

# The Effects of Leadership Styles and Work Motivation and Performance of the Hotel Staff in Phuket, Thailand

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**Abstract**— Research articles with objectives 1. To study the characteristics of leadership hotel staff motivation in Phuket area 2. To study the impact of leadership style and work motivation of hotel staff. in Phuket area 3. As a guideline to improve the performance of the leadership style and the motivation of the hotel staff. in Phuket area This is a mixed method research. The population used in this study were -398 employees of a 3-star hotel in Phuket Province. The sample size was determined using the Craig C and Morgan tables. by using a specific random method and a group of 11 key informants. The results of the analysis of the impact on the motivating factors of the hotel staff found that (overall) it was at a moderate level ( $\bar{X} = 3.32$ , S.D. = 0.39). The opinion level was at a high level ( $\bar{X} = 3.67$ , SD = 0.35). In the analysis of leadership characteristics, it was found that the team support was at the highest level ( $\bar{X} = 4.59$ , SD = 0.56) and the results of an analysis of the performance of hotel staff's leadership style and motivation. In Phuket area, it was found that (overall) it was at a high level ( $\bar{X} = 4.03$ , S.D. = 0.64). The analysis of factors affecting the factors affecting the employees' work motivation found that the suitability of the multiple regression equation of the overall variables of factors affecting the factors affecting the employee's work motivation factors. There was a high correlation of .563. The three independent variables that entered the multiple regression model were success at work. The nature of the work performed on the progress of the page the variation of independent variables can be explained by 56.30 with a forecast standard error of .437. The analysis of factors of leadership characteristics revealed that the suitability of the multiple regression equation of the overall variables of leadership characteristics factors. There was a high correlation, i.e., .441. The five independent variables that entered the multiple regression model were vision, adaptation to the situation. employee development being a good role model team support the variability of the independent variables can be explained 67.21 with a forecast standard error of 0.982.

**Keywords**— Leadership, work motivation, performance, 3-star hotel.

## I. INTRODUCTION

The hospitality is the business that is highly related to the tourism industry. This business cannot operate without the driving of the tourism industry. The value of gross domestic product (GDP) in the category of hotels and restaurants in 2018 approximately 5.6 percent of the total gross domestic product value, or about 9.2 billion baht. Thailand has world-class tourist attractions scattered places in regions throughout the country, it is one of the most popular destinations for the tourists. In addition, the southern and eastern regions also have famous marine attractions and area in many provinces. In the north, it is also an eco-tourism destination. The growth of tourism business in Thailand income from the expansion of the number of foreign tourists and Thai tourists at the average rate of 5 - 7 percent per year and 3 - 4 percent per year, respectively, especially foreign tourists who are the crucial markets, especially from Republic of China, Malaysia, the Republic of India and Russia (Putthachart Lunckham, 2020: 1 - 2).

The impact on the operation of the accommodation business, it was found that both entrepreneurs and workers in the business were affected quite a lot. Due to the part of the operation as a service, there must be close contact with customers which are tourists from all regions of the world who are at risk of rapid spread of infection between customers and

service workers, causing tourist attractions and accommodation businesses to be temporarily closed to comply with the above measures, affecting revenues in the Thai tourism industry from March 2020 when there were 0.82 million foreign tourists traveling to Thailand, decreasing 76.41 percent compared to the same period in the year 2019 . Generated income of 0.04 trillion baht, a decrease of 77.58% compared to the same period last year. In April 2020, the COVID-19 epidemic has increased in severity. The international aviation business has suspended service to comply with government measures, there were no foreign tourists coming in during this period (Ministry of Tourism and Sports, 2020). The drastic decrease in the number of Thai and foreign tourists, the massive expenses on the business owner incurred but no income coming into the business, causing financial liquidity issues, entrepreneurs adjust their operational strategies, such as negotiating a moratorium on debt payments/decreasing interest rates, cost reduction and reducing the number of employees, etc., so that the business is able to continue business under crisis. It is a new challenge for the accommodation business that must adapt from the COVID-19 crisis, resulting in a new normal under hygienic standards in the accommodation industry in Thailand. Tourism Authority of Thailand Ministry of Tourism and Sports, together with the Department of Disease Control, Department of Health, Department of Health Service Support Ministry of

Public Health organize a project to upgrade the standard of Thai tourism industry Health Safety or Amazing Thailand Safety and Health Administration (SHA) to make tourism part of disease control. Entrepreneurs must adjust their strategies to manage the COVID-19 crisis to reduce potential damage to the organization of the reputation, credibility value, creation process, competitive position, source of income and business continuity (Chuangphusri & Buranasing, 2011). Therefore, the accommodation business that has strategic planning under crisis and risk management will be able to cope and manage crises, able to lead the organization through a crisis and recover sonner than the others. Therefore, knowledge of crisis management is extremely important for the hotel business in preparing to deal with and manage issues under crises increase.

