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PUBLIC TAXI ASSOCIATION BETWEEN WORK ENGAGEMENT AND SELF-EFFICACY AND THEIR IMPACT ON JOB SATISFACTION

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ABSTRACT

The research aimed to determine the association of work engagement with self-efficacy and their impact on job satisfaction. The study considered the case of the Thailand's hotel sector. The method utilised in this study was based on a quantitative design where primary data was collected using a close-ended survey questionnaire. The sample size in this study was 460 participants serving the Thailand's hotel industry and the data were analysed using SEM model on SmartPLS. It was found that self-efficacy and work engagement are weakly and positive associated whereas, the effect of both self-efficacy and work engagement was significantly positive on the job satisfaction of the employees serving the Thailand's hotel sector. The research is limited to the Thailand and it has considered the hotel sector only. Therefore, the research has industrial implications for the hotel industry. However, in future, it can be improved by considering any other industry, i.e. the service industry.

INTRODUCTION

Employees are the key assets for any organisation because the workforce of the company is responsible for the production or the final output and management through which, the sales/revenue for the company is generated. Employees are considered valuable resources for a company since they need to be highly motivated to perform at their best. However, it is argued by Velasco (2017) that when employees are bound to perform repetitive tasks, they are likely to be bored and demoralised which ultimately affects their performance. Hence, there is a need to engage employees through work engagement which intends to shape the positive state of mind for employees and contribute towards positive outcomes. This leads to job satisfaction for employees which is necessary for employees to perform exceptionally well (Orgambidez-Ramos & de Almeida, 2017). Here, the concept of self-efficacy is important to consider as it is the confidence an employee has in his/her skills and abilities to perform a task effectively and efficiently. Self-efficacy comes from work engagement when the employees feel valued and engaged hence enhancing their self-confidence leading to improved work performance (De Simone, Planta, & Cicotto, 2018). This is a reflection of chain reaction which leads to job satisfaction hence a win-win situation for the company as well as the employee individually. Therefore, this study intends to examine the association between work engagement and self-efficacy and their impact on job satisfaction.

Job satisfaction of employee can be considered as a crucial element for the success and growth of an organisation because employees are the drivers of productivity of the firm (Mache, Vitzthum, Klapp, & Danzer, 2014). The study conducted by Peng and Mao (2015) implied that work engagement concerns with positive experiences and optimal functioning of employee that fuels up their job satisfaction levels. If employees tend to remain demotivated towards their work due to the stressful environment, repetitive job patterns and lack of chances of growth severely affects their on-job performance and satisfaction in a negative way (Garg, Dar, & Mishra, 2018; Salanova, Lorente, Chambel, & Martínez, 2011). Work engagement has become an imperative part for today's competitive and complex work environment where it is quite easier for the employees to get stress out to challenging situation and demanding work requirements (Alessandri, Borgogni, Schaufeli, Caprara, & Consiglio, 2015). Høigaard, Giske, and Sundsli (2012) stated that work engagement reflects the extent to which employees in the organisation feel satisfied, enthusiastic and engaged with their job. However, it is one of the key responsibilities of the organisation to draw the set of strategies and measures to promote the pursuit of work engagement and influence their job satisfaction level (Gaetane Caesens & Stinglhamber, 2014; Hirschi, 2012; Kattara & El-Said, 2015).

Self-efficacy is another core motivation dimension that concerns with the inner confidence level of the employees over their capabilities that drivers their job satisfaction level upwards (Peng & Mao, 2015; Perera, Granziera, & McIlveen, 2018). The study assembled by De Simone et al. (2018) implied that individuals possessing a higher level of self-efficacy tend to possess the higher job satisfaction level and the likelihood of unemployment is significantly low among these individuals. Velasco (2017) state that self-efficacy reflects the cognitive and psychological behaviour of the employee towards the job that varies the job satisfaction level of an individual. The work engagement can be associated with the self-efficacy state of employees because when employee tend to engage in work enthusiastically and experience the constructive feedbacks for their efforts it boosts up the confidence level and motivate them to deliver the better performance (Orgambidez-Ramos, Borrego-Alés, & Mendoza-Sierra, 2014). Organisational support, psychological involvement and emotional involvement can be considered as the determinant of the work engagement because it contributes in developing the mental well-being of the employees that directly contributes in enhancing the on-job performance of employee (Kerdpitak, 2019a; Salanova et al., 2011). To attain the well-being and satisfaction of employee organisation must invest their resources to increase the interest level of their employee and boost up their confidence to get the

substantial returns from them (Kerdpitak, 2019; Peng & Mao, 2015). Whereas, self-confidence, social persuasion and focused effort are considered as the determinants of self-efficacy that specifies the extent to which individuals is satisfied with their job (Yakın & Erdil, 2012).

