



## Employee Engagement and Transformation Leadership in Hotel, Thailand

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### KeyWords

Transformation leadership, organization engagement, employee engagement, organizational engagement components, hotel employee, hotel, Thailand.

### ABSTRACT

This research aimed to investigate transformation leadership affecting on organization engagement among people worked in hotel of Thailand. Data were collected based on the populations residing in hotel of Thailand totaling 400 subjects to complete data analysis using multiple regression analysis. The result found that transformational leadership were affected on organization engagement accounting over 64.0 percent statistically significant at 0.05. The transformation leadership consisted of four components: idealized influenced, inspirational motivation, intellectual stimulation, and individualized consideration. There are five components for organization engagement: acceptance of the goals and values of the organization, dedicated to work for the success of the organization, maintain a membership in the organization, prevented reputation and organization image, and satisfaction in organization. The implication this study show that the organization engagement of hotel employees in Thailand should promote the transformation leadership in individualized consideration aspect.

## Introduction

The organization will be successful in operations and it can achieve organization goals (Bass & Riggio, 2006; Butler Jr, Cantrell, & Flick, 1999). Human resources play a very important role in driving the organization. Even the employee has an engagement to the organization, employees will have a good attitudes, acceptance the goals and values of the organization, dedicated to work for the success of the organization, maintain a membership in the organization, prevented reputation and organization image, and satisfaction in organization (Brown, 2008; Prabowo, Noermijati, & Irawanto, 2018). These will lead to the success of the organization and reach the organization goal. In addition, it also benefits to reduce the turnover rate, absence work of employee, and decrease the negative behavior affected on the organization (Hinkin & Tracey, 1994; Juhdi, Pa'wan, & Hansaram, 2013; Mohamed, 2016; Patiar & Wang, 2016).

According to the importance of employee engagement to organizations can engage with the organization, it rely on causes is the transformation leadership factor, with the transformation leadership being a process in which leaders recognize the importance of change to achieve better. Whether it is changing the vision, goals, strategies, operations, and cultures and norms of the organization (Colbert, Kristof-Brown, Bradley, & Barrick, 2008). Leaders will create and encourage employee to see the goals for the development of the organization together. It motivates and encourages employee to adapt new creativity and knowledge to solve problems. Leaders encourage and support employee to express their opinions without criticizing their opinions. In addition, leaders are encourage them to have the opportunity to develop their potential and to honor all colleagues equally (Bass & Avolio, 1994; Bass & Riggio, 2006; Khanin, 2007).

However, the hotel business has been working to find strategies and tools to be implemented in the management and human resources in organization trying to create transformational leadership in the organization in order to make their employees engagement. Moreover, the organizational create employee engagement with the organization, it will be the lower the turnover rate of employees. Therefore, this research aimed to investigate the relationship of transformation leadership and employee engagement of hotel employees in Thailand.

## Literature review

### *Transformation leadership*

Based on the current situation, leadership is a very important factor for the organization. Even any organization lacks leadership, the organization's operations may confront a problem and lack of management. The employee is not coordinated, it may cause conflict. As a result, organizations have been delayed in achieving leadership goals as important individuals to the organization, playing a role in determining the direction of the organization in how it will go towards its goals. In addition, leaders are responsible for solving problems including both internal and external problems. Even a leader wants to lead the organization towards organization goals, leaders must be able to persuade employee in the organization to make sacrifices, dedicated and engaged to working with the organization. In addition, leaders can be both official and informal leaders (Baggetta, Lim, Ganz, Han, & Andrews, 2011). Tumnanwan (2007), states that there are currently many ideas and theories that have been studied about leadership. Moreover, the circumstances and context of society are constantly changing. Therefore, a concept has been developed a new study of leadership is Transformational Leadership. Transformation leadership is available to change the organization's processes by making the organization more efficient and effective. Burnes, Hughes, and By (2016) was the scholar to present the concept of transformation leadership, mentioned that it was a process in which leaders and employees helped elevate each other's motivations and virtues (Lussier & Achua, 2010). Besides, (Bass & Riggio, 2006) was the scholar that the study was implemented with transformation leadership based on Burns research.

