relationship that remains unspecified because it is spread widely across a large number of paths, so that individual paths do not stand out as statistically significant

(refer to Table 8.7). Of course, it could also be the case that there are no significant paths, and no overall significant relationship.

As discussed in Chapter Seven, although there are no individually statistically significant paths found in the models of the relationship between human cultural attitudes and the antecedents to employee commitment, for both the Thai and Australian samples, there is a strong overall causal relationship. Further, it is known from Chapter Two that the cultures are significantly different as reflected in the differences between Western and Eastern cultures. Consequently, just knowing that there is a causal relationship between culture and the antecedent attitudes to employee commitment, whilst satisfying the overall objective and hypothesis one of the thesis, are disappointing in not identifying specific paths that describe the difference in the influence of culture on the attitudes of the antecedents.

However, the more outstanding aspects in the Thai analysis show that the quality of life negatively influences the opportunity for success, supervisor support, and good co-worker support. On the other hand, for Australians the quality of life is slightly less important and relates positively to good work support and good co-worker support. Consequently, Australians see less life style issues conflicting with the antecedents. The Thai not surprisingly, given the Chapter Two discussion, see courtesy to others and social responsiveness as important to the work antecedents, whereas Australians see no strong link with social responsiveness, although it is important in their culture, and instead focus upon independence and positive personality. Although, Australians see positive personality to be a negative with work independence and work confidence. They also see a negative in their independence with good co-worker support.

Table 8.7: Influential paths between culture difference and employee commitment

for the Thai and Australian samples

	Thais	Australians
Human culture and antecedents of employee commitment	**Positive Influence paths** ❖ Personality and opportunity for success ❖ Personality and supervisor support ❖ Personality and work skill confidence ❖ Personality and work is monotonous ❖ Personality and work is hard ❖ Personality and good co-worker support ❖ Quality of life and opportunity for success ❖ Quality of life and supervisor support ❖ Quality of life and work skill confidence ❖ Quality of life and work is monotonous ❖ Quality of life and work is hard ❖ Quality of life and good co-worker support ❖ Courtesy to other and opportunity for success ❖ Courtesy to other and supervisor support ❖ Courtesy to other y and work skill confidence ❖ Courtesy to other and work is monotonous ❖ Courtesy to other and work is hard ❖ Courtesy to other and good co-worker support	**Positive Influence paths** ❖ Personality and work skill confidence ❖ Personality and work independence ❖ Personality and high work confidence but work is hard ❖ Personality and work is monotonous ❖ Social responsiveness and work skill confidence ❖ Social responsiveness and work independence ❖ Social responsiveness and high work confidence but work is hard ❖ Social responsiveness and work is monotonous ❖ Quality of life and good work support ❖ Quality of life and work skill confidence ❖ Quality of life and work independence ❖ Quality of life and high work confidence but work is hard ❖ Quality of life and work is monotonous ❖ Quality of life and good co-worker support ❖ Independence and work skill confidence ❖ Independence and work independence ❖ Independence and high work confidence but work is hard ❖ Independence and work is monotonous ❖ Personal strength and good work support ❖ Personal strength and good co-worker support

Table 8.7: Influential paths between culture difference and employee commitment for the Thai and Australian samples (Con.)		
	Thais	**Australians**
Human culture and antecedents of employee commitment	**Negative Influence path** ❖ Social responsiveness and opportunity for success ❖ Social responsiveness and supervisor support ❖ Social responsiveness and work skill confidence ❖ Social responsiveness and work is monotonous ❖ Social responsiveness and work is hard ❖ Social responsiveness and good co-worker support ❖ Life style and opportunity for success ❖ Life style and supervisor support ❖ Life style and work skill confidence ❖ Life style and work is monotonous ❖ Life style and good co-worker support	**Negative Influence paths** ❖ Personality and good work support ❖ Personality and good co-worker support ❖ Social responsiveness and good work support ❖ Social responsiveness and good co-worker support ❖ Independence and good work support ❖ Independence and good co-worker support ❖ Positive personality and good work support ❖ Positive personality and work skill confidence ❖ Positive personality and work independence ❖ Positive personality and high work confidence but work is hard ❖ Positive personality and work is monotonous ❖ Positive personality and good co-worker support ❖ Competence and good work support ❖ Competence and work skill confidence ❖ Competence and work independence ❖ Competence and high work confidence but work is hard ❖ Competence and work is monotonous ❖ Competence and good co-worker support ❖ Personal strength and work skill confidence ❖ Personal strength and work independence ❖ Personal strength and high work confidence but work is hard ❖ Personal strength and work is monotonous

	Thais	Australians
Antecedents of employee commitment and employee commitment	**Positive Influence paths** ❖ Opportunity for success and commitment to organisation ❖ Opportunity for success and commitment as responsibility ❖ Supervisor support and commitment to organisation ❖ Supervisor support and commitment to customer ❖ Supervisor support and commitment as responsibility ❖ Work skill confidence and commitment to customer ❖ Work is monotonous and commitment to customer ❖ Work is monotonous and commitment as responsibility ❖ Work is hard and commitment as responsibility ❖ Good co-worker support commitment to organisation ❖ Good co-worker support and commitment to customer ❖ Good co-worker support and commitment as responsibility	**Positive Influence paths** ❖ Good work support and commitment to organisation ❖ Work skill confidence and commitment to organisation ❖ Work skill confidence and commitment to customer ❖ Work skill confidence and commitment as responsibility ❖ Work skill confidence and work satisfaction ❖ Work independence and commitment to organisation ❖ Work independence and commitment to customer ❖ Work independence and commitment as responsibility ❖ Work independence and work satisfaction ❖ High work confidence but work is hard and commitment to organisation ❖ High work confidence but work is hard and commitment as responsibility ❖ High work confidence but work is hard and work satisfaction ❖ Good co-worker support and commitment to customer ❖ Good co-worker support and commitment as responsibility ❖ Good co-worker support and work satisfaction

Table 8.7: Influential paths between culture difference and employee commitment for the Thai and Australian samples (Con.)

Table 8.7: Influential paths between culture difference and employee commitment for the Thai and Australian samples (Con.)		
	Thais	**Australians**
Antecedents of employee commitment and employee commitment	**Negative Influence paths** ❖ Opportunity for success and commitment to customer ❖ Work skill confidence and commitment to organisation ❖ Work skill confidence and commitment as responsibility ❖ Work is monotonous and commitment to organisation ❖ Work is hard and commitment to organisation ❖ Work is hard and commitment to customer	**Negative Influence paths** ❖ Good work support and commitment to customer ❖ Good work support and commitment as responsibility ❖ Good work support and work satisfaction ❖ High work confidence but work is hard and commitment to customer ❖ Work is monotonous and commitment to organisation ❖ Work is monotonous and commitment to customer ❖ Work is monotonous and commitment as responsibility ❖ Work is monotonous and work satisfaction ❖ Good co-worker support and commitment to organisation
Employee commitment and Employee behaviour	**Positive Influence paths** ❖ Commitment to customer and work professionally ❖ Commitment to customer and obey the rules ❖ Commitment to customer and confident with customers ❖ Commitment to customer and pride in the organisation ❖ Commitment to customer and support co-worker ❖ Commitment as responsibility and confident with customers	**Positive Influence paths** ❖ Commitment to organisation and work professionally ❖ Commitment to organisation and support co-worker ❖ Commitment to organisation and pride in the organisation ❖ Commitment to organisation and obey the rules ❖ Commitment to organisation and customer focus ❖ Commitment to organisation and work performance

	Thais	Australians
	Table 8.7: Influential paths between culture difference and employee commitment for the Thai and Australian samples (Con.)	
	Thais	**Australians**
Employee commitment and Employee behaviour	**Positive Influence paths** ❖ Commitment as responsibility and pride in the organisation ❖ Commitment as responsibility and support co-worker	**Positive Influence paths** ❖ Commitment to customer and work professionally ❖ Commitment to customer and support co-worker ❖ Commitment to customer and pride in the organisation ❖ Commitment to customer and obey the rules ❖ Commitment to customer and customer focus ❖ Commitment to customer and work performance ❖ Commitment as responsibility and work professionally ❖ Commitment as responsibility and support co-worker ❖ Commitment as responsibility and pride in the organisation ❖ Commitment as responsibility and obey the rules ❖ Commitment as responsibility and customer focus ❖ Commitment as responsibility and work performance
	Negative Influence paths ❖ Commitment to organisation and work professionally ❖ Commitment to organisation and obey the rules ❖ Commitment to organisation and confident with customers	**Negative Influence paths** ❖ Work satisfaction and work professionally ❖ Work satisfaction and support co-worker ❖ Work satisfaction and pride in the organisation ❖ Work satisfaction and obey the rules ❖ Work satisfaction and customer focus

	Thais	Australians
Employee commitment and Employee behaviour	**Negative Influence paths** ❖ Commitment to organisation and pride in the organisation ❖ Commitment to organisation and support co-worker ❖ Commitment as responsibility and work professionally ❖ Commitment as responsibility and obey the rules	**Negative Influence paths** ❖ Work satisfaction and work performance

Table 8.7: Influential paths between culture difference and employee commitment for the Thai and Australian samples (Con.)

The results for the Thai sample for the antecedents of employee commitment and work commitment specify more specific relationships than the Australian sample, which identifies a broader relationship between the antecedents and work commitment. The Thai focus upon all antecedents but each one relates differently to the unobserved variable of work commitment. Commitment to the organisation, is positively and negatively influenced by benefits from the opportunity for success, and supervisor support, while the concepts of working hard and good co-worker support are negative influences. On the other hand, the Australians relate commitment to the organisation as influenced by work skill confidence, and negatively to the monotony of work.

Commitment to customers is also important for both cultures with the Thai relating to work skill confidence and good co-worker support and negatively to hard work. The Australians see good work support as a negative influence and good co-worker support as the positive influence.

The Thai, as might be expected from an hierarchical culture, consider social responsibility significant, and positively influenced by the opportunity for success, supervisor support and work is monotonous.

Both the Thai and Australians consider that employee behaviour is specifically influenced by employee commitment. Both cultures rate working professionally as important behaviour and both see it positively influenced by the commitment to the customer. However, the Thai also see an influence on working professionally from their commitment to the organisation.

Australians see obeying the rules to be less important than the Thai, while both see it being positively influenced by their commitment to the customer. The Thai also see an influence on obeying the rules from their commitment to the organisation. Both cultures rate pride in the organisation, although this is somewhat higher for Australians. The Thai relate this quite differently to the Australians having commitment to the customer as the influence, whilst the Australians relate it to commitment to the organisation.

The Australians see a customer focus related to commitment to the customer, but the Thai see more a confidence with customers as important, and also related to organisational commitment as well as customer commitment.

The Thai place greater influence on employee commitment and include supporting co-workers as influenced by their commitment to the organisation, the customer and their career as responsibility. Support for co-workers is more heavily influencing for the Thai and this is not surprising given the independent nature of Australians, and the more collective nature of Thai society.