There are numerous studies that have recognised the importance of self-efficacy and work engagement (Alessandri et al., 2015; Lisbona, Palaci, Salanova, & Frese, 2018) however, there is no conclusive evidence in the context of Thailand's hotel industry. Hence, this study is entirely based on the hotel industry of Thailand, which is backed by a rationale to fill a research gap and making valuable contribution in the existing literature. The hotel industry of Thailand is considered as a major source of foreign exchange earnings and employment generators (Kasim & Saad, 2019; Roy, 2017). On the other hand, hotel industry is generally been recognised as a labour intensive industry. This problems lower downs the confidence level of an employee over their capability that directly affects their job performance decreasing their job satisfaction level (Gaetane Caesens & Stinglhamber, 2014; Simbula, Guglielmi, & Schaufeli, 2011). Therefore, this particular research can contribute to resolving this problem by highlighting the way work engagement and self-efficacy affect the job satisfaction of the employee. Moreover, most of the previous researches have studies the role of self-efficacy and work engagement separately as the mediating factor that influences the on-job performance of an employee. Therefore, this particular can contribute to bridging the gap by identifying the associating between both variables and their impact on satisfaction. Therefore, determining the association between self-efficacy and work engagement and their impact on job satisfaction in the context of Thailand's hotel industry holds huge significance, and carries sufficient practical relevance as well. This was the main rationale behind opting for hotel sector for conducting this study.

The hotel sector of Thailand is considered as one of the major sectors of the country, which makes a significant contribution to the overall country's GDP, and in employment generation. As mentioned in the report of Languépin (2018) the hotel sector of Thailand makes around 17% of contribution national GDP of the country. Tourism in Thailand is viewed as one of the major contributors to the growth in the hotel industry. In accordance with the report of Mordor Intelligence (2019) Thailand occupies ninth place in the ranking of the world's most visited countries. The same report also identifies growing trends of tourism in a country a key factor that is driving the growth of the hospitality industry in a country. In this regard, the following study aimed to investigate the impact of work engagement and self-efficacy on job satisfaction of employees who are working in the hotel industry of Thailand.

This study can be highly significant for the human resources managers, departmental managers and senior management of the organisations to familiarise them with the way different practices of work engagement can influence the satisfaction of their employees that directly result in enhancing their job performance. This study will help them to draw the strategies to engage their employees in the organisation and eradicate the elements from an organisation that lowers down self-esteem and self-confidence that would help in increasing their self-efficacy levels. Furthermore, this study can be highly beneficial for the employees to familiarise them with the way their lack of confidence over the capabilities and cognitive behaviour affects their professional career. Moreover, an underlying study can be significant for them to work on their development of self-confidence and self-efficacy to demonstrate the exceptional on-job performance and obtain the massive growth in a professional career. The study aims to assess the association between work engagement and self-efficacy and their impact on job satisfaction considering the case of Thailand based hotel firms. The following objectives are crafted for the study.

- To assess the significance of work engagement and self-efficacy in contemporary organisations

- To identify and examine factors that augment with work engagement and self-efficacy that lead to job satisfaction
- To analyse the association between work engagement and self-efficacy
- To analyse the impact of work engagement and self-efficacy on job satisfaction
- To recommend strategies for enhancing work engagement and self-efficacy for increasing job satisfaction.

LITERATURE REVIEW

The term work engagement can be defined as the extent to which certain employee feels engaged and included in their job (Tsai, 2011; Velasco, 2017). Similarly, the study conducted by Garg et al. (2018) defined the work engagement as the act of harnessing the employee with their job role and increase their physical, emotional and cognitive attachment with their job that can contribute in enhancing their job performance increase their job satisfaction level. Alessandri et al. (2015) stated that work engagement concerns with the positive attitude of the employee towards their work which compromises of their absorption and dedication. The study carried out by Gaetane Caesens and Stinglhamber (2014) and Song, Chon, Ding, and Gu (2015) defined the self-efficacy by advocating that it relates with the belief and confidence of individual regarding capabilities and abilities to perform the task successfully. The research accumulated by Li, Wang, Gao, and You (2017) advocated that occupational happiness and contentment can be considered as the reflection or product of an individual's well-being at the workplace. High self-efficacy creates a sense of willingness among employee to perform challenging tasks during the job and participate in organisational activities (Garg et al., 2018; Yakin & Erdil, 2012). Work engagement and self-efficacy both can be considered as the crucial element to drive the job satisfaction level of employee upwards (De Simone et al., 2018). However, organisational support can be considered as the major determinant of work engagement that influences the Job satisfaction level of the employee (Federici, 2013; Li. & Wang, 2019).

