



# Measurement model of organizational climate of hotel frontline employees in Bangkok, Thailand: Validating the measurement model

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## Abstract

The objective of this research is to examine the factors of organizational climate of workplace for hotel frontline employees in Bangkok, Thailand. This study utilizes the techniques of stratified random sampling and purposive sampling with the data from 559 hotel frontline employees who work in five-star hotels in Bangkok, Thailand. The research instrument is a questionnaire. The five Likert scale test shows that the results of the respondents are reliable. The method of analysis is based on exploratory factor analysis (EFA) with five dimensions of factors related to organizational climate: (1) workgroup co-operation, friendliness and warmth; (2) professional and organizational esprit; (3) job variety, challenge and autonomy; (4) clarity and organizational goals; and (5) feedback. The results of CFA provided acceptable model fit indices:  $\chi^2/df = 1.744$ , GFI = .955, AGFI = .937, CFI = .983, TLI = .978, RMSEA = .037, RMR = .015. The research findings are useful for hotel human resource management in establishing proper organizational climate that can bring positive impacts on their hotel employees and improve overall hotel performance.

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## Introduction

Tourism and hospitality business is the backbone of many countries' economy as it has generated revenue for many countries all over the world (Kumar, 2020). Since, the COVID-19 pandemic in 2021, many businesses have

been affected, including tourism and hospitality industry (Liew, 2022). The majority of this business is the accommodation services for tourists, which is an important source of business revenue (Mucharreira et al., 2019). Essentially, the hotel business is a key performance on the tourism and hospitality industry (Ozdemir et al., 2021).

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In Thailand, the UNWTO announced that Thailand was one of the top ten tourism destinations for worldwide international travelers and received USD 59.8 billion in revenue in 2021 (United Nation World Tourism Organization [UNWTO], 2021). Bangkok is the top city presenting the highest tourism revenue (Bangkok Post, 2022; Taylor, 2022). The revenue in 2021 totaled 5,102.80 million Thai baht from visitor in Bangkok (Statista, 2022). Since this business has one of the main impacts on the Thai economy, it is a crucial consideration in the formulation of a business plan to operate a hotel business which is an essential sector in tourism and hospitality business.

Human resources management is undoubtedly one of the most important sources that can improve the hotel business resilience during crisis (Ngoc Su et al., 2021). The hotel industry has tried to change in their human resource plans to create proper strategies during the Covid-19 pandemic (Demir et al., 2021). Frontline employees are the first point of hotel guest contact (Sayin & Karaman, 2019) and act to gain customer services from services business categories (Hu et al., 2022), thus frontline employees are considered a crucial human resource to bring business success (Kim & Kim, 2020).

Organizational climate currently plays an important role in the workplace. A positive organizational climate is one of the most significant factors that can directly influence company staff behavior (Rožman & Štrukelj, 2021). In addition, organizational climate is essential to increase job performance of employees (Balkar, 2020). However, the research on measurement model using exploratory analysis and confirmatory analysis of organizational climate in Thailand is lacking, especially in the area of hotel frontline employees. Therefore, this research purpose to fill this knowledge gap. It is to offer a nuanced understanding of the measurement framework characterizing the organizational climate for hotel frontline employees. By prioritizing methodological refinement through EFA and CFA, the study provides valuable insights for hotel human resource management, enabling the establishment of a precise and effective organizational climate that positively impacts employees and augments overall hotel performance. The novelty of this paper lies in its specific focus on the organizational climate of hotel frontline employees in Thailand, the utilization of exploratory and confirmatory analysis methods, the emphasis on human resource management,

and the provision of practical implications for hotel industry practitioners.