The results from the Structural Equation Modelling place further light upon question three (RQ3) of this study: *What is the relationship between employee commitment and employee human culture in hotel employees in Australia and Thailand?* The results identify the relationship between cultural difference and employee commitment as both positive and negative causal influences. The relationship is causal and meaningful in that human culture does influence the antecedents of work commitment, but in complex and specific ways.

8.4   Consequence of the study

This thesis highlights the difference between Thai and Australian cultures as they have influences on employee commitment and employee behaviour. It is concluded here that both cultures are good examples of Eastern and Western cultural traditions, so that the study has a wider reference to wider cultural differences and their impact.

The hypotheses H1 to H3, that are proposed in Chapter Three, state that there are positive influences between human culture and the antecedents of commitment, between the antecedents of employee commitment and employee commitment, and between employee commitment and employee behaviour.

The relationships are analysed in terms of direct differences (Mann Whitney U test), collective groupings that create complex concepts (components analysis) and in terms of a causal pattern flowing between human culture, the antecedents of employee commitment and employee behaviour (SEM analysis). Significant relationships are found to exist, and a causal flow indicated.

8.5   Implications

This thesis argues that the Thai are representative of Eastern hotel employees, and the Australians for Western hotel employees. In this section, the conclusions to the study are divided into theoretical implications and managerial implications.

8.5.1   Theoretical Implications

Theoretically, the recruitment of new employees costs organisations more than keeping existing employees. This is largely because of the training the hotel invests, but also employees who feel committed to the organisation become increasingly valuable. Employees often increase their work performance (productivity) over time in the organisation. This study adds the dimension of cultural difference to this question of the added-value of committed employees. Difference in cultural background theoretically leads to differences in employee commitment.

Tse et al. (1988) supports the concept that difference in cultural backgrounds can lead to different behaviour, hence, culture is one of the significant dimensions impacting on personal behaviour. Secondly, Meyer et al. (2004) state, "commitment has been examined as a determinant of job performance and organisational citizenship behaviour" (p.911).

In the hospitality sector, this thesis has attempted to model the relationship between cultural difference and employee commitment for hotel employees. The thesis has extended the research on the influence of human culture on employee commitment in the hospitality sector. Although the relationship between culture and employee commitment is investigated in previous research to some degree, evidence of this linkage within the context of hospitality is new, and the depth of the study exceeds previous research and defines new results using modern quantitative techniques not used previously in employee commitment studies.

Further, this study finds that employee commitment in different cultures can lead to different types of behaviour that have implications for the future success of organisations. An understanding of at least the broader cultural divide has theoretical and practical management implications. These implications may extend to suggest that different employees may be required, with different cultural backgrounds, in specific jobs, depending upon the specific aims of the hotel in developing a niche in competitive markets.

8.5.2 Managerial Implications

From a managerial perspective, this thesis highlights the importance of employee commitment. Meyer and Maltin (2010) suggest that there is evidence to demonstrate the benefits to the organisation of having a strongly committed workforce. The following sections discuss in more detail the possible managerial implications this thesis suggests, resulting from the analysis, as it relates to work commitment in the hotel sector.

❖ **Work skill confidence (Thai and Australian)**

Both Thai and Australian hotel employees feel that they have the capability to work professionally, they have the ability to solve any problem at work and have all the skills needed to complete their tasks. It is evident from the study that both the Thai and Australian hotel employees feel confident with their work skills. According to Peccei and Rosenthal (1997), competence in the job by employees can increase the level of personal confidence, and the quality of service performance in the service sector. Hackman and Oldman (1976) also state that work competence by employees can increase their level of job satisfaction in the organisation, and their commitment (Singh 1998).

The results indicate that work skill confidence has a positive effect on employee commitment. Moreover, Australian employees are more concerned about their ability to respond promptly to their work, and any problem that occurs, and they do not place high value on acceptance by their colleagues.

Therefore, it is important for hotel operations to develop skills in their employees in order to increase the level of employee confidence, which will in the Western perspective lead to more independent workers, and in the Eastern perspective lead to more committed organisational employees.

❖ **Work is monotonous (Thai and Australian)**

The result of this study indicate that hotel employees find the work is monotonous and this is a significant factor impacting on employee commitment for both Thai and Australian respondents. Shirom et al. (1999) state there is wide ranging research finding that monotonous work leads to psychological and emotional distress. In addition, it could lead to an increase in the number of employees who intend to leave (Peccei & Rosenthal 1997; 2001).

It is interesting that the result for work being monotonous on the level of employee commitment is positive for the Thai sample and negative for the Australian sample.

This implies that western employees need to get relief from monotonous work more frequently than Thai employees, in any given situation.

❖ **Good co-worker support (Thai and Australian)**

The competence of co-worker support is a significant factor leading to increased levels of employee commitment. When employees have good co-worker support, they will feel more comfortable at work. In particular, they believe that a good co-worker is a person who can stand in for them when they are absent. Both Thai and Australian hotel employees place high value in this aspect.

The communication between co-workers and support of each other in the organisation can maintain and develop employee commitment. Supportive work environments by co-workers are associated generally with improved work-place attitudes (Day & Bedeian 1991). Babin and Boles (1996) also support the notion that co-worker support can reduce role stress and negative impacts.

Consequently, in order to increase and maintain employee commitment, hotel operators need to recruit employees who are willing to work in teams and cover absent colleagues. This role is less likely with western than eastern staff, as culturally there is more inclination for eastern cultures to work collaboratively. On the other hand, the confidence and independence of western workers may influence their capacity to stand in for an absent employee. Additionally, hotel operators need to provide some activities in the workplace that help to create good relationships between their employees in the organisation. Such activities can be social as well as work based.

❖ **Opportunity for success (Thai)**

The thesis concludes that Thai hotel employees place a high value on the opportunity for success, and this leads to higher commitment. Opportunity for success in this study refers to the organisation opening opportunities for advancement. Organisations need to provide ongoing training for employees to develop current skills and provide new skills. Further, they need to provide adequate support in technical and material terms. Both eastern and western employees need rules and policies to follow. Eastern employees

want these rules to have a level of satisfaction in achieving them, whilst western employees want a record kept of their success in achieving rules and policies.

Several scholars identify that organisational support can lead to increased levels of employee commitment. Rhoades and Eisenberger (2001) find that perceived organisational support of the employee can increase the level of employee commitment in the organisation. This study finds positive significant paths for opportunity for success influencing employee commitment in several ways, such as commitment to the organisation and commitment as responsibility.

It is particularly important for Thai employees (eastern employees) that hotel operators are concerned about providing adequate opportunity for inside recruitment, as this will increase employee satisfaction and commitment to the organisation.

❖ **Supervisory support (Thai)**

The study concludes that supervisory support is important for Thai employees. Thai hotel employees prefer to have good supervisor support and encouragement. Supervisory support results in an increase in employee performance and reduction in employee role stress (Babin & Boles 1996).

❖ **Work is hard (Thai)**

The study reveals that Thai hotel employees feel that work is hard and this relates to a feeling of commitment to the organisation. Thai hotel employees prefer to have an adequate workload only, and when they feel over worked this leads to feelings of distress and the intention to leave the organisation. Peccei and Rosenthal (1997) state that over-working employees, increases their feelings of job pressure. Employees may feel uncertain about working in the organisation (Netemeyer et al. 1995) and this leads to a negative impact on employee commitment. This applies to both eastern and western employees, but it is concluded in this study to be more significant for eastern employees, whilst western employees have a higher intention to leave regardless of workloads.

❖ **Good work support (Australian)**

This thesis concludes that Australian hotel employees prefer to have good work support, and place a high value on work support. This is similar to the opportunity for success and supervisory support by the Thai sample. Australian employees indicate that good support from the organisation such as recruitment in the organisation, ongoing training, adequate material and technical support, and good support from their supervisor can lead them to commit to the organisation.

Good work support is similar to opportunity for success for the Thai sample, which refers to organisational support. For western hotel operators who employ western staff it is more important to provide work support than in eastern situations, excepting that in eastern employment, opportunity for success can relate to particular types of support.

❖ **Work independence (Australian)**

Australian hotel employees prefer to have a degree of independence in their work, for example, the employee being able to establish their work routine (which can also reduce monotony) and the power to make decisions on their own.

Hackman and Oldman (1980) indicate that job autonomy is a significant factor leading to enhanced levels of employee motivation and commitment. Also, Thomson and Prottas (2005) indicate that work independence or job autonomy can lead to increased levels of self-satisfaction with their jobs. Moreover, it could lead to reduced stress and work conflict (Hackman &Oldham 1976; Parasuraman & Alutto 1984; Clark 2009).

It is interesting that there are only positive paths found for Australian hotel employees relating to employee work independence. This relates back to cultural differences between the collective nature of the east, and the independent nature of the west.

8.6 Contribution to Knowledge

The previous sections have summarised the research implications including both theoretical and managerial implications, to provide a better understanding of the three components of employee commitment among Thai and Australian hospitality employees. It has highlighted the way Thai and Australian employees perceive a variety of factors which influence their behaviour to commit in three terms. The study divided three major perspectives of contribution: theoretical perspectives and practical perspectives.

8.6.1 Theoretical perspective

One of the key findings in this study is that several factors were perceived to influence the employee commitment of Thai and Australian hotel employees. The findings indicate that there are several factors related to culture such as personality, quality of life, courtesy to others, and social responsiveness that play a significant role in employee commitment. Therefore, the current study has contributed to the knowledge of human culture by Rokeach (1973) and three components of employee commitment theories by supporting Organisational commitment by Meyer et al. (1991), commitment to customer by Peccei and Rosenthal (1997) and Career commitment by Meyer et al. (1993), in stating that individual culture influences employee commitment and employee performance. Significantly, the study has strengthened the notion of Reisinger and Turner (1998; 1999; 2002; 2003) host-guest interaction theory that cultural differences between nationalities are significant, also Cohen (2007) who stated that there is a strong relationship between commitment and culture.

In addition, the current research supports the theory that several antecedents of commitment are associated with the three components of employee commitment, which can influence employee performance both positively or negatively. The study shows that Thai and Australian hotel employees base their commitment on similar factors, but they perceive these factors differently.

Moreover, this study contributes to the development of a new model to study the relationship between hotel employee commitment and employee cultural difference. The current study has used cultural values and three components of employee

commitment to investigate the relationship between each other. It extends the literature relating to three components of employee commitment and employee performance within the hospitality sector, and specifically within the academic study of hotel performance within tourism. Therefore, it can be stated that the results of this study will draw together what are currently two separate areas of study within tourism, namely employee commitment currently focussing upon improved customer loyalty, and employee culture currently referred to as host culture, which is part of the wider study of the cultural differences of hosts and guests.