The study conducted by Song et al. (2015) and Wang, Hall, and Rahimi (2015) asserted that support from senior managers and colleagues in an organisation helps the individuals to stand against the different challenges related to working and provides the peaceful work environment. Psychological and emotional engagement are also imperative determinants of the work engagement that helps the employee to remain engaged and satisfied with the workplace (Wang et al., 2015). Psychological or cognitive engagement relates to the extent to which employee is mentally in strategic decisions and objectives of the organisation (Raja, 2012). Xanthopoulou, Bakker, and Fischbach (2013) and Malinen and Savolainen (2016) stated that employee's belief over the organisation and management encourages them to demonstrate the sense of psychological engagement that add to their job satisfaction. Furthermore, psychological engagement helps the employee to involve in decision-making activities of the organisation and strives to grow professionally in the firm (Gkolia, Belias, & Koustelios, 2014; Van Maele & Van Houtte, 2012). Similarly, the emotional engagement dimension reflects the degree to which employees feel connected with the firm and other employees in the organisation (Caesens, Stinglhamber, & Luypaert, 2014). Emotional engagement helps to establish a positive connection between employee and job that encourages them to give better performance than before increases their dedication level towards the job (Chaudhary, Rangnekar, & Barua, 2012).

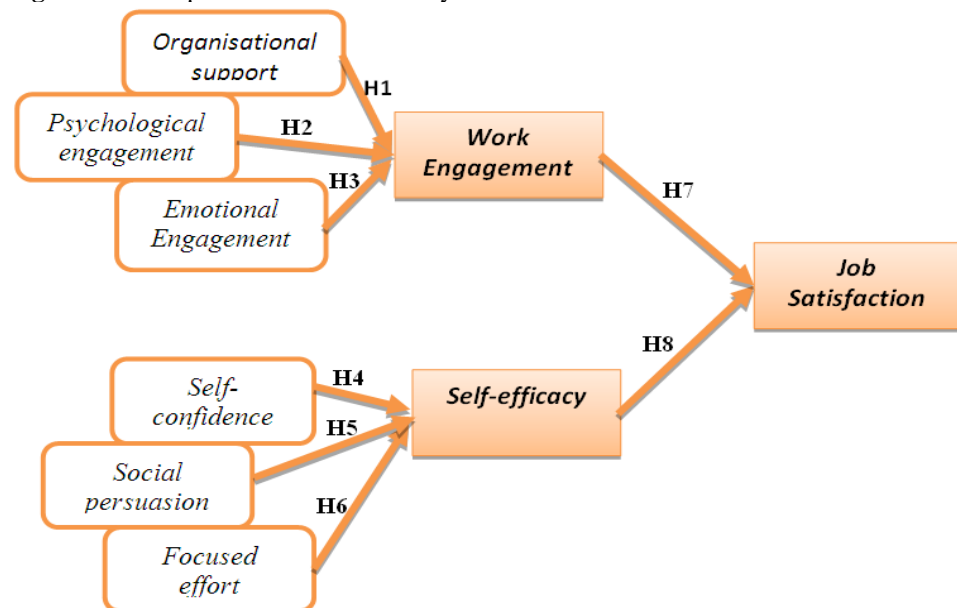
The research assembled by Lu, Lu, Gursoy, and Neale (2016) specified that highly engaged employees tend to demonstrate the higher level of sense of psychological and emotional involvement in the workplace as compared to the disengaged employee among which emotional disconnection and less mental involvement are highly visible. It can be related with employee engagement theory proposed by William Kahn which specified the three dimension of work engagement that is physical, mental and emotional

(Orgambidez-Ramos et al., 2014; Raja, 2012; Valmohammadi & Jarihi, 2019). Further, Kahn specified in the theory that individual should feel contented, supportive, safe and enthusiastic towards their job that can help in increasing their engagement in the organisation and drive their satisfaction level (Yakin & Erdil, 2012). However, Self-confidence over the capabilities and abilities is essential to engage constructively in the firm (Federici, 2013; Lu et al., 2016).