**Research Objective**

1. To study the characteristics of hotel employee leadership motivation in Phuket.
2. To study the impact of leadership characteristics and work motivation of hotel staff in Phuket
3. To guide the development of the performance of the leadership characteristics and motivation of hotel staff in Phuket.

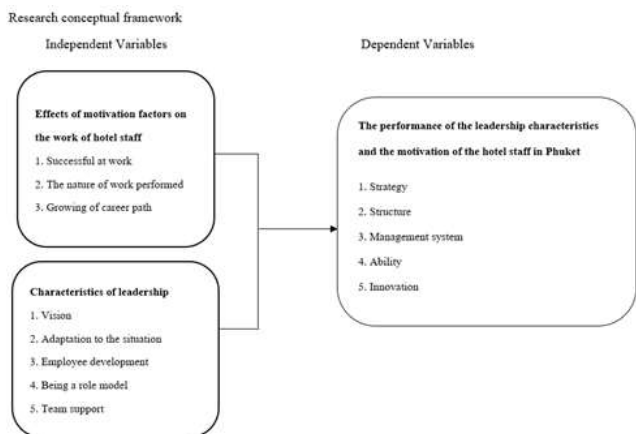


Figure 1 Research Conceptual Framework

**II. LITERATURE REVIEW**

Boonjai Srisathitnarakoon (2007, page 269) defined the meaning of motivation as internal drive or feeling that happens in the mind which affects the behavior and actions of a person to achieve the desired result. Chatri Laolertratana (2010, page 10) defined the meaning of motivation, which means that the organic state of a person's body is stimulated called motive, causing needs that lead to drive internal drive that shows valuable work behavior in the right direction of the organization goals.

Herzberg's Two-Factor Theory was developed by Frederick Herzberg in 1950-1959 and during the first period of 1960-1969 (Siriwan Sereerat et al., 2007), which suggested job satisfaction into 2 concepts which are the concept of the extent of satisfaction to dissatisfaction and being influenced by motivating factors and boundary concepts from dissatisfaction to non-dissatisfaction and also influenced by

hygiene factors which would be discussed this theory consists of two main factors,

**III. RESEARCH METHODOLOGY**

**3.1 Target Population**

The population used in this study was 7,092 of 3-star hotel employees (Thai Hotel Business Association, 2020). The research sample was used to determine the sample size by using the table of Krejcie & Morgan, 1970, as a confidence level of 95%, a sample of 382 people was used by purposive random sampling. include 3-star hotel operators, Phuket Hotel Business Association, and the Tourism Authority of Thailand Office (Phuket), 11 people.

**3.2. Data Collection**

Data collection consists of Primary data obtained from questionnaires that are 5-level Rating Scale that have been qualified to find the Item Objective Congruence (IOC) index between 0.841 and accept the questionnaire was used to try with the non-sample group. The reliability of overall, equal to 0.950. Then collected data with a sample of 30 sets, which are groups other than the 3-star hotel business group in Phuket and secondary data were used to support the study which makes data collection by studying and researching from textbooks. Information from the Tourism Authority of Thailand or a group of hotel business associations Phuket and relevant research to guide this study.

**3.3 Data Analysis**

Data analysis and statistics used in data analysis consisted of descriptive statistics by finding percentages, average score and the standard deviation and inferential statistics, statistics used for hypothesis testing Multiple Regression Analysis.

**IV. RESULTS**

1. The results of general data analysis of the respondents found that most of the respondents were female, 240 people, representing 60.0 percent, aged 31-40 years, 154 people, representing 38.5 percent, studying in bachelor's degree, 199 people, representing 49.7 percent, average income 10,001-30,000baht, 222 people, representing 55.5 percent and having 3-5 years of work experience, 109 people representing 27.25 percent.

Table 1 Analysis results of the mean and standard deviation of the effect on the motivation factors of hotel employees (overall)

Effects of motivation factors on the work of hotel staff (overall)	Opinion level			
	$\bar{x}$	S.D.	Opinion	Level
1. Successful at work	3.08	0.57	Moderate	3
2. The nature of work performed	3.67	0.35	High	1
3. Growing of career path	3.21	0.42	Moderate	2
Overall	3.32	0.39	Moderate	

2. The results of the analysis of the impact on the motivation factors for the work of hotel staff.
3. The results of the analysis of the characteristics of leadership.
4. Analysis of the performance of the leadership characteristic and the motivation of the hotel staff in Phuket.