### ***Organizational engagement***

The internal relationship between members and organizations has been for a long time (Guest, 2014; Juhdi et al., 2013; Karumuri, 2016). Studying the relationship between members of the organization has attracted the attention of many academics and executives to find the ways and methods that will increase the efficiency and effectiveness of the work of members in the organization to contribute to the success of the organization. Several theorists and scholars have conducted studies on this subject. The organization engagement can predict the turnover rate of the members in organization as members of organizations with high engagement to the organization will have a strong desire to continue working with the organization. As a result, the resignation rate of members of the organization decreased (Albdour & Altarawneh, 2014; Bearnse, 1985; Juhdi et al., 2013; Karumuri, 2016), and there was research by Mowday, Steers, and Porter (1979) found that members of organizations with high corporate engagement had the impetus to do better than members with low levels of engagement to the organization. Because members who have a strong engagement to the organization will feel a shared ownership of the organization and create success for organization (Kataria, Rastogi, & Garg, 2013; Kim & Koo, 2017; Park, Johnson, & Chaudhuri, 2019).

### ***Organizational engagement components***

1. The acceptance of the goals and values of the organization means the feelings of employees who are engaged and express themselves as one with the organization, accepting the values of the organization as well as other employees and being fully devoted to both physical and encouraging work for the organization. This is very different from the feeling of being a member of a general organization where the behavior is performed. Employees are engaged to the organization will focus on their willingness to work towards achieving their goals (Barrick, Thurgood, Smith, & Courtright, 2015).

2. Dedicated to work for the success of the organization means employees put in both physical and mental energy in their work to want the organization to work to achieve the best results. Employees have been helped the organization in all areas as they can, trying to study, increasing knowledge and developing skills in both knowledge and work in order to be used as information and applied to work (Juhdi et al., 2013).

3. Maintain a membership in the organization means the need to remain a member of the organization next is that employees who work with the organization and then become in committing and engaging with the organization, do not want to resign in order to work elsewhere. The employee will try to work in their responsibilities and continue to work with the organization, have no reason what they want to leave the organization because of their engagement to the organization, thus demanding that they remain as members of the organization (Kataria et al., 2013).

4. Prevented reputation and organization image means the employees have positive feelings and attitudes towards the organization creating engagement and attachment to the organization. When someone talks about the organization in a bad way, employees defend the organization and make positive corrections. When talking about the organization, they tend to talk about good things (Park et al., 2019).

5. Satisfaction in organization means that employees are attached to the organization who have a positive attitude towards the direction of the organization's business and are proud of both the work they do and the pride of their colleagues and for creating pride in the organization (Kim & Koo, 2017).

## Conceptual framework

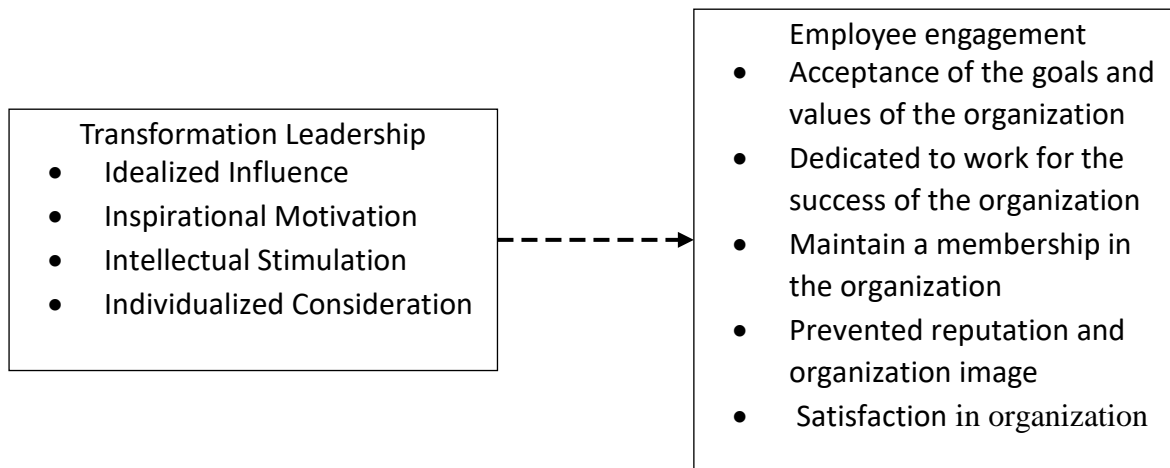


Figure 1. Conceptual framework

## Methodology

### *Measurement*

### *Population and sample size*

The populations in these research studies are a group of people in working hotel of Thailand. Also, it is considered in selecting an important data provider as convenient sampling that is a person working in the hotel of Thailand and sample size will certify that the result of data analysis is considered as a representative of the population. To determine the appropriate sample size and decisive suitability of the samples used in this research, the researchers have considered the size of samples that are appropriate for data analysis. Then, the data collection can get more obvious information that represent the population's response and prevent mistakes that might arise from the fact that the data collection is incomplete. Researchers have added a sample with the total of 400 people working in hotel of Thailand.