Self-confidence encourages the individual to take part in different activities and accept the challenging tasks by believing over one capabilities (Moura & Orgambidez-Ramos, 2014). Self-efficacy helps to estimate the confidence level of the individual by assessing their ability to respond to the situation opportunities at the workplace (Chaudhary, Rangnekar, & Barua, 2012; Tsai, 2011). The individuals possessing a higher level of self-efficacy tend to engage themselves in challenging tasks more actively rather than the individual having a lower level of self-efficacy (Malinen & Savolainen, 2016; Simbula et al., 2011). Social persuasion refers to the influence of the social environment that is colleagues and managers over the individuals that motivate or demotivate them to engage in organisational activities and satisfy then regarding their working environment (Alqahtani, 2019; Hirschi, 2012; Tsai, 2011; Xanthopoulou et al., 2013) stated that if certain organisation possess poor social environment where employees are getting bullied by the senior management, excessive conflicts with colleagues and lack of acknowledgement in return lower downs the confidence level of individual and makes them dissatisfied towards their job. Focused effort is another determinant of self-efficacy which highlights the level to which employee is satisfied with their job and focuses over their work (Ren & Chadee, 2017; Van Maele & Van Houtte, 2012). Higher self-efficacy levels help the individual to focus on their task closely and input massive efforts to achieve the goal. Gkolia et al. (2014) stated that dissatisfied individual would tend to complete the assigned task casually rather than focusing over it completing to deliver the best result to the company.

Conceptual framework

Figure 1: Conceptual Model of the Study.



The aforementioned conceptual framework highlights the relation between independent and dependent variables of the research. Organisational support, emotional engagement and psychological engagement has been taken as the determinants of work engagement.

Whereas, self-confidence, social persuasion and focused effort have been taken as the determinants of self-efficacy. Job satisfaction is the dependent variable of the search. For this purpose following hypothesis has been tested in the underlying research

H1: Organisational support positively influences work engagement

H2: Emotional engagement positively influences work engagement.

H3: Psychological engagement positively influences work engagement.

H4: Self-confidence positively influences self-efficacy.

H5: Social persuasion positively influences self-efficacy.

H6: Focused effort positively influences self-efficacy.

H7: Work engagement positively influences job satisfaction.

H8: Self-efficacy positively influences job satisfaction.

METHODOLOGY

Data collection method

The following study uses a quantitative approach to data collection and analysis. Considering this, the data collection method adopted in this study is primary. The researcher approached employees working in the hotel industry of the Thailand comprising of food and beverage sector, room services sector, meeting sector and many other sectors falling in this industry. To approach the participants, the researcher used online platforms, for instance, Google Forms and email. However, some of the questionnaires were sent physically. In this aspect, the sampling technique employed is purposive where only those who are working in the hotel sector were recruited. Purposive sampling is a non-probability sampling technique which is employed when the researcher opts for targeting a specific group or purpose (Daniel, 2011; Omoare, Oyediran, & Chinna, 2019). The researcher distributed 460 questionnaires in order to get a high response rate and adequate final sample.

Research instrument

As mentioned that the research is quantitative, therefore, the research instrument utilised in this study is a close-ended survey questionnaire which was self-administered by the researcher of this study. The research instrument comprised of questions concerning the variables of the study based on a 5-points Likert scale that ranged from strongly disagree to strongly agree. The use of scale helped in recoding the data for the implementation of the required model for the analysis.

Data analysis technique

To analyse the data, the researcher used the Structural Equation Model (SEM) using partial least squares (PLS) technique. One of the main reasons associated with the use of PLS-SEM is the fact that this technique does not require the data to be normally distributed. In the context of this study, SmartPLS has been used for analysis and implementation of SEM comprising of the measurement model, path assessment and blindfolding. In furtherance, the measurement model is used to evaluate the factors and variables in terms of reliability and validity whereas, path analysis is used to determine the effect and association as hypothesised in the study (Kwok, Cheung, Jak, Ryu, & Wu, 2018). Lastly, blindfolding helps in the determination of the predictive accuracy and relevance of the model.

