# Factors affecting employee turnover, and job satisfaction: A case study of Amari Hotels & Resorts

Boondarig Ronra

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration in Hospitality and Tourism Management (International Program)

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| **Author** | Miss Boondarig Ronra |
| **Major Program** | Hospitality and Tourism Management (International Program) |

---

**Major Advisor**

.....

(Assoc. Prof. Manat Chaisawat)

**Co-advisor**

.....

(Dr. Sukwan Tirasatayapitak)

.....

(Dr. Ilian Assenov)

**Examining Committee:**

..... Chairperson

(Dr. Therdchai Choibamroong )

.....Committee

(Asst. Prof. Dr. Jutamas Wisansing)

..... Committee

(Assoc. Prof. Manat Chaisawat)

..... Committee

(Dr. Sukwan Tirasatayapitak)

..... Committee

(Dr. Ilian Assenov)

The Graduate School, Prince of Songkla University, has approved this thesis as partial fulfillment of the requirements for the Master of Business Administration Degree in Hospitality and Tourism Management (International Program)

.....

(Assoc. Prof. Dr. Krerkchai Thongnoo)

Dean of Graduate School

| | |
|---|---|
| ชื่อวิทยานิพนธ์ | ปัจจัยที่มีผลกระทบต่อการลาออกของพนักงานและความพึงพอใจในการทำงาน กรณีศึกษาโรงแรมและรีสอร์ทในเครืออมารี |
| ผู้เขียน | นางสาวบุณฑริก ร่อนรา |
| สาขาวิชา | การจัดการการบริการและการท่องเที่ยว (หลักสูตรนานาชาติ) |
| ปีการศึกษา | 2553 |


## บทคัดย่อ

จุดประสงค์ของงานวิจัยนี้เพื่อสำรวจปัจจัยที่มีผลต่อการลาออก ความพึงพอใจในงานและผลกระทบของความพึงพอใจต่อการลาออกของพนักงานโรงแรมและรีสอร์ทในเครืออมารี ประเทศไทย เครื่องมือในการศึกษาใช้แบบสอบถามจำนวน 356 ชุด กับกลุ่มประชากรพนักงานที่ทำงานในโรงแรมและรีสอร์ทในเครืออมารี 11 แห่ง ทั่วประเทศไทย ผลการศึกษาพบว่า สภาพแวดล้อมในที่ทำงาน ความเจริญเติบโตและโอกาสในการเจริญเติบโต และ ตัวงาน เป็นสามปัจจัย ที่มีความสัมพันธ์ ต่อความพึงพอใจรวมและการตัดสินใจในการลาออกของพนักงานในเครือโรงแรมอมารี และผลการศึกษายังได้พบอีกว่า พนักงานที่มีความคิดจะลาออกจากงานมีความพึงพอใจในงานน้อยกว่าพนักงานที่ไม่เคยคิดลาออกจากงาน

ผลการศึกษามีประโยชน์สำหรับโรงแรมต่าง ๆเพื่อใช้เป็นแนวทางในการเพิ่มความพึงพอใจของพนักงานและลดอัตราการลาออกของพนักงานในองค์กร



**คำสำคัญ:** การลาออกของพนักงาน, ความพึงพอใจในงาน, โรงแรมและรีสอร์ทในเครืออมารี, ประเทศไทย

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| Author | Miss Boondarig Ronra |
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## ABSTRACT

The objective of this research is to explore the factors affecting employee turnover, employee job satisfaction and the impact of satisfaction on employee turnover at Amari Hotel Resorts, Thailand. The survey instrument in the form of questionnaire was conducted on 356 samples from the population of 11 Amari Hotels and Resorts. The findings indicated that "working Environment", "growth and possibility of growth" and "work itself" were the three factors that have significant relationship with the overall satisfaction and turnover intention of Amari employees. Moreover, the result indicated that the employees who have intension to quit were less satisfaction than employees who have never think of leaving.

The overall finding results can be used for the hotels to set the guidelines to improve the employees' job satisfaction and reduce the turnover rate.