8.6.2 Practical Contribution

In a competitive business environment hotels need to examine ways to provide better customer service experiences, one of which is to improve hotel employee commitment (Yee et al. 2010). Employee commitment can be a significant factor that influences the growth of businesses. By extending the understanding of employee commitment in an increasingly international hotel sector, it may be possible to recommend methods for increasing competitiveness of business and provide practical understanding of the role of culture in employee commitment. The results of this study state that both Thai and Australian employees place more emphasis on work skill confidence, the monotonous nature of work and support from co-workers, improving these three factors can lead to increased levels of employee commitment. For the Thai employees the focus is distinctly upon their opportunity for success, support from supervisory staff and hard work. While for the Australian employees the focus is upon independence of their work and work support. In order to enhance the competitiveness of business, these factors need to be considered. They may also be reflective of the difference between Eastern and Western employees.

In terms of personal culture, it is interesting that there are some factors are the same between Thai and Australian hotel employees including personality, quality of life, courtesy to others and social responsiveness. However, these factors are also use full determinants influencing work commitment.

8.7   Thesis Limitations

The research design of this thesis has limitations that need to be recognised.

First, this study is restricted to a general level of cultural study, which focuses only on the common eastern and western divide. Below the level of east and west there are national and regional cultural divisions, and some of these can be quite significant in a work context. Several scholars state that these different cultural background contexts may create different behaviour (Chen & Francesco 2000; Miroshnik 2002). Lok and Crawford (2003) argue that different national culture has an impact on commitment in the organisation. In this regard the extension of the two national cultures to represent the eastern and western divide is limited and to some degree uncertain.

Second, the data used in this study was collected from hotel employees in only 4 and 5 star hotels and this may not reflect upon other types of hotel operations.

Third, the Thai and Australian data were collected over a relatively short time-frame of a few months. It is possible that opinions and hence the responses to questions may vary when measured over a longer time-period. For example, peak seasons might lead employees to have different perspectives and opinions than in off-peak seasons, due to different workloads.

8.7   Directions for Further research

Although this thesis has developed a model of the relationship between cultural difference and employee commitment for hotel employees, several significant areas for future research remain. For example as mentioned before, study is limited to Thai and Australian hotel employees which may not be fully representative of Eastern and Western perspectives. Moreover, there are other cultural divides based upon religion and ethnicity that may studied within a similar research context.

Moreover, it may also be informative study the difference in the tourism season such as off-peak and peak season. It may be, that opinions vary through the tourism season, and it remains unknown how significant this might be. Also given the part-time nature of much tourism employment, the type of workforce might also vary between seasons.

The difference between the study of 4-5 star hotels and smaller hotels, other types of hotels, restaurants, and other tourism workers may result in very different issues of work commitment.

Finally, one study cannot stand alone, and it is necessary to repeat this study in different contexts to validate the findings. This is also important in terms of the techniques used. While modern methodology is applied in this study, it is subject to error of various forms including sampling error, interpretive error and sampling variability. Future research in employee commitment in the tourism and hospitality sectors needs to re-use some of these techniques to establish their value in helping to improve management operations.

8.8 Summary

This chapter provides the conclusion of this study and the results of analysis used in this study including descriptive analysis, Mann-Whitney U Test, Principal Component Analysis and Structural Equation Modelling analysis. Additionally, this chapter provides implications for the international hotel management business in both theoretical and managerial ways. Finally, there are suggestions for further research, and an assessment of the limitations of the research.

The findings of the study indicate the significant cultural differences in the relationship between cultural difference and employee commitment. The results of the study are useful for hotel operators to better understand the needs of hotel employees and their personal cultural values, as well as design and develop job roles in a way that meets the advantages and disadvantages of different cultural perspectives.

In order to design work roles with an understanding of employee' cultural values hotels need to account for their employ cultural mix, and by taking advantage of this knowledge reduce the level of employee intentions to leave the organisation, and increase their service quality. Properly designed jobs for different employees can result in greater employee commitment to the organisation, the customer, and a better attitude toward their career.

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APPENDICES

Appendix A

1. Acceptance of ethic application

MEMO

VICTORIA UNIVERSITY | **A NEW SCHOOL OF THOUGHT**

TO	Professor Lindsay Turner	DATE	31/1/2013
	School of International Business		
	Victoria University		

FROM

Dr Nick Billington

Chair

Faculty of Business and Law Human Research

Ethics Committee

SUBJECT   Ethics Application – HRETH 12/215

Dear Professor Turner

Thank you for resubmitting your application for ethical approval of the project entitled:

HRETH 12/ 215 - Modelling the Relationship between Hotel Employee Commitment and Cultural Difference   (BLHREC 12/93)

The proposed research project has been accepted and deemed to meet the requirements of the National Health and Medical Research Council (NHMRC) 'National Statement on Ethical Conduct in Human Research (2007)', by the Chair of the Business & Law Human Research Ethics Committee. Approval has been granted from 31st January 2013 to 31st January 2015.

Continued approval of this research project by the Victoria University Human Research Ethics Committee (VUHREC) is conditional upon the provision of a report within 12 months of the above approval date (by **31st January 2014**) or upon the completion of the project (if earlier).

A report proforma may be downloaded from the VUHREC web site at: http://research.vu.edu.au/hrec.php

Please note that the Human Research Ethics Committee must be informed of the following: any changes to the approved research protocol, project timelines, any serious events or adverse and/or unforeseen events that may affect continued ethical acceptability of the project. In these unlikely events, researchers must immediately cease all data collection until the Committee has approved the changes. Researchers are also reminded of the need to notify the approving HREC of changes to personnel in research projects via a request for a minor amendment.

On behalf of the Committee, I wish you all the best for the conduct of the project.
Kind Regards,

Dr Nick Billington

Chair

Faculty of Business and Law Human Research Ethics Committee

Appendix B

1. Hotel consent form (for Australian sample)

VICTORIA UNIVERSITY | **A NEW SCHOOL OF THOUGHT**

HOTEL CONSENT FORM

INFORMATION TO HOTEL MANAGEMENT:

We would like to invite your hotel to be a part of a study into **"Modelling the Relationship**

between Hotel Employee Commitment and Cultural Difference". The study aims to examine the relationship between employee commitment, human culture and employee behaviour by conducting surveys in both Thailand and Australia to clarify the cultural difference between employees in the two countries. The information gathered from the survey will be used to validate the research models that have been developed from previous studies associated with culture and employee commitment studies.

CERTIFICATION BY SUBJECT

I,..represent of ....

Certify that my hotel is voluntarily giving consent access staff to participate in the study: **"Modelling the Relationship between Hotel Employee Commitment and Cultural difference",** being conducted at Victoria University by Miss. Tongrawee Silanoi as part of a Doctor of Philosophy (Ph.D.) under the supervision of Prof. Lindsay Turner and Dr. Leonie Lockstone-Binney.

I certify that the objectives of the study, together with any risks and safeguards associated with the procedures listed hereunder to be carried out in the research, have been fully explained to me by Miss Tongrawee Silanoi and that I freely consent to participation involving the below mentioned procedures:

- Completion of survey questionnaires

I certify that I have had the opportunity to have any questions answered and that I understand that I can withdraw from this study at any time and that this withdrawal will not jeopardise my hotel in any way.

I have been informed that the information my hotel provide will be kept confidential.

Signed: Date:

Any queries about your participation in this project may be directed to the researcher, Prof. Lindsay Turner (Phone: +613 9919 4931 or email: Lindsay.Turner@vu.edu.au) If you have any queries or complaints about the way you have been treated, you may contact the Research Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

2. Hotel consent form (for Thai sample)

VICTORIA UNIVERSITY | A NEW SCHOOL OF THOUGHT

HOTEL CONSENT FORM

ใบยินยอมสำหรับโรงแรมเพื่อการศึกษาวิจัย

เรียน ผู้บริหารผู้จัดการ โรงแรม/

ทางมหาวิทยาลัยวิคทอเรีย ณ ประเทศ ออสเตรเลีย ขอเรียนเชิญโรงแรมของท่านเข้าร่วมในการตอบแบบ สอบถามเพื่องานวิจัยภายใต้ หัวข้อ" **การศึกษา ความสัมพันธ์ระหว่างความผูกพันทางใจ ของพนักงาน โรงแรม และความแตกต่างของวัฒนธรรม** " ข้อมูล ที่ได้รับในครั้งนี้ จะถูกนำไปศึกษาวิเคราะห์ เพื่อศึกษาถึงตัวแปรที่สำคัญ โดยเฉพาะ ตัวแปรทางด้านวัฒนธรรมของบุคคล ที่มีผลต่อการ เพิ่มปริมาณ ของพนักงานโรงแรมในความผูกพันทางจิตใจต่อ องค์กร ต่ออาชีพ และลูกค้า

โดยการศึกษาในครั้งนี้จะศึกษา ในสองประเทศได้แก่ ประเทศไทยและประเทศออสเตรเลีย เพื่อวิเคราะห์ ถึงความแตกต่างของตัวแปรที่ เกี่ยวเนื่องต่อ วัฒนธรรมของบุคคล และพฤติกรรมของ พนักงาน นอกจากนี้แล้วผลของงานวิจัยจะยังเป็นประโยชน์ต่อโรงแรม และ อุตสาหกรรมบริการ ในการพัฒนา องค์กร เพื่อตอบสนองความต้องการของพนักงาน รวมไปถึงพัฒนาศักยภาพของ โรงแรมในอนาคต

การรับรองของโรงแรม

ข้าพเจ้า นายยินยอมโดยสมัครใจที่จะเข้าร่วมงานวิจัย... ซึ่งตัวแทนของโรงแรม...................................... นางสาว/นาง/ " เพื่อการศึกษา**ความสัมพันธ์ระหว่างความผูกพันทางใจของพนักงานโรงแรม และความแตกต่างของวัฒนธรรม** " โดยนางสาว ทองรวี ศิลาน้อย นักศึกษาระดับปริญญาเอก จากมหาวิทยาลัย วิคทอเรีย ภายใต้การกำกับดูแลของ ศาสตราจารย์ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) และ ดอกเตอร์ ลีโอนี ล็อคสโตน (Dr.Leonie Lockstone)

ข้าพเจ้าของรับรองว่า นางสาวทองรวี ศิลาน้อย ได้ทำการอธิบายถึงวัตถุประสงค์หลักของงานวิจัย รวมไปถึง ความเสี่ยงและมาตรการในการป้องกัน ความเสี่ยงที่เกี่ยวข้องกับงานวิจัยในครั้งนี้ และทางโรงแรม ยินยอมที่จะ เข้าร่วมงานวิจัยโดยการตอบแบบสอบถามในครั้งนี้

ข้าพเจ้าขอรับรองว่า ข้าพเจ้าได้มีโอกาสซักถามถึงข้อสงสัยต่างๆที่เกี่ยวข้องกับงานวิจัยในครั้งนี้ และข้าพเจ้า ทราบว่าทางโรงแรมมีสิทธิ์ที่จะถอนตัว ออกจากการเข้าร่วมตอบแบบสอบถามในเวลาใดก็ได้โดยการถอนตัวนี้จะไม่มีผล กระทบใดๆต่อทางโรงแรม

ข้าพเจ้าได้รับการชี้แจงว่า ข้อมูลของทางโรงแรมที่ข้าพเจ้าให้เพื่องานวิจัยในครั้งนี้ จะถูกเก็บเป็นความลับ

ลงนาม   วันที่

ทั้งนี้หากท่านมีข้อสงสัยเกี่ยวกับการเข้าร่วมงานวิจัยข้างต้น ท่านสามารถติดต่อสอบถาม ศาสตราจารย์ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) อีเมล์ Lindsay.Turner@vu.edu.au หรือหากท่านมีข้อซักถามเพิ่มเติม หรือต้องการร้องเรียนเกี่ยวกับการเข้าร่วมงานวิจัยครั้งนี้ ท่านสามารถติดต่อไปยัง คณะกรรมการสิทธิมนุษย์ และจรรยาบรรณเพื่องานวิจัย มหาวิทยาลัยวิคทอเรีย ตามที่อยู่ดังไปนี้ Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

ขอขอบพระคุณล่วงหน้าเป็นอย่างสูงมา ณ โอกาสนี้ในการสละเวลาเข้าร่วมตอบแบบสอบถาม

Appendix C

1. Participant consent form (for Australian sample)

VICTORIA UNIVERSITY | A NEW SCHOOL OF THOUGHT

CONSENT FORM FOR PARTICIPANTS INVOLVED IN RESEARCH INFORMATION TO PARTICIPANTS:

We would like to invite you to be a part of a study into **"Modelling the Relationship between**

Hotel Employee Commitment and Cultural Difference". The study aims to examine the relationship between employee commitment, human culture and employee behaviour by conducting surveys in both Thailand and Australia to clarify the cultural difference between employees in the two countries. The information gathered from the survey will be used to validate the research models that have been developed from previous studies associated with culture and employee commitment theories.