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## Literature Review

Organizational climate is defined as the work environment that workers can perceive directly or indirectly in the workplace (Litwin & Stringer, 1968). Organisational climate represents corporate climate, which has an influence on company staff motivation, productivity and their job performance (Hussainy, 2022). According to Prasongthan et al. (2018), organizational climate is considered a work environment helping to stimulate employee work happiness in the hotel industry. It positively affected job satisfaction and work engagement of hotel staff (Srisakun, 2018). When the workplace has a healthy organizational climate, it can lead to a company's goal and achieve a greater level of outcome (Li et al., 2019). Organizational climate shapes the way for staff behavior as per their perceptions of their workplace environment which includes company policies, practices, procedures. Organizational climate reflects an awareness of the company environment, which is a result of social process rooted from employees and managers communication and interaction. A perception of specific aspect of each workplace environment, assists staff's understanding in relation to company expectations (Sherman et al. 2018). This research sets up five focal dimensions as the core components of organizational climate as follow: (1) Workgroup co-operation, friendliness and warmth dimension is defined as general workgroup relationships (Davidson, 2000), and the feeling of being friendly, warm and informal among employees (Litwin & Stringer, 1968). Employees work in groups with the good relationship (Kohan et al., 2018), there is agreement among employees (James, 2008); (2) Professional and organizational esprit refers to the professional image of company growth (Davidson, 2000), and work spirit from employees' sense of completing task efficiently (Pibriari et al., 2023). This dimension represents a favourable work environment with good image of hotels (Wisker, 2021); (3) Job variety, challenge and autonomy reflects as variety of job duties, challenge of the job and work independency (Davidson, 2000). Employees have a chance to work with different things in the job, and the works are a challenge for the employees individually (Jaiswal & Dhar, 2017); (4) Clarity and organizational goals.

This dimension is related to task clarification (Locke, 1991); how employees' roles are explained and how employees recognize the company goal (Bellamkonda, 2021); and (5) Feedback is necessary for employees to learn about their performance. Feedback is also important in terms of providing guidelines to subordinates (Datta & Jain, 2017) and measurement of employee's performance on a regular basis at work (Bellou & Andronikidis, 2009).

## Methodology

This research employed the quantitative method which aimed to examine and validate the measurement model of organizational climate that fits the hotel industry in Thailand. The multi-stage sampling was conducted, balancing the need for a representative sample (stratified random sampling) with the targeted inclusion of

participants who possess specific attributes relevant to the research focus (purposive sampling). The questionnaire contained 26 items, adapted from Davidson et al. (2001); Patterson et al. (2005); and Datta (2020). Each item was measured on a 5-point Likert scale (Strongly agree to Strongly disagree), presented in Table 1.

The questionnaires were checked by five experts using the index of item-objective congruence method (IOC). The validity value should be more than 0.50 and reliability should be more than 0.70 (Nunnally, 1978). The result of IOC showed the value more than 0.50 for each item. The reliability presented the Cronbach's alpha between .836–.887 value, which meet the criteria. According to Kock (2020), to mitigate the potential influence of Common Method Bias, Harman's single-factor test was employed, encompassing an examination of all items under consideration. The outcomes of this analysis revealed that Harman's single factor accounted for less than 50 percent of the variance among the items.

**Table 1** Items of organizational climate questions

No.	Items Code	Question
1	WORKG1	Members of your group trust each other.
2	WORKG2	A spirit of cooperation exists in your work group.
3	WORKG3	A friendly atmosphere prevails among most of the members of your work group.
4	WORKG4	There is agreement in your work group.
5	WORKG5	Most members of your work group take pride in their jobs.
6	PROFE6	The hotel strives to do a better job than other hotels of the same type.
7	PROFE7	The hotel emphasis personal growth and development.
8	PROFE8	The hotel has a good image to outsiders.
9	PROFE9	Under most circumstances, you would recommend this hotel to a prospective staff member.
10	PROFE10	Working in this hotel is beneficial to your career.
11	PROFE11	Discipline in this hotel is maintained consistently.
12	JOBV12	There is variety in your job.
13	JOBV13	You have the opportunity to do a number of different things in your job.
14	JOBV14	You have opportunities to learn worthwhile skills and knowledge in your job.
15	JOBV15	You have opportunities to make full use of your knowledge and skills in your job.
16	JOBV16	Most personal in my department would not want to change to another department.
17	JOBV17	Opportunity for independent thought and action exists in your job.
18	CLAR18	You have a good understanding of what the hotel is trying to do.
19	CLAR19	The future direction of the hotel is clearly communicated to you.
20	CLAR20	You are clear about the aims of the hotel.
21	CLAR21	You are well aware of the long-term plans and direction of this hotel.
22	CLAR22	There is a strong sense of where the hotel is going.
23	FEED23	You usually receive feedback on the quality of work you have done.
24	FEED24	In general, it is easy for you to measure the quality of your performance.
25	FEED25	The way you do the jobs is usually assessed.
26	FEED26	Your performance is measured on a regular basis.