### *Instrument*

The instrument is used in this research. Furthermore, the researchers created a questionnaire which includes all measurement parameters on a concept derived from the literature review. According to the review of the literature and related researches, it is to create a framework in order to develop a line of inquiry. So, the questionnaire comprises of three parts; Part 1: The personal information including gender, age, status, work experiences, position, income, questions is end-closed and multiple-choice question, Part 2: Main variable measurement instrument to collect data including a list of measurement parameters. Also, it consists of the following factors; transformation leader factors and organizational engagement factors for employee working in hotel of Thailand. For the questionnaire, the researchers adapted measurements which were designed to the context of Thailand in order to understand more easily with a question that is used in the questionnaire 5-point Likert scale (Dawes, 2008) which is answered by selecting a 5-level questionnaire that is used as a data collection tool with a measure of approximately 5 levels (Dawes, 2008). Each question has a choice of 5 levels, ranging from 1 which is indicated as very strongly disagree to 5 which is indicated as very strongly agree. Also, these depend on the context of the area in considering to rate and interpret the definition from the questionnaire. Then, the test instruments by bringing the questionnaires are drafted to check for content validity. The researchers brought the questionnaires that were made to academics who are experts to consider and investigate as well as determine the suitability of the language used in research by examining the corresponding values item-objective congruency and reliability and applying the created and revised questionnaires to process pilot test with a non-representative sample of this research. It has a similar characteristic to the samples including information providers that contained 30 people in order to determine whether the questions can ex-

press the exact requirements and are suitable or not difficult. Therefore, it was tested the confidence of questionnaire by using statistical software to find it by using the Cronbach's alpha coefficient which (Cortina, 1993; Nunnally, 1978) is suggested the accepted criteria of the alpha ( $\alpha$ ) which is greater than 0.70 in this study and the Cronbach's alpha coefficient which is equal to 0.988.

#### **Data collection**

The researchers have collected data by using a questionnaire from a sample group to collect data from primary data sources by using questionnaires. The questionnaire has been distributed to a sample among a number of 400 cases. Furthermore, the researchers completed questionnaire was collected for about 4 months and confirmed the data that has been completed in the questionnaires along with the code in each question of the questionnaire in order to prepare the filling in the finished program. In addition, it was recorded the frequency of the interview information and additional collected data in the incomplete section to gain the necessary amount of information. After that, it brings out statistical analysis with synthetic analysis and summary of research studies.

#### **Data analysis**

This study was analysed the initial data analysis to characterize the distribution of variables by using the descriptive statistics which contain frequency and percentage that have analysed the data collected from a sample for personal data. Finally, it was analysed by using statistical inferences between transformation leadership factors and organizational engagement as well as by using multiple regression analysis.

### **Result**

400 research questionnaires were collected from hotel staff in Thailand. It has been found that all cases are complete. It can be used to analyze all data in the statistic program. The results of the sample were: gender, age, status, position, work experience, and monthly income. The results are shown in the table 1.

**Table 1.** Respondent's demographic

Variables	Frequent	Percentage (%)
Gender		
Male	167	41.75
Female	233	58.25
Age		
Less than 20 years old	25	6.25
21-30 years old	236	59
31-40 years old	107	26.75
41-50 years old	19	4.75
More than 51 years old	13	3.25
Status		
Single	211	53
Marriage	145	36.25
Divorced/ Separated	43	10.75
Position		
Operation	276	69
Head	83	20.75
Management	41	10.25
Work experiences		
Less than 5 years	267	66.75
5-10 years	118	29.5
More than 10 years	15	3.75

Salary /month		
Less than \$500	242	60.5
\$501-\$1000	119	29.75
More than \$1000	39	29.75

Comparing the level of expression opinion in hotel employees on transformation leadership and organizational engagement, overall, hotel employees' opinions have different opinions on transformation leadership variables and organizational engagement variables. Regarding to transformation leadership was found that the hotel staff at different levels had different opinions on transformation leadership. Considering the aspects, it was found that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were statistically significant at 0.5. The results are shown in the table 2.