RESULTS

Measurement model- partial least square

The results presented in Table 1 depicts the reliability of latent constructs in terms of Cronbach alpha and composite reliability along with the convergent validity measured using AVE. The table also shows factor loadings for the determination of the relevant indicators. The study carried out by Wong (2011) asserted that to deem a construct reliable, its Cronbach alpha and composite reliability should be above 0.6. Considering this threshold, the results in Table 1 imply that all variables undertaken in this study are reliable because the least computed values are 0.615 and 0.829 of Cronbach alpha and composite reliability respectively. Besides, the threshold for outer loadings is also 0.6 (Latan & Noonan, 2017; Machdar, 2019) hence, all factor loadings are above 0.6 depicting that all of them can be retained in the model. Furthermore, convergent validity determines the closely two variables are related in terms of their scales and usually, it is measured with AVE having a threshold of 0.5 (Avkiran & Ringle, 2018). In accordance with Table 1, the least computed AVE is 0.621 entailing to the inference that all variable have convergent validity. The model is also depicted in Figure 2.

Table 1: Reliability and Convergent Validity of the Model.

Latent Constructs	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Emotional Engagement	EE1	0.850***	0.686	0.864	0.760
	EE2	0.894***			
Focused Effort	FE1	0.896***	0.689	0.865	0.762
	FE2	0.848***			
Job Satisfaction	JS1	0.803***	0.878	0.916	0.733
	JS2	0.866***			
	JS3	0.890***			
	JS4	0.862***			
Organisational Support	OS1	0.884***	0.827	0.917	0.846
	OS2	0.954***			
Psychological Engagement	PE1	0.859***	0.615	0.838	0.722
	PE2	0.840***			
Self-Confidence	SC1	0.943***	0.862	0.935	0.878
	SC2	0.932***			
Self-Efficacy	SE1	0.875***	0.895	0.927	0.760
	SE2	0.874***			
	SE3	0.865***			
	SE4	0.873***			
Social Persuasion	SP1	0.915***	0.675	0.857	0.750
	SP2	0.814***			
Work Engagement	WE1	0.895***	0.746	0.829	0.621
	WE2	0.693***			
	WE3	0.763***			

Note: ***: indicating significance at 1%; **: indicating significance at 5%; *: indicating significance at 10%.

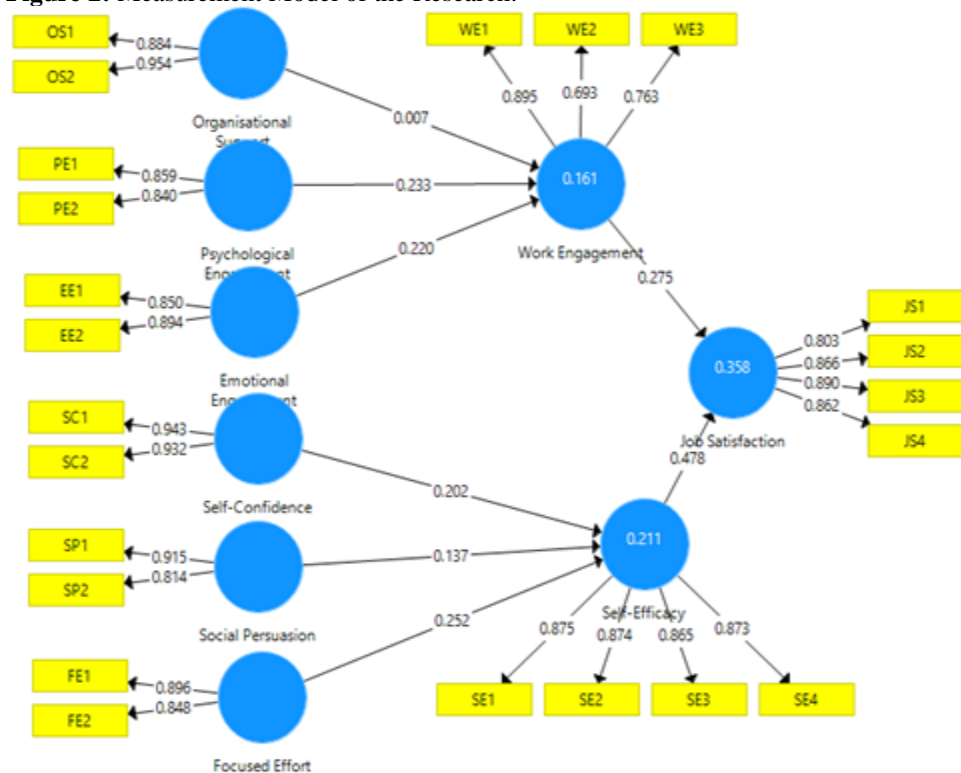
Another significant aspect of the measurement model is its discriminant validity. The study conducted by Civelek (2018) asserted that discriminant validity is generally determined by HTMT ratio which depicts the distinctiveness between the constructs, therefore, the maximum value acceptable for this is 0.85. Considering this aspect the results presented in Table 2 assert that none of the variable pair is exceeding the limit of