In the setting of five-star hotels, many food and beverage employees have direct contact with clients. This particular section of service deserves attentions as De Silva and Perera (2020) noted that food and beverage employees are stressed due to the nature of their time-consuming work process while providing service. Therefore, the organizational climate can have direct impact on their challenging work. The participants of this research focus study were among hotel food and beverage frontline employees. The respondents were willing to participate in this research.

In data collection process, the questionnaires were distributed to five-star hotels in Bangkok listed in Thai Hotel Association year 2023. According to The Thai Hotel Association, it is likely to maintain a comprehensive and updated list of five-star hotels in Bangkok. By utilizing this source, the research ensures that it captures a representative sample of the industry, encompassing a diverse range of hotels that meet the established criteria for the five-star rating. This investigation adheres to the recommendations articulated by Hair et al. (2019) concerning the adequacy of the sample size relative to the number of observed variables. The questionnaires, distributed to five-star hotels in Bangkok as listed by the Thai Hotel Association in the year 2023, were disseminated among a total of 18 hotels. A total of 600 questionnaires were sent to employees, resulting in 570 responses. Subsequently, 8 incomplete responses were excluded from the dataset, leaving 562 valid responses.

For data analysis, the preliminary data are measured against the normal distribution by using skewness (Skew.) and kurtosis (Kur.) values (the distribution scores) before the process of factor analysis. The researcher also inspected the normality of all variables against the acceptable values between skewness +3 and -3, and kurtosis +10 and -10 (Kline, 2015). The outcome was satisfactory showing the value between -0.75 to -0.25 (Skew.) and -0.82 to 0.32 (Kur.) to the normality assumption. This study also considered the Mahalanobis

distance, robustly computed, that serves as a method to mitigate the influence of outliers within raw data. By adopting a robust approach, this distance metric aims to diminish the impact of atypical observations, thereby enhancing the reliability of the distance measurement and offering a more accurate representation of the underlying data structure. In accordance with Hair et al.'s (2009) guidelines, the number of observations considered in both the exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) phases of the study amounted to 559 after the removal of three outliers. This meticulous adherence to the recommended sample size ensures that the investigation aligns with the methodological standards outlined by Hair et al. (2009), enhancing the robustness and reliability of the subsequent analyses and interpretations.

## Results

The demographic statistic were 240 male respondents and 319 were female respondents. Most of the frontline employees, totaling 264 (47.23%) respondents, were aged 21–29 years old; with 342 respondents (61.18%) having undergraduate degree; and 422 (75.49%) having unmarried status. The respondents mostly have salary range between 15,001–20,000 baht for 151 respondents (27.01%). More than one-third of the respondents had work experience in the hotel industry of between 1–5 years (206 respondents, 36.85%).

The overall score of the organizational climate was at a very high level ( $\bar{x} = 4.24$ ,  $SD = 0.47$ ). The “professional and organizational esprit” obtained the highest means ( $\bar{x} = 4.31$ ,  $SD = 0.55$ ) followed by “workgroup co-operation and friendliness and warmth” ( $\bar{x} = 4.28$ ,  $SD = 0.56$ ), “job variety and challenge and autonomy” ( $\bar{x} = 4.25$ ,  $SD = 0.52$ ), “feedback” ( $\bar{x} = 4.18$ ,  $SD = 0.58$ ), and “clarity and organizational goals” ( $\bar{x} = 4.17$ ,  $SD = 0.60$ ), respectively, as shown in Table 2.

**Table 2** Mean, standard deviations, skewness, and kurtosis of organizational climate

Code	Variables/Indicators	$\bar{x}$	$SD$	Skew.	Kur.	Level
WORKG	Workgroup co-operation and friendliness and warmth	4.28	.56	-.48	-.16	Very high
PROFE	Professional and organizational esprit	4.31	.55	-.48	-.40	Very high
JOBV	Job variety and challenge and autonomy	4.25	.52	-.47	-.15	Very high
CLAR	Clarity and organizational goals	4.17	.60	-.40	-.45	High
FEED	Feedback	4.18	.58	-.25	-.48	High
Overall Perceived Level		4.24	.47	-.35	-.15	Very high