**Table 2.** Results of transformation leader.

Transformation leader	Grouping	Sum of Squares	df	Mean Square	F	Sig
Idealized Influence	Between Group	22.186	2	11.093	17.848	.000*
	Within Group	246.744	397	.622		
	Total	268.930	399			
Inspirational Motivation	Between Group	21.777	2	10.888	17.133	.000*
	Within Group	252.305	397	.636		
	Total	274.082	399			
Intellectual Stimulation	Between Group	21.157	2	10.578	17.658	.000*
	Within Group	237.826	397	.599		
	Total	258.983	399			
Individualized Consideration	Between Group	23.553	2	11.777	18.384	.000*
	Within Group	254.308	397	.641		
	Total	277.861	399			

\* ≤ .001, \*\* ≤ .005

Regarding to the opinions of hotel staff, there are different opinions on transformation leadership variables and organization engagement variables. In terms of organization engagement, hotel staff at different levels had different opinions on organization engagement. Considering the aspects, it was found that acceptance of the goals and values of the organization, dedicated to work for the success of the organization, maintain a membership in the organization, prevented reputation and organization image, and satisfaction organization wae statistically significant at 0.5. The results are shown in the table 3.

**Table 3.** Results of organization engagement.

Transformation leader	Grouping	Sum of Squares	df	Mean Square	F	Sig
Acceptance of the goals and values of the organization	Between Group	8.500	2	4.250	7.155	.001*
	Within Group	235.804	397	.594		
	Total	244.304	399			
Dedicated to work for the success of the organization	Between Group	4.717	2	2.359	3.722	.025**
	Within Group	251.580	397	.634		
	Total	256.298	399			
Maintain a membership in the organization	Between Group	7.735	2	3.868	6.206	.002**
	Within Group	247.400	397	.623		

	Total	255.135	399			
Prevented reputation and organization image	Between Group	10.071	2	5.036	7.114	.001*
	Within Group	281.009	397	.708		
	Total	291.080	399			
Satisfaction in organization	Between Group	4.673	2	2.336	3.907	.021**
	Within Group	237.434	397	.598		
	Total	242.107	399			

\* ≤ .001, \*\* ≤ .005

**Table 4.** Summarize of regression analysis for transformation factors and organization engagement factors

Variables	Acceptance of the goal and value of the organization Adj R <sup>2</sup> = 65.0	Dedicated to work for the success of the organization Adj R <sup>2</sup> = 64.4	Maintain a membership in the organization Adj R <sup>2</sup> = 69.4	Prevented reputation and organization image Adj R <sup>2</sup> = 70.9	Satisfaction in organization Adj R <sup>2</sup> = 66.3
Idealized influence	.199**	.303**	.228**	.189**	.299**
Inspirational motivation		.229**	.251**	.279**	.407**
Intellectual stimulation	.203*		.149**	.225**	.155*
Individualized consideration	.450**	.322**	.262**	.205**	

Adj R<sup>2</sup> and \*\* means Standardized Coefficients Beta (β)

According to the results are shown in the table 4. The influence of variables was analyzed by Multiple Regression Analysis in Enter method to conduct a study. This study had analyzed towards the dependent variables, namely, transformation leadership factors and organization engagement factors. The results of the analyzed studies are as follows:

Regarding to influence of transformational leadership variables on acceptance of the goals and values of the organization found that the independent variables were affecting on dependent variable accounting for 65.0% (Adj R<sup>2</sup> = .650). Statistically significant acceptance of the goals and values of the organization of 0.05 consisted of two components: individualized consideration and intellectual motivation. The results found that individualize consideration is significant higher influence than other variables over 45.0 percent, followed by the intellectual stimulation component, accounting for 20.3 percent, respectively.

Based on the influence of transformational leadership variables on organizational engagement on dedicated to work for the success of the organization was found that the independent variable was affect on dependent variable[,accounting for 64.4% (Adj R<sup>2</sup> = .644), with the transformational leadership variable influencing organizational engagement on dedicated to work for the success of the organization statistical significance at 0.05. It was composed of two components: Individualized consideration and idealized influence. It was found that the individual consideration component was highest influential than other variables accounting for 32.2 percent, followed by elements of idealized influence, accounting on 30.3 percent, respectively.

With reference the influence of transformational leadership variables on organizational engagement on maintain a membership in the organization was found that the independent variable was affect on dependent variables. (Adj R<sup>2</sup> = .694), with the transformational leadership variable influencing organizational engagement on maintain a membership in the organization significantly. The statistical was significance at 0.05 level consisted of two components: Individualized consideration and inspirational motivation. It was found that the individualized consideration component was more influential than other variables, accounting for 26.2 percent, followed by the motivation component, accounting for 25.1 percent, respectively.