Table 2 Results of analysis of mean and standard deviation of opinion levels on leadership characteristics (overall)

Characteristics of leadership	$\bar{x}$	S.D.	Opinion	Level
1. Vision	3.86	0.55	High	5
2. Adaptation to the situation	4.11	0.48	High	4
3. Employee development	4.21	0.46	The most	3
4. Being a role model	4.31	0.51	The most	2
5. Team support	4.59	0.56	The most	1
Overall	4.22	0.28	The most	

Table 3 The results of the analysis and the standard deviation of the opinion level on the performance of the leadership characteristic and the motivation of the hotel staff in Phuket (overall)

Performance of the leadership characteristic and the motivation of the hotel staff in Phuket (overall)	Level			
	$\bar{x}$	S.D.	Opinion	Level
1. Strategy	4.10	0.34	high	2
2. Structure	3.62	0.45	high	3
3. Management system	4.31	0.11	high	1
4. Ability	3.33	0.65	moderate	4
5. Innovation	3.21	0.97	moderate	5
Overall	4.03	0.64	high	

#### 4.2 New knowledge

Refer to the study titled Work Performance: The Effects of Leadership characteristic and motivation of hotel employees in Phuket. The researcher has studied the structure of knowledge which able to be developed in the next operation as follows,

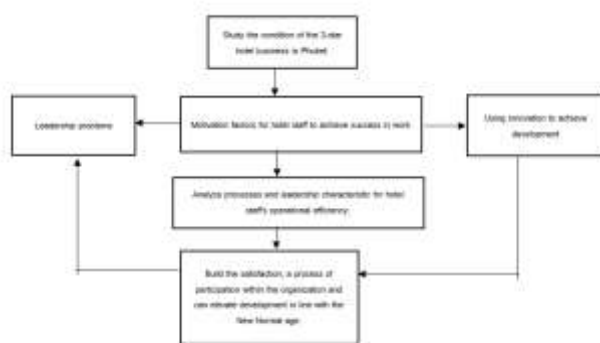


Figure 2 New Knowledge

### V. DISCUSSION

The results of the impact analysis on the motivation factors for the work of hotel employees found that (overall) was at a

moderate level ( $\bar{x} = 3.32$ , S.D. = 0.39), including the nature of work performed. There is a high level of opinions ( $\bar{x} = 3.67$ , S.D. = 0.35). Followed by the progress in the job. There was a medium level of opinions ( $\bar{x} = 3.21$ , S.D. = 0.42) and success at work. There was a medium level of opinions ( $\bar{x} = 3.07$ , S.D. = 0.57), respectively. This is in line with the research of Chotika Raso (2012) studying the motivation for the performance of personnel. Nakhon Sawan Rajabhat University found that motivation for job success and job performance of overall performance was at a high level. This is because the organization to achieve that goal. There must be effective management and policies to motivate to perform to the best of abilities. As a result, the work is efficient and part of the personnel's high level of motivation is due to the good relationship with colleagues and executives, which makes the working atmosphere friendly and able to provide the advice and consult at any time. As a result, the personnel are motivated to work, which creates happiness in working place.

The results showed that level of opinions on the characteristics of leadership overall, it was at the highest level. Considering each aspect, it was found that team support was at the highest level ( $\bar{x} = 4.59$ , S.D. = 0.56), followed by being a good role model was at the highest level ( $\bar{x} = 4.31$ , S.D. = 0.51). Employee development was at the highest level ( $\bar{x} = 4.21$ , S.D. = 0.46) and was at a high level in two aspects: adaptation with the situation at a high level ( $\bar{x} = 4.11$ , S.D. = 0.48) and visionary side is at a high level ( $\bar{x} = 3.86$ , S.D. = 0.55), respectively, which is consistent with the research of Tokitpaiboon (2015) that has been studied the relationship between transformational leadership, job satisfaction and good organizational membership behavior, changing leadership and job satisfaction were related, include the behavior of being a good member of the organization. This is because if leaders able to create acceptance of change which will lead to upgrade of quality and efficiency in performing tasks to personnel to determine guidelines or better operational strategies.

#### 5.2 Suggestion

##### 5.2.1 Suggestions for this research

According to the study, most of the hotel staff have requirements in terms of work efficiency, which is competence and innovation in modern work.

At present, the COVID-19 epidemic has caused the employee's work motivation to decrease. Due to many factors which cannot create stability in the work for employees. At the same time, leaders should have benefit relations and be able to solve problems promptly.

The ability to resolve and find a solution, employees can build confidence is low possibility because of stability and management system which is not stable in operation. There should be a gathering of ideas and building more trust among personnel.

##### 5.2.2 Suggestions for further research

1. The leadership characteristic should be studied for the development of hotel staff in the New Normal era.
2. Should study more on the issue of job satisfaction, personnel engagement of staff at a 4-star hotel in Bangkok to make the operation accurate and more reliable.

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