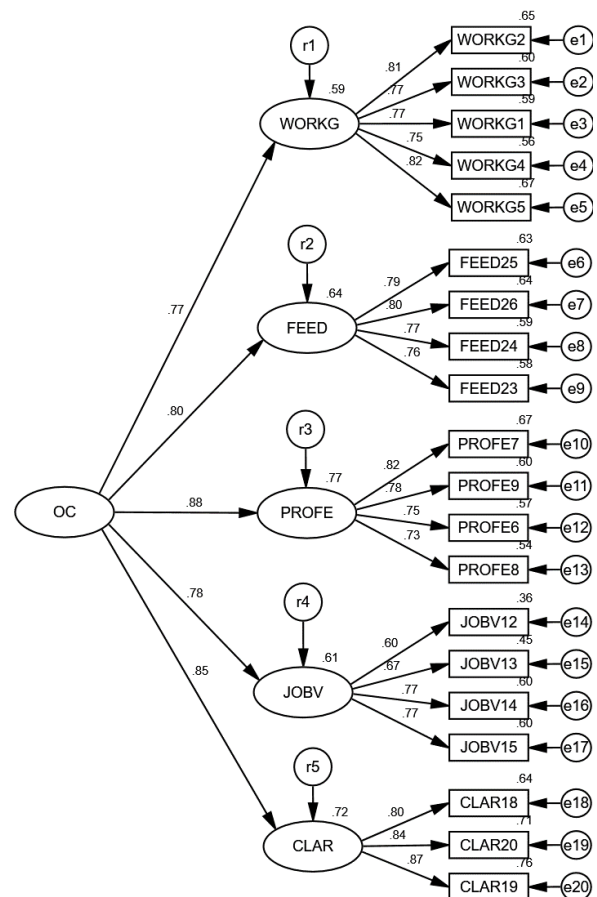
In the first round of the EFA, the result shown variables; PROFE10, PROFE11, JOBV16, JOBV17 and CLAR21 as having cross loading. Therefore, these variables were cut from the subsequent analysis. The second round of EFA identified, the outcome presented found one variable; CLAR22 with cross loading less than .50; thus, this variable was cut from the analysis. In the third time of EFA, the output identified that each item had more than .50 factor loading, and it did not have any cross loading. Finally, the EFA of organizational climate analysis contained five parts according to the suggested criteria of  $>1$  Eigenvalue, where component 1 (WORKG) had five variables, component 2 (FEED) had four variables, component 3 (PROFE) had four variables, component 4 (JOBV) had four variables and component 5 (CLAR) had three variables as demonstrated in Table 3.

The outcomes derived from Table 3 prompt scrutiny, revealing a noteworthy number of factor loadings that fall below the widely acknowledged threshold of 0.7, as indicated by Maskey et al. (2018). Conventionally, factor loadings exceeding 0.7 are considered indicative of practical significance, while those surpassing 0.5 are deemed satisfactory indicators. This discrepancy raises considerations about the effectiveness of the exploratory factor analysis (EFA) undertaken in this study.

**Table 3** Rotated component matrix of organizational climate

Variables	Component				
	1	2	3	4	5
WORKG2	.846				
WORKG3	.844				
WORKG1	.757				
WORKG4	.698				
WORKG5	.663				
FEED25		.847			
FEED26		.820			
FEED24		.791			
FEED23		.733			
PROFE7			.739		
PROFE9			.736		
PROFE6			.715		
PROFE8			.608		
JOBV12				.786	
JOBV13				.785	
JOBV14				.608	
JOBV15				.593	
CLAR18					.797
CLAR20					.769
CLAR19					.700

In accordance with the Rule of Thumb articulated by Hair (2009), it is emphasized that communalities surpassing the 0.50 benchmark should be retained in both factor loading analyses, such as EFA and confirmatory factor analysis (CFA), especially when the sample size adequately satisfies the assumptions inherent in the analysis. The insights drawn from this rule guide the evaluation of the factor loadings in relation to their communalities, providing a methodological framework for determining the appropriateness of items to be retained in subsequent analyses. The validity by the KMO presents the value of .930, which is satisfactory sampling sufficiency. The Barrlett's test result at .000 value shows that the correlation matrix is not an indicating matrix and the concerned variables are correlated. The initial CFA for organizational climate output indicated high error correlation in WORKG1, WORKG3, WORKG5, FEED25 and JOBV12. The initial model was  $\chi^2/df = 1.744$ , GFI = .955, AGFI = .937, CFI = .983, TLI = .978, RMSEA = .037, RMR = .015 as shown in Figure 1.