Regarding on the influence of transformational leadership variables on organizational engagement in prevented reputation and organization image was found that the independent variable was affect on dependent variable, accounting for 70.9% (Adj R<sup>2</sup> = .709), with the transformational leadership variable influencing

organizational engagement on prevented reputation and organization image was statistically significant at 0.05 level. There are two components: inspirational motivation and intellectual stimulation. It was found that the inspirational motivational component had a higher influence than other variables, accounted for 27.9 percent, followed by the intellectual stimulation component, accounting for 22.5 percent, respectively.

Based on the influence of transformational leadership variables on the organizational engagement on satisfaction in organization was found that the independent variable was affect on dependent variables. The transformational leadership variable influenced satisfaction in organization was statistically significant at the 0.05 level. There are two components: inspirational motivation and idealized influence. It was found that the inspirational motivational component had a higher influence than other variables, accounting for 40.7 percent, followed by elements of idealized influence, accounting for 29.9 percent, respectively.

## Conclusion and Discussion

The significant results of the study showed that transformation leadership were consisting of Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. There was a positive relationship with the organizational engagement of hotel employees in Thailand. The results showed that employees are expression opinion in transformational leaders. Because the transformation leadership can be considered as one of the important position that empower employees in the organization to feel dedicate to work for organization. This is due to the fact that employees have good transformational leadership. In case, the organization has employees with good transformational leadership. The employee will have a method and practice in a way that will lead to better results more than expected. As a results of this study transformation leadership is a significant factors affected on organization engagement. The results are consistent with Rai and Maheshwari (2020) research on the relationship of elements of transformational leadership on job satisfaction and organizational engagement of the employees of the commercial banking business group. The results of was found transformational leadership was positively associated with organizational engagement with statistical significance which can explain the results of the research that the leadership, when there is a component of transformational leadership behaves as a good example to his subordinates. The employee will admire, respect, and trust the leader. Moreover, it is also consistent with Caterensuch (2011) were study of the relationship between the leadership style of executives and the organizational engagement of employees in multicultural organizations. The study was found the model of leadership, charismatic and active leadership had a positive relationship with the organization in 3 aspects, namely acceptance of the goals and values of the organization, the dedication to work for success of the organization, and maintain a membership in the organization had statistical significance.

Overall, the study on organization engagement is at the highest level, and the engagement to the organization of hotel staff in Thailand is a form of design for all employees to work with determination. It is intended to achieve the mission and goals of the organization and to create motivation and values for all employees. Furthermore, it need to be successful along with the organization and enjoy working in work place. The company is engaged with the organization of hotel staff in Thailand. In addition, it is currently highly competitive in the hotel industry. There are several new hotels happening. This has caused a large increase in job openings. As a result will make the employee moving jobs and changing jobs more frequently. Thepwan (2011) give an information about an excursion that, if any organization could make employee engagement faster and more engaged with employee organizations, would be able to work so. It can help reduce turnover rate. Organization engagement can be divided into acceptance of the goals and values of the organization, dedicated to work for the success of the organization, maintain a membership in the organization, prevented reputation and organization image, and satisfaction in organization. Based on the result showed that the organization engagement in hotel staff in Thailand were 3 components as follows: acceptance of the goals and values of the organization, dedicated to work for the success of the organization, and satisfaction in organization.

The implication of this study show that the organization engagement of hotel employees in Thailand



should promote the transformation leadership in individualized consideration aspect. The leaders providing a good advice and benefits to the advancement of personnel individually. In addition, leaders provide opportunities for personnel to show their knowledge and ability to work, namely training for increase the knowledge. In addition, the leaders create an environment in the organization for personnel to interact with, such as organizing activities and seminars outside the organization's premises. Moreover, leaders behave with personnel in the organization, taking into account the differences and abilities between individuals. In case of the employee was succeeds, the leaders are always accepted and admired. Transformation leadership should be promoted in an inspirational motivation aspect. The leaders create and encourage people to see the goals for joint organizational development. Furthermore, leaders talk to employee about mutual trust that can help overcome obstacles, which is to build morale for their people regularly. Finally, leaders show the employee that the work they are doing is important and proud. It helps people to work vibrantly and create a good attitude to work in individual in work place.

### Limitation

In this study, there are limitation ns on the studied variables which the study is follow on the grounded theory in transformation leadership and organizational engagement. It can be used these variables to study in the different contexts, namely, tour organizational, restaurant, etc. The results of study can be implement in further research to confirm variables that it will have influence or not influence on organizational engagement. According to the limitation of this study should be more study on other variables that influenced on the employee engagement. Moreover, in the future research these factors will be significant for employee engagement, thus, the next study should be in-depth more detail and also study on qualitative fields for more information in qualitative aspect.

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