CERTIFICATION BY SUBJECT

I,..of..

Certify that I am at least 18 years old* and that I am voluntarily giving my consent to participate in the study: **"Modelling the Relationship between Hotel Employee Commitment and Cultural difference",** being conducted at Victoria University by Miss. Tongrawee Silanoi as part of a Doctor of Philosophy (Ph.D.) under the supervision of Prof. Lindsay Turner and Dr. Leonie Lockstone-Binney.

I certify that the objectives of the study, together with any risks and safeguards associated with the procedures listed hereunder to be carried out in the research, have been fully explained to me by Miss Tongrawee Silanoi and that I freely consent to participation involving the below mentioned procedures:

- Completion of survey questionnaires

I certify that I have had the opportunity to have any questions answered and that I understand that I can withdraw from this study at any time and that this withdrawal will not jeopardise me in any way.

I have been informed that the information I provide will be kept confidential.

Signed: Date:

2. Participant consent form (for Thai sample)

CONSENT FORM FOR PARTICIPANTS

VICTORIA UNIVERSITY | A NEW SCHOOL OF THOUGHT

ใบยินยอมสำหรับผู้ตอบแบบสอบถามเพื่อการศึกษาวิจัย

เรียน ผู้ตอบแบบสอบถาม

ทางมหาวิทยาลัยวิคทอเรีย ณ ประเทศ ออสเตรเลีย ขอเรียนเชิญท่านเข้าร่วมในการตอบแบบ สอบถาเพื่องานวิจัยภายใต้ หัวข้อ **"การศึกษา ความสัมพันธ์ระหว่างความผูกพันทางใจ ของพนักงาน โรงแรม และความแตกต่างของวัฒนธรรม "** ข้อมูลที่ท่าน ได้รับในครั้งนี้ จะถูกนำไปศึกษาวิเคราะห์ เพื่อศึกษาถึงตัวแปรที่สำคัญ โดยเฉพาะ ตัวแปรทางด้านวัฒนธรรมของบุคคล ที่มีผลต่อการ เพิ่มปริมาณ ของพนักงานโรงแรมในความผูกพันทางจิตใจต่อ องค์กร ต่ออาชีพ และลูกค้า

โดยการศึกษาในครั้งนี้จะศึกษา ในสองประเทศได้แก่ ประเทศไทยและประเทศออสเตรเลีย เพื่อวิเคราะห์ ถึงความแตกต่างของตัวแปรที่ เกี่ยวเนื่องต่อ วัฒนธรรมข องบุคคล และพฤติกรรมของ พนักงาน นอกจากนี้แล้วผลของงานวิจัยจะยังเป็นประโยชน์ต่อโรงแรม และ อุตสาหกรรมบริการ ในการพัฒนา องค์กร เพื่อตอบสนองความต้องการของพนักงาน รวมไปถึงพัฒนาศักยภาพของ โรงแรมในอนาคต

การรับรองของผู้ตอบแบบสอบถาม

ข้าพเจ้า นาย ปี บริบูรณ์ **18** ขอรับรองว่า ข้าพเจ้ามีอายุมากกว่า..................................... นางสาว/นาง/และยินยอมโดยสมัครใจที่จะเข้าร่วมงาน วิจัยเพื่อการศึกษา" **ความสัมพันธ์ระหว่างความผูกพันทางใจของพนักงานโรงแรม และความแตกต่างของวัฒนธรรม"** โดยนางสาว ทองรวี ศิลาน้อย นักศึกษาระดับปริญญาเอก จากมหาวิทยาลัย วิคทอเรีย ภายใต้การกำกับดูแลของ ศาสตราจารย์ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) และ ดอกเตอร์ ลีโอนี ล๊อคสโตน (Dr.Leonie Lockstone)

ข้าพเจ้าของรับรองว่า นางสาวทองรวี ศิลาน้อย ได้ทำการอธิบายถึงวัตถุประสงค์หลักของงานวิจัย รวมไปถึง ความเสี่ยงและมาตรการในการป้องกัน ความเสี่ยงที่เกี่ยวข้องกับงานวิจัยในครั้งนี้ และข้าพเจ้า ยินยอมที่จะ เข้าร่วมงานวิจัยโดยการตอบแบบสอบถามในครั้งนี้

ข้าพเจ้าขอรับรองว่า ข้าพเจ้าได้มีโอกาสซักถามถึงข้อสงสัยต่างๆที่เกี่ ยวข้องกับงานวิจัยในครั้งนี้ และข้าพเจ้า ทราบว่าข้าพเจ้ามีสิทธิ์ที่จะถอนตัว ออกจากการเข้าร่วมตอบแบบสอบถามในเวลาใดก็ได้โดยการถอนตัวนี้จะไม่มีผล กระทบใดๆต่อตัวข้าพเจ้า

ข้าพเจ้าได้รับการชี้แจงว่า ข้อมูลที่ข้าพเจ้าให้เพื่องานวิจัยในครั้งนี้ จะถูกเก็บเป็นความลับ

ลงนาม   วันที่

ทั้งนี้หากท่านมีข้อสงสัยเกี่ยวกับการเข้าร่วมงานวิจัยข้างต้น ท่านสามารถติดต่อสอบถาม ศาสตราจารย์ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) อีเมล์ Lindsay.Turner@vu.edu.au หรือหากท่านมีข้อซักถามเพิ่มเติม หรือต้องการร้องเรียนเกี่ยวกับการเข้าร่วมงานวิจัยครั้งนี้ ท่านสามารถติดต่อไปยัง คณะกรรมการสิทธิ มนุษย์ และจรรยาบรรณเพื่องานวิจัย มหาวิทยาลัยวิคทอเรีย ตามที่อยู่ดังต่อไปนี้ Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

ขอขอบพระคุณล่วงหน้าเป็นอย่างสูงมา ณ โอกาสนี้ในการสละเวลาเข้าร่วมตอบแบบสอบถาม

Appendix D

1. **Information for participants (for Australian sample)**

VICTORIA UNIVERSITY
MELBOURNE AUSTRALIA

INFORMATION TO PARTICIPANTS

INVOLVED IN RESEARCH

You are invited to participate

You are invited to participate in a research project entitled **"Modelling the Relationship between Hotel Employee Commitment and Cultural difference".** This project is being conducted by a student researcher Miss Tongrawee Silanoi as part of a Doctor of Philosophy (Ph.D.) at Victoria University under the supervision of Professor Lindsay Turner from the College of Business, the Faculty of Business and Law.

Project explanation

The hospitality sector of the tourism industry is a vital economic driver in the global economy, countries that rely on tourism for employment growth and economic success need to be proactive in the global marketplace. Employee commitment is significant in creating positive outcomes for the hospitality industry. Many hotels try to understand the motivations of their employees in term of increasing employee commitment. Moreover, increasing hospitality industry globalisation has seen many businesses attempt to expand their activities overseas with different markets and cultures, including more diverse recruitment of employees from international, national and local markets. This leads to increasing diversity of culture in organisation. Therefore, this research intends to study the relationship between hotel employee commitment and cultural difference which has influence on employee behaviour.

What will I be asked to do?

Participants who are hotel employees of four to five stars hotels located in Huahin Thailand and Melbourne, Australia, are will be requested to spend 20 minutes to complete a survey.

What will I gain from participating?

Your participation will contribute to the understanding of employee human culture which has an influence on employee commitment in several ways. This will be particularly valuable in understanding the cultural differences between two countries which represent both western and eastern perspectives.

How will the information I give be used?

The data gathered from the participants will be coded and then analysed by using a statistical software package in order to distinguish between employees in regard to their culture and their commitment in hotel businesses. All collected data will be secured at the office of Prof. Lindsay Turner at Footscray Park. Only researchers will have access to the data.

What are the potential risks of participating in this project?

There are no potential risks associated from participating in this project. Participation in this study will be voluntary and anonymous. Respondents will be advised not to answer any questions that they feel uncomfortable answering. They will also be informed that they can discontinue from completing the survey at any stage, without providing prior notice. Additionally, no individual will be identified in the survey results.

How will this project be conducted?

This study will employ a quantitative survey. Respondents will be approached with the permission of hotel management in four to five stars hotels located in Hua Hin Thailand and Melbourne Australia, and asked to complete the survey. The participation of the respondents in this survey will be entirely voluntary.

Who is conducting the study?