**Figure 1** Measurement model of organizational climate

**Table 4**, focusing on the Reliability and Convergent Validity of the Measurement Model, reveals that each construct attains a Composite Reliability (CR) surpassing 0.7 and an Average Variance Extracted (AVE) exceeding 0.5. Moreover, the Cronbach's alpha values or all constructs are observed to exceed the threshold of 0.7.

**Table 5** reported statistical values of CFA for the constructed model which comprised of standardized estimate, standard error, critical ratio, and probability value. The overall CFA Goodness-of-Fit Indices and construct reliability is found at .909 which

was greater than the significance criterion of .70. Furthermore, the average variance extracted was .668 indicating that the organizational climate measurement model was appropriate for the convergent validity of this construct. Therefore, all 20 indicators with the best model fit are sufficient and reliable to represent the organizational climate constructs.

## Discussion

Organizational climate illustrates a multidimensional concept which explains the work social environment (Davidson et al., 2001) of the hotels in this study. Previous scholars had argued and proposed different sets of organizational climate dimensions with different critical factors. Obviously, each study was distinct and depended on their objectives and goals (Abun et al. (2021); Bindu & Srikanth (2019); Mehralian et al., 2020). The seminal work by Davidson et al. (2001), which probed into the organizational climate of 4–5-star

**Table 4** Reliability and convergent validity of measurement model

Construct	CR	AVE	Cronbach Alpha
WORKG	0.875	0.586	.878
FEED	0.870	0.638	.875
PROFE	0.794	0.502	.878
JOBV	0.790	0.509	.836
CLAR	0.800	0.572	.887

**Table 5** CFA Statistics values of organizational climate

Indicator	Factor	Estimate	SE	t-value	p
WORKG	<--- OC	.769			
FEED	<--- OC	.802	0.089	12.040	***
PROFE	<--- OC	.876	0.100	13.429	***
JOBV	<--- OC	.784	0.071	10.676	***
CLAR	<--- OC	.850	0.094	13.144	***
WORKG2	<--- WORKG	.807			
WORKG3	<--- WORKG	.772	0.057	18.053	***
WORKG1	<--- WORKG	.767	0.046	21.303	***
WORKG4	<--- WORKG	.747	0.059	17.857	***
WORKG5	<--- WORKG	.817	0.065	16.825	***
FEED25	<--- FEED	.794			
FEED26	<--- FEED	.802	0.043	24.353	***
FEED24	<--- FEED	.768	0.060	16.365	***
FEED23	<--- FEED	.761	0.062	16.201	***
PROFE7	<--- PROFE	.816			
PROFE9	<--- PROFE	.777	0.049	19.779	***
PROFE6	<--- PROFE	.754	0.047	19.067	***
PROFE8	<--- PROFE	.735	0.042	18.463	***
JOBV12	<--- JOBV	.600			
JOBV13	<--- JOBV	.673	0.085	14.398	***
JOBV14	<--- JOBV	.775	0.106	13.048	***
JOBV15	<--- JOBV	.772	0.102	13.073	***
CLAR18	<--- CLAR	.800			
CLAR20	<--- CLAR	.840	0.049	21.679	***
CLAR19	<--- CLAR	.870	0.049	22.472	***



hotels in Australia, serves as a foundational benchmark for understanding the intricacies of organizational dynamics within the hospitality sector. This antecedent study identified seven dimensions encompassing leader facilitation and support, professional and organizational esprit, conflict and ambiguity, regulations, organization and pressure, job variety, challenge, and autonomy, job standards, and workgroup cooperation, friendliness, and warmth. Building upon this established groundwork, a more recent investigation delved into the organizational climate of 5-star hotels in Bangkok, Thailand. EFA, this subsequent study discerned five dimensions: workgroup co-operation, friendliness, and warmth; professional and organizational esprit; job variety, challenge, and autonomy; clarity and organizational goals; and feedback. The nuanced intersection between these studies reveals a discernible thematic alignment. Despite a discrepancy in the number of dimensions, the core elements such as professional and organizational esprit, workgroup cooperation, friendliness, and warmth resonate across both investigations. This confluence supports the inference that there are analogous findings in the organizational climate of 5-star hotels in Bangkok, with a foundation rooted in the dimensions unearthed by Davidson et al. (2001) in the Australian context.