0.85 as the maximum value computed is 0.691. Hence, the results are not violating discriminant validity.

Table 2: Testing Discriminant Validity using HTMT Ratio

	Emotional Engagement	Focused Effort	Job Satisfaction	Organisational Support	Psychological Engagement	Self-Confidence	Self-Efficacy	Social Persuasion
Focused Effort	0.645							
Job Satisfaction	0.346	0.317						
Organisational Support	0.644	0.600	0.368					
Psychological Engagement	0.820	0.593	0.452	0.691				
Self-Confidence	0.752	0.480	0.606	0.485	0.590			
Self-Efficacy	0.318	0.462	0.591	0.299	0.263	0.416		
Social Persuasion	0.628	0.435	0.557	0.591	0.486	0.684	0.397	
Work Engagement	0.430	0.450	0.355	0.254	0.422	0.497	0.199	0.287

Figure 2: Measurement Model of the Research.



Path assessment

For the evaluation of the hypothesised model, path assessment has been conducted. Here, bootstrapping has been done which is used for sub-sampling and determining significance as stated by Warner (2012). The results presented in Table 3 shows that the effect of emotional engagement is significant on the work engagement (B= 0.223; p-value= 0.004< 0.01). The effect is also computed to be positive which means that more emotional engagement would lead to more work engagement. Besides, the effect of psychological engagement (B= 0.239; p-value= 0.000< 0.01) is also significant on the work engagement which is positive as well, however, organisational support is computed

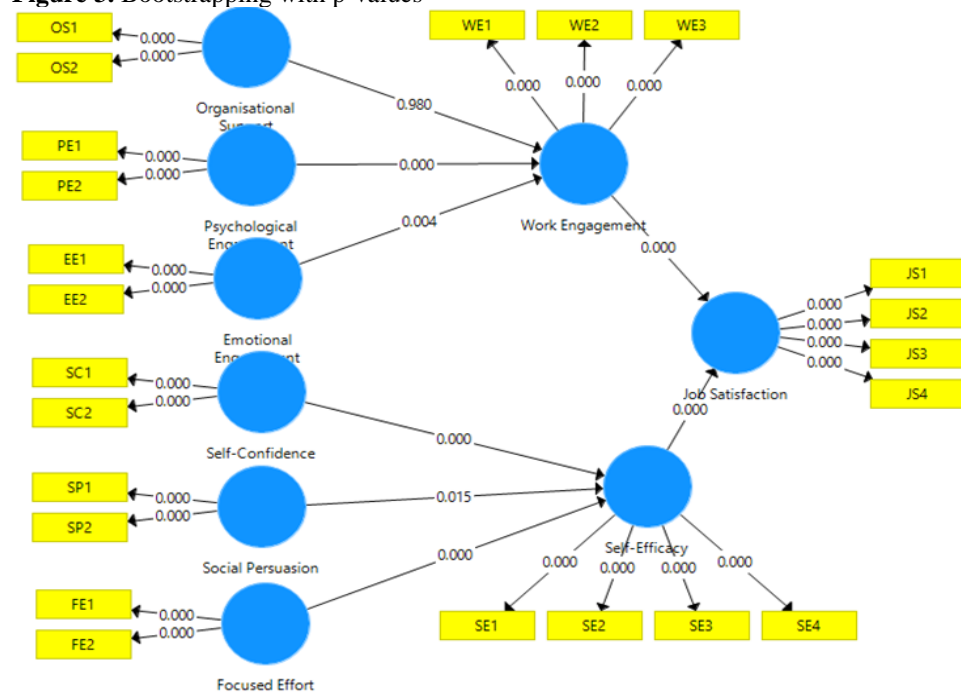
to have an insignificant effect on the work engagement. On the other hand, the effect of focused effort (B= 0.252; p-value= 0.000< 0.01) on the self-efficacy of employees is computed to be statistically significant and positive. In the same vein, self-confidence (B= 0.201; p-value= 0.000< 0.01) and social persuasion (B= 0.138; p-value= 0.015< 0.05) are found to have significant and positive effect on the self-efficacy. However, the association between work engagement and self-efficacy is tested using correlation and was computed to be r= 0.205 which is positive yet weak. In furtherance, the researcher tested the effect of self-efficacy (B= 0.479; p-value= 0.000< 0.01) and work engagement (B= 0.252; p-value= 0.000< 0.01) on the job satisfaction and it has been found that be significantly positive. The significance is also depicted in Figure 3.