This study is being conducted by Miss Tongrawee Silanoi under supervision of Prof. Lindsay Turner (Fax: +613 9919 4931/ email: Lindsay.Turner@vu.edu.au) and Dr. Leonie Lockstone—Binney (Phone: +614 3 9919 5361/ email: Leonie.Lockstone@vu.edu.au)

2. Information for participants (for Thai sample)

VICTORIA UNIVERSITY
MELBOURNE AUSTRALIA

INFORMATION FOR PARTICIPANTS

ข้อมูลสำหรับผู้เข้าร่วมงานวิจัย

ทางมหาวิทยาลัยวิคทอเรีย ณ ประเทศ ออสเตรเลีย ขอเรียนเชิญท่ านเข้าร่วมใน การตอบแบบ สอบถา เพื่องานวิจัยภายใต้ หัวข้อ **การศึกษา ความสัมพันธ์ระหว่างความผูกพันทางใจของ" พนักงานโรงแรม และความแตกต่างของวัฒนธรรม"** งานวิจัยในครั้ง นี้จัดทำขึ้นเพื่อเป็นส่วนหนึ่งของดุษฎีนิพนธ์ สาขาวิชาการบริหารธุรกิจ โดยนางสาว ทองรวี ศิลาน้อย นักศึกษาระดับปริญญาเอก จาก มหาวิทยาลัยวิคทอเรีย ภายใต้การกำกับดูแลของ โปรเฟสเซอร์ ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) และ ดอกเตอร์ ลีโอนี ล๊อคสโตน (Dr.Leonie Lockstone)

ข้อมูลเบื้องต้นเกี่ยวกับงานวิจัย

ในปัจจุบัน การแข่งขันในอุตสาหกรรมโรงแรมและการท่องเที่ยวมีเพิ่มสูงมากขึ้น อีกทั้งอุตสาหกรรมนี้ เป็นอุตสาหกรรมที่สร้างรายได้ จำนวนมากต่อประเทศหลายๆประเทศ ซึ่งการเพิ่งจำนวนของโรงแรมในปัจจุบัน ก่อให้เกิดการแข่งขันที่รุนแรงมากขึ้น ดังนั้น ผู้ประกอบการจึงต้องการที่จะพัฒนากา รบริการ และศักยภาพของตน เพื่อสามารถรักษาและเพิ่มกำไรให้กับธุรกิจ ในธุรกิจโรงแรม พนักงาน เปรียบได้ว่าเป็นส่วนประกอบสำคัญ ต่อการพัฒนาของธุรกิจ ดังนั้นการพัฒนา และศึกษาในเรื่องของพนักงานจึงเป็นสิ่งที่ สำคัญ การสร้างความผูกพัน ในด้านจิตใจของพนักงานนั้นส่งผลต่อการเพิ่มรายได้รวมไปถึงศักยภาพขององค์กรอีกด้วย ดังนั้นงานวิจัย นี้ จึงได้ถูกจัดขึ้น เพื่อศึกษาในเรื่องของความสัมพันธ์ของวัฒนธรรมของบุคคล และ ความผูกพันทางด้านจิตใจ ของพนักงาน และส่งผล ต่อ พฤติกรรมของพนักงาน รวมไปถึงการศึกษาความแตกต่างของวัฒนธรรมบุคคล ระหว่างประเทศอีกด้วย

ท่านต้องทำอะไรบ้างในการเข้าร่วมงานวิจัย

หากท่านเป็นพนักงานโรงแรม นาที 20 ดาว ที่ตั้งอยู่ ที่ ตำบล หัวหิน จังหวัด ประจวบคีรีขันธ์ เราขอเรียนเชิญท่านสละเวลาประมาณ 5-4 เพื่อเข้าร่วมงานวิจัย โดยการตอบแบบสอบถามในครั้งนี้

ท่านจะได้อะไรจากการเข้าร่วมวิจัย

การเข้าร่วมงานวิจัยในครั้งนี้ จะช่วยเสริมสร้างความเข้าใจเกี่ยวกับพนักงานโรงแรม ในเรื่องของวัฒนธรรม และการสร้างความผูกพัน ทางจิตใจต่อ องค์กร ต่ออาชีพของตนเอง และ ลูกค้า รวมไปถึง การศึกษาความ แตกต่างระหว่างวัฒนธรรมว่ามีผลกระทบต่อพนักงาน ในการทำงานมากน้อยเพียงไร ข้อมูลที่ได้รับจากท่าน ในครั้งนี้จะสามารถเป็นประโยชน์ต่อผู้ประกอบการ โรงแรมรวมไปถึงอุตสาหกรรม การบริการอื่นๆ เพื่อสามารถ นำไปใช้ในการพัฒนาเพื่อตอบสนองความต้องการของพนักงานในอนาคต

ข้อมูลที่ท่านให้จะถูกนำไปใช้อย่างไร

ข้อมูลที่ได้รับจากท่านในงานวิจัยนี้ จะนำไปถูกวิเคราะห์เครื่องมือทางสถิติ เพื่อศึกษาถึงความสัมพันธ์ ระหว่าง วัฒนธรรมของบุคคล และ ความผูกพันทางจิตใจของพนักงานโรงแรม รวมไปถึงวิเคราะห์ถึงความแตกต่างระหว่าง วัฒนธรรมอีกด้วย นอกจากนี้ท่านจะ

สามารถมั่นใจได้ว่า ข้อมูลที่ได้ให้จะถูกเก็บเป็นความลับ และจัดเก็บ อย่างปลอดภัยภายใต้การดูแลของ โปรเฟสเซอร์ ลินด์เซย์ เทิร์น
เนอร์

ความเสี่ยงที่อาจจะเกิดจากการเข้าร่วมงานวิจัย

การเข้าร่วมตอบแบบสอบถามเพื่องานวิจัยนี้เป็นไปโดยความสมัครใจของผู้เข้าร่วมผู้เข้าร่วมงานวิจัยทุกท่านจะได้   รับการชี้แจง
รายละเอียดเบื้องต้นเกี่ยวกับงานวิจัย รวมไปถึงจดหมายเชิญการเข้าร่วมงานวิจัยนี้ ทั้งนี้ท่านมีสิทธิ์   ที่จะถอนตัว ออกจากการเข้า
ร่วมงานวิจัยนี้ในเวลาใดก็ได้ โดยไม่ต้องแจ้งล่วงหน้า และที่สำคัญการเข้าร่วมงานวิจัย นี้ไม่ได้มีผลเสียต่อท่านแต่อย่างใด

งานวิจัยนี้มีวิธีดำเนินงานอย่างไร

งานวิจัยนี้เป็นการวิจัยเชิงปริมาณ นักวิจัยจะทำการสุ่มกลุ่มตัวอย่างของพนักงานโรงแรมที่ทำงานในโรงแรม   ดาวที่ตั้งอยู่ใน 5-4
ตำบลหัวหิน จังหวัด ประจวบคีรีขันธ์ และเมือง เมลเบิร์น ประเทศออสเตรเลีย ทั้งนี้กลุ่มตัวอย่าง ที่เหมาะสมกับงานวิจัยจะถูกเชิญให้
เข้าร่วมตอบแบบสอบถาม

ใครคือผู้จัดทำและรับผิดชอบงานวิจัย

งานวิจัยนี้จัดทำขึ้นโดย นางสาวทองรวี ศิลาน้อย ภายใต้การกำกับดูแลของ ศาสตราจารย์ ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner)
อีเมล์ Lindsay.Turner@vu.edu.au และ ดอกเตอร์ ลีโอนี ล๊อคสโตน (Dr.Leonie Lockstone) อีเมล์ Leonie.Lockstane@vu.edu.au

ทั้งนี้หากท่านมีข้อสงสัยเกี่ยวกับการเข้าร่วมงานวิจัยข้างต้น ท่านสามารถติดต่อสอบถาม หรือหากท่านมี   ข้อซักถามเพิ่มเติม หรือ
ต้องการร้องเรียนเกี่ยวกับการเข้าร่วมงานวิจัยครั้งนี้ ท่านสามารถติดต่อไปยัง คณะกรรมการสิทธิมนุษย์และจรรยาบรรณเพื่องานวิจัย
มหาวิทยาลัยวิคทอเรีย ตามที่อยู่ดังต่อไปนี้ Ethics and Biosafety Manager, Victoria University Human Research Ethics
Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

Appendix E

1. Survey questionnaire (for Australian sample)

SURVEY

VICTORIA UNIVERSITY
MELBOURNE AUSTRALIA

MODELLING THE RELATIONSHIP BETWEEN HOTEL EMPLOYEE COMMITMENT

AND CULTURAL DIFFERENCE BETWEEN THAILAND AND AUSTRALIA

PARTICIPATION IN THIS SURVEY IS STRICTLY VOLUNTARY. ALL INFORMATION WILL BE TREATED AS CONFIDENTIAL AND YOUR PARTICIPATION WILL REMAIN ANONYMOUS

Dear Participant,

My name is Tongrawee Silanoi, I am a Ph.D student of Victoria University, Melbourne, Australia. I am inviting you to participate in my research project that explores the relationship between hotel employee commitment and human cultural difference both in Thailand and Australia.

Due to the diversity characteristics of labour in hospitality industry, many hotels try to understand the motivations of their employees in terms of increasing employee commitment to their organisation, careers and customer service. Thailand and Australia are significant countries which reference to eastern and western perspectives. Both of these countries have diverse cultures, nationalities, traditions, high rates of tourism and high quality of service in the hospitality industry. Thus, I would like to study the cultural differences in these countries as they relate to employee commitment.

The attached questionnaires are designed to study the significance and influence of human culture and commitment which in turn reflects upon employee behaviour. The information that you provide will help to improve understanding of the difference between employees who work in Thailand and in Australia. Thus, I would be most grateful if you would agree to answer all questions.

Your decision to participate is completely voluntary and there will be no negative consequences if you do not wish to participate. Your anonymous responses will be kept strictly confidential and only members of the research team will have access to the information you provide. Thank you very much for your time and cooperation. We greatly appreciate your assisting us with this research.

Yours sincerely,

Mrs. Tongrawee Silanoi (Researcher), College of International Business Victoria University,

ANY QUERIES?

Any queries about your participation in this project may be directed to the researcher (Mrs. Tongrawee Silanoi: ph. 61-42-5818893) or her supervisor (Professor Lindsay Turner Email: Lindsay.Turner@vu.edu.au). If you have any queries or complaints about the way you have been treated, you may contact the Secretary, University Human Research Ethics Committee, Victoria University of Technology, PO Box 14428 MCMC, Melbourne, 8001 (telephone no: +61396884710)

FACTORS AFFECTING HUMAN CULTURE, EMPLOYEE COMMITMENT AND EMPLOYEE BEHAVIOUR

The purpose of this study is to clarify and to better understand the relationship between employee commitment and human culture in the hospitality industry. This study attempts to collect data from luxury four and five star hotels located in both Thailand and Australia, and to ascertain the impact of cultural difference on employee commitment.

Gender ☐ Male ☐ Female

Age ☐ 18 - 20 years ☐ 21 – 40 years ☐ 41-60 years ☐ 61+ years

Please rate these values according to their importance to you on a 6-point scale (1= totally unimportant; 6=totally important).