This study measures the five dimensions in hotel frontline employees who are working in Bangkok, Thailand. The statistics confirmed the empirical data reliability indicating that the components of organizational climate are important. The data supported the findings that workplace environment can motivate hotel frontline employees in Bangkok to perform better work roles. The first dimension of workgroup co-operation, friendliness and warmth is confirmed, which concurs with the study by Öktem (2022) agreeing that human needs a sense of group united to enhance the overall groupwork success. The second dimension related to professional and organizational esprit. This dimension is similarly established in the study by Datta and Singh (2018), and it is a key component with highest loading factor value to represent the importance of the hotel's image of work professionalism and team spirit among frontline hotel employees. Thirdly, the job variety, challenge and autonomy dimension prove to be a factor which is similar to a study by Hung (2018). This component is essential to establish various job skills giving individual confidence in their hotel team members for better work outcome. Besides, the job variety can increase employee skill to have multitasking at work. The result of the forth

dimension concerning clarity of organizational goals, is similar to Lee (2017), who points out that this component is crucial to the food and beverage sector in the United States. When the employees understand their work roles and hotel goals clearly, they are likely to perform better work performance. Finally, the feedback dimension is proved to be an important component required for hotel frontline employees to improve their work performance which is consistent with the study by Abdien (2019); this result also agrees with Núñez-Ríos (2022) that the feedback is a strategy on people development in the tourism industry. All components were confirmed by the empirical data analysis in this study.

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## Conclusion and Recommendation

This study investigates the components of organizational climate which is statistically confirmed and validated in the samples of hotel frontline employees in Bangkok, Thailand. The perceived level of organizational climate of the samples was very high ( $\bar{x} = 4.24$ ,  $SD = 0.47$ ). The findings validated the five dimensions; (1) work group co-operation and friendliness and warmth; (2) professional and organizational esprit; (3) job variety and challenge and autonomy; (4) clarity and organizational goals; and (5) feedback; to verify the constructs of the organizational climate. The outcome of EFA was satisfactory at KMO value of .930, and the Bartlett's test result was reported at .000. The CFA identified that the research model was consistent according to the empirical data with the model fit indices:  $\chi^2/df = 1.744$ , GFI = .955, AGFI = .937, CFI = .983, TLI = .978, RMSEA = .037, RMR = .015. Thus, the researcher concludes that the measurement model used in this study is a valid representation of the good characteristics of organizational climate for food and beverage workers in five-star hotels in Bangkok, Thailand. Furthermore, the study affirms the important aspect in verifying practical contribution knowledge for the hotel industry. This research can be a benefit to the hotel industry on different outcome. A hotel management team may want to establish the factors of organizational climate in their hotels to improve the business advantages and their employee performance and behavior. For instance, organizational climate of work challenge can encourage hotel employees to increase their creativity at work (Ghanem & Mahmoud, 2019). The five dimensions reflect the perception of employees.

When employees are satisfied with their work environment along with the five dimensions of the organizational climate, they likely make those hotels attractive, which leads to better business performance. This result can be recommended for further study conducted in different departments of the Thai hotel industry and in other types of business sectors. While this study endeavors to contribute to the understanding of the organizational climate of hotel frontline employees in Bangkok, Thailand, particularly in the context of 5-star hotels, it is essential to acknowledge certain limitations in comparison to previous investigations. Notably, Davidson et al.'s. (2001) seminal exploration into the organizational climate of the same hotel category serves as a foundational benchmark for this study. The current research aspires to build upon and extend the insights garnered from previous work within a similar context. However, it is imperative to recognize the limitation inherent in the study design, as it draws on the findings from Datta (2020) to elucidate a relationship between organizational climate and employee turnover tendency. The focus on turnover intention introduces a specific aspect that diverges from the comprehensive dimensions explored by Davidson et al. (2001). The present study prioritizes the examination of the measurement model of organizational climate, potentially limiting its scope in capturing the entirety of factors influencing employee dynamics within the organizational setting. Furthermore, while Datta (2020) insights are valuable, the generalizability of such findings to the specific context of 5-star hotels in Bangkok requires careful consideration, acknowledging potential variations in organizational structures and cultural nuances. Thus, it is imperative to interpret the outcomes within the defined scope and context of this study, recognizing its limitations in comparison to broader investigations in the domain. The objective of this study is to validate the measurement model. However, a limitation of this investigation is the potential lack of clarity in providing policy implications corresponding to the five dimensions identified in this research.

### Conflict of Interest

The authors declare that there is no conflict of interest.

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