Table 3: Path Assessment of the Model.

Path	Path Coefficient	T Statistics	P Values
Emotional Engagement -> Work Engagement	0.223***	2.912	0.004
Focused Effort -> Self-Efficacy	0.252***	4.858	0.000
Organisational Support -> Work Engagement	0.002	0.025	0.980
Psychological Engagement -> Work Engagement	0.239***	3.522	0.000
Self-Confidence -> Self-Efficacy	0.201***	3.901	0.000
Self-Efficacy -> Job Satisfaction	0.479***	12.316	0.000
Social Persuasion -> Self-Efficacy	0.138**	2.434	0.015
Work Engagement -> Job Satisfaction	0.277***	5.937	0.000

Note: Correlation between work engagement and self-efficacy: r= 0.205 (p-value< 0.05)
 ***: indicating significance at 1%; **: indicating significance at 5%

Figure 3. Bootstrapping with p-values



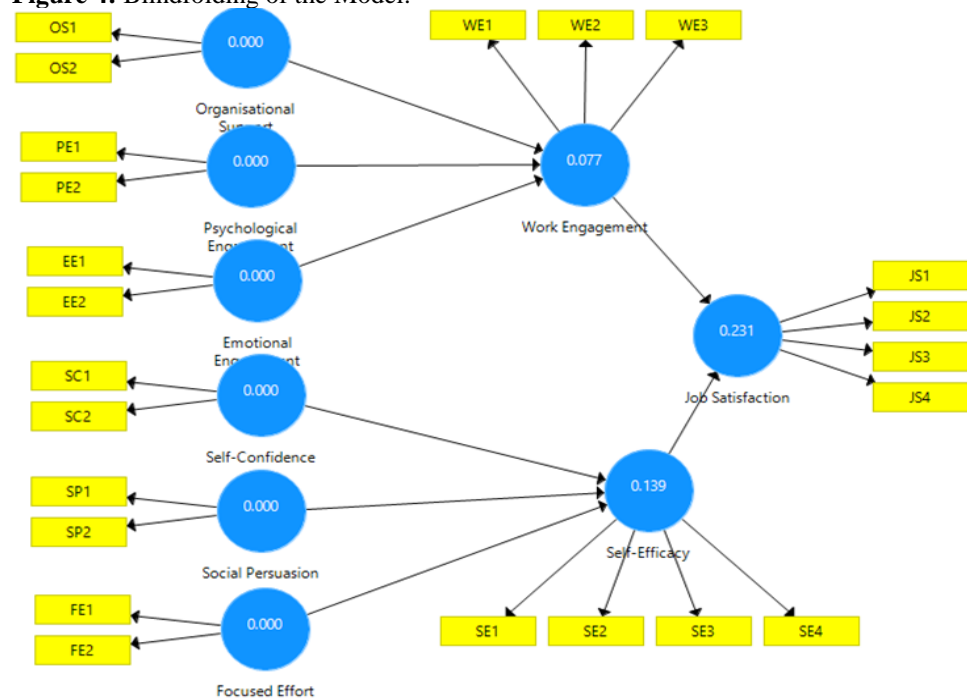
Quality and predictive relevance of the model

Following the assessment of the path, the researcher has analysed the quality of the model with the help of R-square and adjusted R-squared and the results have been depicted in Table 4. The variance in organisational support, psychological engagement and emotional engagement is explaining 16.1% variance in work engagement which is reduced to 35.5% after penalising the model for additional independent constructs. In terms of self-efficacy, the variance in self-confidence, social persuasion and focused effort is explaining 21.1% variance which got reduced to 20.4% according to adjusted R-squared. Lastly, in the context of the main model, the overall variance in work engagement and self-efficacy is explaining 35.8% variance in job satisfaction. Table 4 also depicts that all the Q square values are above 0, therefore, the model possess predictive relevance as the study of Byrne (2013) asserted that Q square should be greater than 0.