	Totally Unimportant	Very Unimportant	Somewhat Unimportant	Somewhat Important	Very Important	Totally Important
Concepts	1	2	3	4	5	6
A comfortable life (a prosperous life)	1	2	3	4	5	6
An exciting life (a stimulating, active life)	1	2	3	4	5	6
A sense of accomplishment (contribution)	1	2	3	4	5	6
A world of peace (free of war and conflict)	1	2	3	4	5	6
A world of beauty (beauty of nature, arts)	1	2	3	4	5	6
Equality (brotherhood, equal opportunity)	1	2	3	4	5	6
Family security (taking care of loved ones)	1	2	3	4	5	6
Freedom (independence, free choice)	1	2	3	4	5	6
Happiness (contentedness)	1	2	3	4	5	6
Inner harmony (freedom from inner conflict)	1	2	3	4	5	6
Mature love (sexual and spiritual intimacy)	1	2	3	4	5	6
Pleasure (an enjoyable leisurely life, fun)	1	2	3	4	5	6
Salvation (life after death, eternal life)	1	2	3	4	5	6
Self-respect (self-esteem)	1	2	3	4	5	6
Social recognition (respect, admiration)	1	2	3	4	5	6

True friendship (close companionship)	**1**	**2**	**3**	**4**	**5**	**6**
Wisdom (knowledge, understanding of life)	**1**	**2**	**3**	**4**	**5**	**6**
Ambitious (hard working, aspiring)	**1**	**2**	**3**	**4**	**5**	**6**
Broad-minded (open-minded)	**1**	**2**	**3**	**4**	**5**	**6**
Capable (competent, effective)	**1**	**2**	**3**	**4**	**5**	**6**
Cheerful (light-hearted, joyful)	**1**	**2**	**3**	**4**	**5**	**6**
Clean (neat, tidy)	**1**	**2**	**3**	**4**	**5**	**6**
Courageous (standing up for one's belief)	**1**	**2**	**3**	**4**	**5**	**6**
Forgiving (willing to pardon others)	**1**	**2**	**3**	**4**	**5**	**6**
Helpful (working for the welfare of others)	**1**	**2**	**3**	**4**	**5**	**6**
Honest (sincere, truthful)	**1**	**2**	**3**	**4**	**5**	**6**
Imaginative (daring, creative)	**1**	**2**	**3**	**4**	**5**	**6**
Independent (self-reliant, self-sufficient)	**1**	**2**	**3**	**4**	**5**	**6**
Intellectual (intelligent, reflective)	**1**	**2**	**3**	**4**	**5**	**6**
Logical (consistent, rational)	**1**	**2**	**3**	**4**	**5**	**6**
Loving (affectionate, tender)	**1**	**2**	**3**	**4**	**5**	**6**
Obedient (dutiful, respectful)	**1**	**2**	**3**	**4**	**5**	**6**
Polite (courteous, well-mannered, kind)	**1**	**2**	**3**	**4**	**5**	**6**
Responsible (dependable, reliable)	**1**	**2**	**3**	**4**	**5**	**6**
Self-controlled (restrained, self-disciplined)	**1**	**2**	**3**	**4**	**5**	**6**

Please rate your attitude of these antecedents on a 6-point scale (1= totally disagree; 6=totally agree)

	Totally Disagree	Strongly Disagree	Somewhat Disagree	Somewhat Agree		Strongly Agree	Totally Agree	
Concepts				1	2	3	4	5	6
I am always prepared				1	2	3	4	5	6
I am interested in people				1	2	3	4	5	6
I try not to oppose team members				1	2	3	4	5	6
I prefer tasks that enable me to think creatively				1	2	3	4	5	6
I try to excel in everything I do				1	2	3	4	5	6
I feel free to make my own decisions at work				1	2	3	4	5	6
I am good at solving problems at work				1	2	3	4	5	6
I can establish my own work routine				1	2	3	4	5	6
I have all the skills needed to perform my job very well				1	2	3	4	5	6
I feel I am better than most people at doing my job				1	2	3	4	5	6
Support staff are given duties based on capability				1	2	3	4	5	6
I like a large number of rules and policies				1	2	3	4	5	6
I like my work to keep a record of work performance				1	2	3	4	5	6
Any decision I make I have to have my boss's approval				1	2	3	4	5	6
My work allows me the time to learn new skills that prepare me for a future job				1	2	3	4	5	6
My work provides support for me to obtain ongoing training				1	2	3	4	5	6
My work provides information on job openings inside the organisation				1	2	3	4	5	6
My work provides a program to regularly access my skills and interests				1	2	3	4	5	6

I have adequate material and supplies to do my job	1	2	3	4	5	6
I have access to technical support when I need it	1	2	3	4	5	6
I have the time needed to complete the assigned work	1	2	3	4	5	6
I need to concentrate intensely on my job	1	2	3	4	5	6
I feel my work load is too heavy	1	2	3	4	5	6
I have to satisfy conflicting demands of various people above me	1	2	3	4	5	6
I am not liked and accepted by the people I work with	1	2	3	4	5	6
I do my work without needing to think	1	2	3	4	5	6
I do the same work everyday	1	2	3	4	5	6
Everyday I get a new work schedule	1	2	3	4	5	6
My work companions are the same everyday	1	2	3	4	5	6
My supervisor encourages me to develop new skills	1	2	3	4	5	6
My supervisor encourages me to participate in important decisions	1	2	3	4	5	6
My supervisor praises good work	1	2	3	4	5	6
My supervisor rewards me for good performance	1	2	3	4	5	6
People I work with are competent in doing their job	1	2	3	4	5	6
My co-workers take a personal interest in me	1	2	3	4	5	6
My co-workers fill in when I am absent	1	2	3	4	5	6

Please rate these concepts according to their importance to you on a 6-point scale (1= totally unimportant; 6=totally important).

	Totally important	Very Unimportant	Somewhat Unimportant	Somewhat Important	Very Important	Totally Important
Concepts	1	2	3	4	5	6
I am happy to spend the rest of my career working here	1	2	3	4	5	6
I enjoy talking about my work with people outside	1	2	3	4	5	6
I feel the organisation's problems are my own	1	2	3	4	5	6
I feel like 'part of the family' at my work	1	2	3	4	5	6
Too much of my life would be disrupted, if I decided to leave my organisation now	1	2	3	4	5	6
It would be too costly for me to leave my organisation now	1	2	3	4	5	6
A person must always be loyal to their organisation	1	2	3	4	5	6
I feel a sense of moral obligation to remain working	1	2	3	4	5	6
If I get an offer for a better job elsewhere, I would not feel it was right to leave my organisation	1	2	3	4	5	6
I think that to be a 'company person' is sensible	1	2	3	4	5	6
My work is important to my self-image	1	2	3	4	5	6
I am happy I started this kind of work	1	2	3	4	5	6
I feel personally comfortable with my work	1	2	3	4	5	6
Changing my work now would require considerable personal sacrifice	1	2	3	4	5	6
People who have been trained in a job, have a responsibility to stay in that job for a reasonableperiod of time	1	2	3	4	5	6
I would feel guilty if I left my job	1	2	3	4	5	6
My customers mean a lot to me	1	2	3	4	5	6

It would be wrong to neglect the needs of my customers	1	2	3	4	5	6
I must meet the expectations of my customers	1	2	3	4	5	6
I would lose personal image if I did not meet the needs of my customers	1	2	3	4	5	6
I have acquired too much knowledge of the expectations of my customers, to change my job	1	2	3	4	5	6
It would be difficult for me, given the skills I have acquired, to re invest in work elsewhere	1	2	3	4	5	6

What is your work position?

☐ Housekeeping   ☐ Administration   ☐ Food and beverage   ☐   Concierge/Front office

How long have you been working here?   ☐ Years   ☐

Months

How long have you been doing this type of work?   ☐ Years   ☐

Months

How many different employers have you worked for?   ☐

How many times have you been promoted?   ☐

(including changing job)

How many training courses have you done?   ☐

Please rate these concepts according to their importance to you on a 6-point scale (1= totally unimportant; 6=totally important).

	Totally Unimportant	Very Unimportant	Somewhat Unimportant	Somewhat Important	Very Important	Totally Important
Concepts	1	2	3	4	5	6
I perform the tasks that are expected of me	1	2	3	4	5	6
I achieve the work related goals of my supervisor	1	2	3	4	5	6
I listen to find out what a customer wants	1	2	3	4	5	6
I suggest things customers might like but did not think of	1	2	3	4	5	6
I update my professional knowledge	1	2	3	4	5	6
I define and solve problems	1	2	3	4	5	6
If I have a good opportunity, I would like to find another job	1	2	3	4	5	6
I do not enjoy this job and have been searching for other position	1	2	3	4	5	6
I prefer to work on jobs where I can prove my ability to others	1	2	3	4	5	6
I am always ready to help those around me	1	2	3	4	5	6
I obey company rules, regulations, and procedures even when no one is watching	1	2	3	4	5	6
I am always punctual	1	2	3	4	5	6
My attendance at work is longer than required	1	2	3	4	5	6
I voluntarily help new employees do their job	1	2	3	4	5	6
I frequently adjust my work schedule to accommodate other employees' requests for time off	1	2	3	4	5	6
I encourage others to try new and more efficient ways of doing their job	1	2	3	4	5	6
I defend the company when people criticize it	1	2	3	4	5	6

I show pride when representing the company in public	1	2	3	4	5	6
When I work I am well dressed and clean	1	2	3	4	5	6
When I promise to do something by a certain time I do it	1	2	3	4	5	6
I do things right the first time	1	2	3	4	5	6
I have the knowledge and ability to answer customers' questions	1	2	3	4	5	6
My behaviour instils confidence in my customers	1	2	3	4	5	6
I treat all my customers courteously	1	2	3	4	5	6

Thank you for your cooperation

2. Survey questionnaire (for Thai sample)

แบบสอบถาม

ความสัมพันธ์ระหว่างความผูกพันทางจิตใจของพนักงานโรงแรมและความแตกต่างของวัฒนธรรมระหว่างประเทศไทยและประเทศออสเตรเลีย"

เรียน ผู้ตอบแบบสอบถาม

ข้าพเจ้า นางสาว ทองรวี ศิลาน้อย นักศึกษา ปริญญาเอก มหาวิทยาลัยวิคทอเรีย เมืองเมลเบิร์น ประเทศออสเตรเลีย ขอเชิญท่านเข้าร่วมเป็นส่วนหนึ่งของงานวิจัยในครั้งนี้ ในการศึกษาในหัวข้อ การศึกษาความสัมพันธ์ระหว่างความผูกพันทางจิตใจของพนักงานโรงแรม และความแตกต่าง ของวัฒนธรรม ระหว่างประเทศไทย และ ประเทศออสเตรเลีย

จากความหลากหลายของพนักงานในธุรกิจโรงแรม ส่งผลให้ผู้ประกอบการธุรกิจโรงแรม พยายาม เข้าถึงความต้องการของพนักงาน เพื่อที่จะสร้างความผูกพันทางจิตใจของพนักงานในธุรกิจโรงแรม ต่อโรงแรม ต่อหน้าที่การทำงาน รวมถึงการบริการต่อลูกค้าของโรงแรม ซึ่งประเทศไทยและประเทศ ออสเตรเลียต่างเป็นประเทศที่มีอัตราการท่องเที่ยวของนักท่องเที่ยวสูง และมีคุณภาพในการให้บริการ ในกลุ่มธุรกิจโรงแรมในระดับสูง นอกจากนั้นทั้งสองประเทศยังมีความแตกต่างทางด้านวัฒนธรร ม เชื้อชาติ ประเพณี ซึ่งสะท้อนได้ถึงความเป็นภูมิภาคตะวันออกและตะวันตก ดังนั้น ข้าพเจ้าจึงต้องการ ที่จะศึกษาเกี่ยวกับความแตกต่างระหว่างวัฒนธรรมที่ส่งผลต่อความผูกพันทางจิตใจของพนักงานโรงแรม โดยในแบบสอบถามนี้ จะทำการศึกษาถึงความสำคัญของผลกระทบในส่วนของวัฒนธรรม และ ความผูกพันทางจิตใจที่มีต่อ พฤติกรรมของพนักงาน

ซึ่งผลของการศึกษาจะมีส่วนช่วยในการเข้าใจถึงความต้องการของพนักงานโรงแรมที่แตกต่างกันของทั้งสองประเทศ ดังนั้น ข้าพเจ้า รู้สึกยินดีเป็นอย่างยิ่งที่ท่านยินดีร่วมตอบแบบสอบถามในครั้งนี้ การตอบ คำถามในงานวิจัยในครั้งนี้เป็นไปด้วยความสมัครใจของผู้ตอบแบบสอบถาม และข้าพเจ้าจะเก็บข้อมูล ทุกอย่างเป็นความลับ และจะไม่มีผลกระทบใด ๆ ทั้งสิ้นต่อการให้ความร่วมมือในการตอบแบบสอบถาม โดยจะมีเพียงผู้ร่วมวิจัยเท่านั้นที่สามารถเข้าถึงข้อมูลต่าง ๆ ได้

ในการนี้ข้าพเจ้าจักขอบพระคุณเป็นอย่างยิ่งที่ท่านให้ความร่วมมือ และเสียสละเวลาในการ ตอบแบบสอบถามในครั้งนี้

ด้วยความเคารพ

นางสาวทองรวี ศิลาน้อย

ภาควิชา ธุรกิจระหว่างประเทศ

มหาวิทยาลัย วิคทอเรีย เมลเบิร์น ประเทศ ออสเตรเลีย

ทั้งนี้หากท่านมีข้อสงสัยเกี่ยวกับการเข้าร่วมงานวิจัยข้างต้น ท่านสามารถติดต่อสอบถาม ศาสตราจารย์ ลินด์เซย์ เทิร์นเนอร์ (Prof.Lindsay Turner) อีเมล์ Lindsay.Turner@vu.edu.au หรือหากท่านมีข้อซักถามเพิ่มเติม หรือต้อ งการร้องเรียนเกี่ยวกับการเข้าร่วมงานวิจัยครั้งนี้ ท่านสามารถติดต่อไปยัง คณะกรรมการสิทธิมนุษย์และจรรยาบรรณเพื่องานวิจัย มหาวิทยาลัยวิคทอเรีย ตามที่อยู่ดังต่อไปนี้ Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

หัวข้อในการศึกษา

ปัจจัยที่อิทธิพลต่อวัฒนธรรม ความผูกพันทางจิตใจของพนักงาน และพฤติกรรมของ"

"พนักงาน

เพศ ☐ ชาย ☐ หญิง

อายุ ☐ 18-20 ปี ☐ 21 – 40 ปี ☐ 41-60 ปี ☐ 61ปีขึ้นไป

กรุณาประเมินค่าความสำคัญของค่านิยมที่มีต่อท่าน **(1= ไม่มีความสำคัญใดๆ; 6=มีความสำคัญอย่างมาก)**

| 1 = ไม่มี | 2 = ไม่มี | 3 = ไม่มี | 4 = มี | 5 = มี | 6 = มี |
| ความสำคัญใดๆ | ความสำคัญมาก | ความสำคัญเท่าใด | ความสำคัญบ้าง | ความสำคัญมาก | ความสำคัญอย่างมาก |

หัวข้อ	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสะดวกสบายในการชีวิต	1	2	3	4	5	6
ท่านให้ความสำคัญชีวิตที่น่าตื่นเต้น ไม่น่าเบื่อ (ตื่นตัวตลอดเวลา)	1	2	3	4	5	6
ท่านให้ความสำคัญกับการมีส่วนร่วมกับความสำเร็จ	1	2	3	4	5	6
ท่านให้ความสำคัญโลกที่สงบสุข(ไม่มีสงคราม หรือความขัดแย้งใดๆ)	1	2	3	4	5	6
ท่านให้ความสำคัญโลกที่ความสวยงาม (ทางธรรมชาติ และศิลปะ)	1	2	3	4	5	6
ท่านให้ความสำคัญความเท่าเทียมกัน (โอกาสที่เท่าเทียม)	1	2	3	4	5	6
ท่านให้ความสำคัญความรักระหว่างบุคคลในครอบครัว	1	2	3	4	5	6
ท่านให้ความสำคัญกับการมีอิสระในการตัดสินใจ	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสุข(ความพอใจ ความสุขใจ)	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสามัคคี (ไม่มีการขัดแย้งใดๆ)	1	2	3	4	5	6
ท่านให้ความสำคัญในเรื่องความรัก (อย่างมีคุณค่า เมื่อบรรลุนิติภาวะ)	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสนุกสนานในชีวิต	1	2	3	4	5	6
ท่านให้ความสำคัญกับชีวิตหลังความตายและการเวียนว่ายตายเกิด	1	2	3	4	5	6
ท่านให้ความสำคัญกับการเคารพต่อตนเอง (รู้ถึงคุณค่าของตนเอง)	1	2	3	4	5	6
ท่านให้ความสำคัญกับการเคารพนับถือ ภายในสังคม	1	2	3	4	5	6

ท่านให้ความสำคัญกับการมีมิตรภาพที่แท้จริง	1	2	3	4	5	6
ท่านให้ความสำคัญกับการมีสติปัญญา (มีความรู้และเข้าใจในโลก)	1	2	3	4	5	6
ท่านให้ความสำคัญกับความทะเยอทะยานมีเป้าหมายและตั้งใจในการทำงาน	1	2	3	4	5	6
ท่านให้ความสำคัญกับการเป็นคนใจกว้าง ไม่มีอคติ	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสามารถ การมีประสิทธิภาพในการทำงาน	1	2	3	4	5	6
ท่านให้ความสำคัญกับความรื่นเริง (สดใจ ร่าเริง)	1	2	3	4	5	6
ท่านให้ความสำคัญกับความเรียบร้อย มีระเบียบ	1	2	3	4	5	6
ท่านให้ความสำคัญกับความกล้าหาญในการแสดงความคิดของตน	1	2	3	4	5	6
ท่านให้ความสำคัญกับการให้อภัยผู้อื่น	1	2	3	4	5	6
ท่านให้ความสำคัญกับการให้ความช่วยเหลือผู้อื่น	1	2	3	4	5	6
ท่านให้ความสำคัญกับความซื่อสัตย์ ไม่พูดโกหก(	1	2	3	4	5	6
ท่านให้ความสำคัญกับการมีจินตนาการ ความคิดสร้างสรรค์	1	2	3	4	5	6
ท่านให้ความสำคัญกับความมั่นใจและเชื่อมั่นในตนเอง	1	2	3	4	5	6
ท่านให้ความสำคัญกับความเฉลียวฉลาดของตนเอง	1	2	3	4	5	6
ท่านให้ความสำคัญกับความมีเหตุและผล	1	2	3	4	5	6
ท่านให้ความสำคัญกับความรัก ความห่วงใย อาทร เสน่หา	1	2	3	4	5	6
ท่านให้ความสำคัญกับการอยู่ในโอวาท เชื่อฟังคำสั่ง ให้ความเคารพ	1	2	3	4	5	6
ท่านให้ความสำคัญกับความสุภาพ มีมารยาทดี	1	2	3	4	5	6
ท่านให้ความสำคัญกับความรับผิดชอบ มีความน่าเชื่อถือ	1	2	3	4	5	6
ท่านให้ความสำคัญกับการควบคุมตนเอง (ดูแลตนเอง)	1	2	3	4	5	6

1 = ไม่เห็นด้วย	2 = ไม่เห็นด้วย	3 = ไม่เห็นด้วย	4 = เห็นด้วย	5 = เห็นด้วย	6 = เห็นด้วย
อย่างยิ่ง	อย่างมาก	ในบางสิ่ง	ในบางสิ่ง	อย่างมาก	อย่างยิ่ง

หัวข้อ	1	2	3	4	5	6
ฉันเป็นคนที่เตรียมพร้อมเสมอ	1	2	3	4	5	6
ฉันมีความสนใจในบุคคลทั่วไป	1	2	3	4	5	6
ฉันพยายามที่จะไม่ต่อต้านผู้ร่วมทีมของฉัน	1	2	3	4	5	6
ฉันสนใจงานที่ทำให้ฉันได้ออกความคิดสร้างสรรค์ของตนเอง	1	2	3	4	5	6
ฉันพยายามที่จะทำให้ดีที่สุดในทุก ๆงาน	1	2	3	4	5	6
ฉันรู้สึกมีอิสระในการตัดสินใจในที่ทำงาน	1	2	3	4	5	6
ฉันเป็นคนที่สามารถแก้ไขปัญหาในการทำงานได้เป็นอย่างดี	1	2	3	4	5	6
ฉันสามารถจัดตารางการทำงานประจำวันของฉันเองได้	1	2	3	4	5	6
ฉันมีทักษะที่จำเป็นในการทำงานให้มีประสิทธิภาพ	1	2	3	4	5	6
ฉันรู้สึกว่าฉันสามารถทำงานของฉันได้ดีกว่าคนอื่น	1	2	3	4	5	6
ฉันคิดว่าพนักงานได้รับการจัดสรรหน้าที่ โดยพิจารณาจากความสามารถ เป็นหลัก	1	2	3	4	5	6
ฉันชอบงานที่มีกฎและนโยบายจำนวนมาก	1	2	3	4	5	6
ฉันชอบที่ทำงานของฉันที่เก็บรวบรวมข้อมูลการทำงานของพนักงาน	1	2	3	4	5	6
ในการตัดสินใจทุกครั้งฉันจะต้องได้รับอนุญาต จากหัวหน้าก่อน	1	2	3	4	5	6
ที่ทำงานของฉันอนุญาตให้พนักงานใช้เวลาในการเรียนรู้ทักษะใหม่ ๆ ที่สามารถนำมาใช้ได้ในอนาคต	1	2	3	4	5	6
ที่ทำงานของฉันสนับสนุนให้พนักงานได้รับการฝึกอบรมเสมอ ๆ	1	2	3	4	5	6
ที่ทำงานของฉันให้ข้อมูลต่าง ๆ ที่เกี่ยวกับงานที่เปิดรับสมัครภายในองค์กร	1	2	3	4	5	6
ที่ทำงานของฉันมีโครงการที่ช่วยเหลือพนักงานที่ตรงกับ ทักษะ และความสนใจ	1	2	3	4	5	6
ฉันได้รับอุปกรณ์ต่าง ๆที่เพียงพอและสนับสนุนต่อการทำงานของฉัน	1	2	3	4	5	6