Table 4: Quality Criterion and Predictive Relevance

	R Square	R Square Adjusted	Q Square
Job Satisfaction	35.8%	35.5%	0.231
Self-Efficacy	21.1%	20.4%	0.139
Work Engagement	16.1%	15.3%	0.077

Figure 4: Blindfolding of the Model.



Summary of hypotheses

Considering the case of the Thailand's hotel sector, the results concerning the hypotheses summary can be seen in Table 5 where all hypotheses have been accepted except for the one related to organisational support.

Table 5: Summary of Research Hypotheses.

Hypotheses Statement	Decision
H1: Organisational support positively influences work engagement	Rejected
H2: Emotional engagement positively influences work engagement.	Accepted
H3: Psychological engagement positively influences work engagement.	Accepted
H4: Self-confidence positively influences self-efficacy.	Accepted
H5: Social persuasion positively influences self-efficacy.	Accepted
H6: Focused effort positively influences self-efficacy.	Accepted
H7: Work engagement positively influences job satisfaction.	Accepted
H8: Self-efficacy positively influences job satisfaction.	Accepted

DISCUSSION

This section presents a discussion on the overall outcomes of this study. The main purpose of this research has been to evaluate the association of work engagement and self-efficacy and their impact on job satisfaction. In the previous section, the application of different statistical measures has been made to analyse the quantitative data. Firstly, to assess the reliability of each variable, the test for the measurement model has been conducted. The values of Cronbach alpha, outer loading, and composite reliability of all the variables were above the threshold. Therefore, none of the factor or variable has been dropped from this study. On the other hand, the similarity and distinctiveness of all the variables have been analysed with HTMT ratios. Hence, all the variables in this study were found to be suitable and qualified to be used in path analysis. To analyse the association between the different variables, the use path analysis technique has been made in this study. Firstly, the results of path analysis have revealed the positive and significant impact of psychological engagement and emotional engagement on work engagement. This means that more emotional engagement and psychological engagement will lead to more work engagement. However, the variable of organisational support is found to have an insignificant impact on work engagement. On the other hand, all the factors including self-confidence, social persuasion, and focused effort were found to have a significant effect on self-efficacy. This is also validated from previous researches, according to which the social persuasion, self-confidence and focused effort were identified as an important determinant of self-efficacy (Chaudhary et al., 2012; Federici, 2013; Lu et al., 2016; Mbogela, 2019). Apart from that, the findings also revealed the positive association between work engagement and job satisfaction. Lastly, the relationship between self-efficacy and job satisfaction is also found to be positive and significant.

CONCLUSION

The major aim of this research has been to determine the relationship between work engagement with self-efficacy and their impact on job satisfaction. The main focus of this study has been on the Thailand's hotel sector. To achieve the main purpose of this study, the researcher has made the use of different statistical techniques to interpret the primary quantitative data. The variable of work engagement was first tested with different factors, which includes emotional engagement, organisational support, and psychological engagement. In this regard, the results identify the positive effect of emotional intelligence and psychological engagement on work engagement, whereas no significant impact has been found of organisational support on work engagement. On the other hand, the variable of self-efficacy has also been tested with three different factors, which involves self-confidence, social persuasion and focused effort. As per the results, all these factors were found to have a significant association with self-efficacy. Moreover, the results of this study identified a positive but weak association between work engagement and self-efficacy. However, the impact of both self-efficacy and work engagement on job satisfaction was found as significant. Consequently, the research has various implications for the Thailand's hotel industry.

LIMITATION AND FUTURE RESEARCH DIRECTION

Some of the main limitations of this study has been mainly associated with the uses of different techniques and methods. Since the researcher in this study has not made any use of primary qualitative data, thus it has limited the scope of this study. Hence, it is recommended to the future researchers to must incorporate both quantitative and qualitative data to provide more complete and conclusive findings. On the other hand, another main limitation of this research has been linked with its limited scope, as it has been carried out in the context of the Thailand's hotel industry. Consequently, the outcomes of this research cannot be applied in another context. Based on this, it has been recommended to future researchers to broaden the scope of this study by conducting this study in a larger context by covering different industries or regions.

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