ฉันได้รับการช่วยเหลือทางด้านเทคนิคต่าง ๆ เมื่อฉันต้องการ	1	2	3	4	5	6
ฉันมีเวลาที่เพียงพอที่จะสามารถทำงานที่ได้รับมอบหมายได้สำเร็จ	1	2	3	4	5	6
ฉันจำเป็นต้องให้ความใส่ใจอย่างมากต่องานของฉัน	1	2	3	4	5	6
ฉันรู้สึกว่างานของฉันนั้นมีจำนวนมากเกินไป	1	2	3	4	5	6
ฉันจะต้องรู้สึกพึงพอใจแม้จะขัดแย้งความรู้สึก ของบุคคลที่มีตำแหน่งสูงกว่า	1	2	3	4	5	6
ฉันไม่ได้รับการชื่นชอบและยอมรับจากเพื่อนร่วมงานของฉัน	1	2	3	4	5	6
ฉันทำงานจนเกิดความเคยชินโดยไม่จำเป็นต้องคิด	1	2	3	4	5	6
ฉันทำงานเหมือนเดิมในทุก ๆวัน	1	2	3	4	5	6
ฉันได้รับตารางการทำงานใหม่ในทุก ๆวัน	1	2	3	4	5	6
ฉันทำงานกับเพื่อนร่วมงานคนเดิมในทุก ๆวัน	1	2	3	4	5	6
หัวหน้าของฉันสนับสนุนฉันให้ได้รับการพัฒนาทักษะใหม่ ๆ	1	2	3	4	5	6
หัวหน้าของฉันสนับสนุนฉันให้มีส่วนร่วมในการตัดสินใจที่สำคัญ	1	2	3	4	5	6
หัวหน้าของฉันกล่าวชมเชยฉันเมื่อทำงานดี	1	2	3	4	5	6
หัวหน้าของฉันให้รางวัลเมื่อฉันทำงานดี	1	2	3	4	5	6
เพื่อนร่วมงานของฉันมีความสามารถในการทำงาน	1	2	3	4	5	6
เพื่อนร่วมงานของฉันสนใจในเรื่องส่วนตัวของฉัน	1	2	3	4	5	6
เพื่อนร่วมงานของฉัน สามารถทำงานแทนฉันได้ทันที เมื่อฉันขาดงาน	1	2	3	4	5	6

ท่านทำงานในแผนกอะไรในโรงแรม

☐ การจัดการห้องพัก   ☐ การบริหารจัดการทั่วไป   ☐ การบริการจัดการอาหารและเครื่องดื่ม

☐ บริการอื่นๆ

<u>คำชี้แจง</u> กรุณาประเมินค่าปัจจัยต่าง ๆที่มีความสำคัญต่อท่าน   (1= ไม่มีความสำคัญใด; 6=มีความสำคัญอย่างมาก)

1 = ไม่มี	2 = ไม่มี	3 = ไม่มี	4 = มี	5 = มี	6 = มี
ความสำคัญใดๆ	ความสำคัญมาก	ความสำคัญเท่าใด	ความสำคัญบ้าง	ความสำคัญมาก	ความสำคัญอย่างมาก

หัวข้อ	1	2	3	4	5	6
ฉันมีความสุขที่จะใช้ชีวิตในการทำงานที่เหลือที่โรงแรมแห่งนี้	1	2	3	4	5	6
ฉันมีความสุขในการพูดถึงที่ทำงานของฉันกับบุคคลภายนอก	1	2	3	4	5	6
ฉันมีความรู้สึกว่าปัญหาของที่ทำงานคือปัญหาของฉัน	1	2	3	4	5	6
ฉันรู้สึกว่า "ฉันเป็นส่วนหนึ่งของครอบครัว"ในที่ทำงาน	1	2	3	4	5	6
ถ้าฉันจะต้องออกจากงานตอนนี้ ชีวิตของฉันจะต้องยุ่งยากและมีปัญหามาก	1	2	3	4	5	6
ฉันคิดว่าจะเป็นการเสียหายมาก หากฉันออกจากงานตอนนี้	1	2	3	4	5	6
พนักงานจำเป็นที่จะต้องซื่อสัตย์ต่อสถานที่ทำงานของตน	1	2	3	4	5	6
ฉันทำงานที่นี่เพราะจิตใต้สำนึกของฉันรู้สึกมีข้อผูกพันหรือพันธะกับที่ทำงาน	1	2	3	4	5	6
ถ้าฉันได้รับการเสนองานใหม่ที่ดีกว่า ฉันจะไม่รู้สึกผิดที่จะลาออกจากที่นี่	1	2	3	4	5	6
ฉันคิดว่าการเป็น พนักงานในองค์กร นั้นเป็นสิ่งที่ดีสำหรับฉัน	1	2	3	4	5	6
งานของฉันสำคัญต่อภาพลักษณ์ของฉัน	1	2	3	4	5	6
ฉันมีความสุขที่ได้ทำงานที่ฉันทำอยู่	1	2	3	4	5	6
ฉันมีความรู้สึกสบายใจในการทำงานของฉัน	1	2	3	4	5	6
ถ้าฉันเปลี่ยนงานตอนนี้ ฉันรู้สึกว่าฉันจะเสียผลประโยชน์ของตัวเอง	1	2	3	4	5	6
พนักงานที่ได้รับการฝึกอบรม จำเป็นที่จะต้องรับผิดชอบในการทำงานชดเชยในช่วงเวลาหนึ่ง	1	2	3	4	5	6
ฉันจะรู้สึกละอายใจมากถ้าฉันจะออกจากงาน	1	2	3	4	5	6
ลูกค้ามีความหมายต่อฉันมาก	1	2	3	4	5	6
เป็นสิ่งที่ผิดมาก หากฉันละเลยความต้องการของลูกค้า	1	2	3	4	5	6
ฉันจำเป็นจะต้องตอบสนองตรงกับความคาดหวังของลูกค้า	1	2	3	4	5	6
ภาพลักษณ์ของฉันอาจจะสูญเสีย ถ้าฉันไม่สามารถตอบสนองความต้องการของลูกค้าได้	1	2	3	4	5	6

	1	2	3	4	5	6
ฉันได้รับรู้ถึงความต้องการของลูกค้าที่มากจนเกินไปจนทำให้ฉันต้องการที่จะออกจากงาน	1	2	3	4	5	6
เมื่อฉันได้รับการพัฒนาทักษะต่าง ๆในการทำงาน จึงเป็นเรื่องที่ยากที่ฉันจะย้ายไปทำงานที่อื่น	1	2	3	4	5	6

ท่านทำงานที่โรงแรมแห่งนี้มานานเท่าใด? ☐ ปี ☐ เดือน

ท่านทำงานในตำแหน่งนี้มานานเท่าใด? ☐ ปี ☐ เดือน

ตั้งแต่ท่านเริ่มทำงานมา ท่านได้ทำงานในโรงแรมมาทั้งหมดกี่แห่ง? ☐ แห่ง

ท่านได้รับการเสนอชื่อเพื่อรับตำแหน่งที่สูงขึ้นมากี่ครั้ง ☐ ครั้ง

(รวมถึงการย้ายงานเพื่อตำแหน่งที่ดีกว่า)

ท่านได้รับการฝึกอบรม ในทักษะและความสนใจมากน้อยเท่าใด? ☐ ครั้ง

โดยประมาณ)/ปี

<u>คำชี้แจง</u> กรุณาประเมินค่าปัจจัยต่าง ๆที่มีความสำคัญต่อท่าน (1= ไม่มีความสำคัญใด; 6=มีความสำคัญอย่างมาก)

1 = ไม่มี	2 = ไม่มี	3 = ไม่มี	4 =มี	5 = มี	6 = มี
ความสำคัญใดๆ	ความสำคัญมาก	ความสำคัญเท่าใด	ความสำคัญบ้าง	ความสำคัญมาก	ความสำคัญอย่างมาก
อย่างมาก					

หัวข้อ	1	2	3	4	5	6
ฉันทำงานตามตำแหน่งหน้าที่ของฉัน	1	2	3	4	5	6
ฉันสามารถทำงานบรรลุเป้าหมายของหัวหน้าได้	1	2	3	4	5	6
ฉันพร้อมที่จะรับฟังถึงความต้องการของลูกค้า	1	2	3	4	5	6
ฉันเสนอสิ่งที่ลูกค้าอาจจะต้องการแต่ไม่ได้นึกถึงมาก่อน	1	2	3	4	5	6
ฉันพัฒนาความรู้และทักษะต่าง ๆตลอดเวลา	1	2	3	4	5	6

ฉันมักจะหาข้อบกพร่องและแก้ไขปัญหา	1	2	3	4	5	6
ถ้าฉันมีโอกาสที่ดี ฉันต้องการที่จะหางานอื่น	1	2	3	4	5	6
ฉันไม่มีความสุขในการทำงาน และหางานตำแหน่งใหม่	1	2	3	4	5	6
ฉันต้องการที่จะทำงานในตำแหน่งที่ฉันสามารถแสดงความสามารถของตนเองได้อย่างเต็มที่	1	2	3	4	5	6
ฉันมักจะช่วยเพื่อนร่วมงานอยู่เสมอ ๆ	1	2	3	4	5	6
ฉันเคารพและปฏิบัติตามกฎระเบียบ ในการทำงานของที่ทำงานเสมอ แม้ว่าไม่มีคนสนใจ หรือพบเห็นก็ตาม	1	2	3	4	5	6
ฉันเป็นคนตรงต่อเวลา	1	2	3	4	5	6
ฉันมักทำงานเกินเวลากว่าที่ทำงานกำหนดเสมอ	1	2	3	4	5	6
ฉันสมัครใจจะช่วยแนะนำและสอนพนักงานใหม่ในการทำงาน	1	2	3	4	5	6
ฉันมักจะช่วยเปลี่ยนตารางการทำงาน เมื่อเพื่อนร่วมงานต้องการวันหยุด	1	2	3	4	5	6
ฉันสนับสนุนเพื่อนร่วมงานที่จะลองทำงาน และแก้ไขปัญหาในแบบต่าง ๆ	1	2	3	4	5	6
ฉันปกป้องที่ทำงานของฉันเมื่อมีคนวิจารณ์	1	2	3	4	5	6
ฉันมีความภูมิใจ ที่จะกล่าวถึงที่ทำงานของฉันในที่สาธารณะ	1	2	3	4	5	6
ฉันแต่งกายด้วยความสุภาพเรียบร้อย และ สะอาดในเวลาทำงาน	1	2	3	4	5	6
ถ้าฉันสัญญาที่จะทำสิ่งใดแล้ว ฉันจะพยายามทำให้ดีที่สุด	1	2	3	4	5	6
ฉันทำงานโดยไม่มีข้อผิดพลาด	1	2	3	4	5	6
ฉันมีความรู้และความสามารถที่จะตอบคำถามของลูกค้าได้เป็นอย่างดี	1	2	3	4	5	6
ฉันความมั่นใจทุกครั้ง เมื่อจะต้องบริการแก่ลูกค้า	1	2	3	4	5	6
ฉันบริการแก่ลูกค้าด้วยความสุภาพเรียบร้อย	1	2	3	4	5	6

ขอขอบพระคุณเป็นอย่างยิ่งที่ท่านสละเวลาในการกรอกแบบสอบถามในครั้งนี้