**Keywords:** Employee turnover, Job satisfaction, Amari Hotels & Resorts, Thailand

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Boondarig Ronra

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## LIST OF ABBREVIATIONS AND SYMBOLS

| | |
|---|---|
| GDP: | Gross Domestic Product |
| BBC: | British Broadcasting Corporation |
| SPSS: | Statistical Package for Social Sciences |
| TAT: | Tourism Authority of Thailand |
| THA: | Thai Hotel Association |
| HR: | Human Resource |
| LSD: | Least Significant Difference |

# CHAPTER 1
# INTRODUCTION

## 1.1 Background

The tourism Industry is an important part of the progression, stability and economy of Thailand. Tourism has played the major role in bringing the foreign currency to the Thai Economic system. Tourism accounts for 6% of Thailand's gross domestic product or GDP (BBC News, 2004). As the tourism industry creates lots of benefits to the country each year empowered by the Thai government to establish various supporting policies to develop Thailand Tourism, continuously.

Table 1.1 shows that the number of international tourist to Thailand is continuously increasing from year 1998 to year 2007 which affect in increase of Thai revenue.

Table 1.1 Number of International tourists to Thailand from year 1998-2007

| Year | International | | | | | | |
|---|---|---|---|---|---|---|---|
| | Tourist | | Average Length of Stay | Average Expenditure | | Revenue | |
| | Number (Million) | Change (%) | (Days) | /person/day (Baht) | Change (%) | Million (Baht) | Change (%) |
| 1998 | 7.76 | 7.53 | 8.40 | 3,712.93 | 1.12 | 242,177 | 9.70 |
| 1999 | 8.58 | 10.50 | 7.96 | 3,704.54 | -0.23 | 253,018 | 4.48 |
| 2000 | 9.51 | 10.82 | 7.77 | 3,861.19 | 4.23 | 285,272 | 12.75 |
| 2001 | 10.06 | 5.82 | 7.93 | 3,748.00 | -2.93 | 299,047 | 4.83 |
| 2002 | 10.80 | 7.33 | 7.98 | 3,753.74 | 0.15 | 323,484 | 8.17 |
| 2003 | 10.00 | -7.36 | 8.19 | 3,774.50 | 0.55 | 309,269 | -4.39 |
| 2004 | 11.65 | 16.46 | 8.13 | 4,057.85 | 7.51 | 384,360 | 24.28 |
| 2005 | 11.52 | -1.51 | 8.20 | 3,890.13 | -4.13 | 367,380 | -4.42 |
| 2006 | 13.82 | 20.01 | 8.62 | 4,048.22 | 4.06 | 482,319 | 31.29 |
| 2007 | 14.46 | 4.65 | 9.19/P | 4,120.95/P | 1.80 | 547,782/P | 13.57 |

Source: Tourism Authority of Thailand, 2008

The hotel Industry is one of the major sources to support tourism and tourists require accommodation during their trip to Thailand. Because of the high competition in the hotel market and mostly equal in terms of facilities and standards of service, most of the hotels change their previous services by differentiation strategy to make it unique to face the competition. As human resource is the key issue in the service process, most of the company established good training programs for their employees in order to add more value to their services.

Employee Turnover is one of the key issues in the world's hospitality industry. Worldwide researches have suggested that employee turnover is highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees in the US is about 50%, and about 25% for management staff. Estimates of average annual employee turnover range from around 60 to 300 percent, according, to the research conducted by the American Hotel and Motel Association (Gautam, 2005).

From the Go2 human resources consulting (2008), study shows that it can cost up to 18 months salary to lose and replace a manager or professional and up to six months salary to lose and replace an hourly worker. There are different costs involved in turnover:

- Administrative expenses to the exit of and employee and a new hire
- Advertising expense
- Management time involved in reviewing applications, interviewing candidates and conducting reference checks.
- Potential overtime costs for other staff while the position is vacant.
- Time and resources spent for orientation and training of new employee.
- Supervisory disruption in orienting and training the new employee.
- Loss of productivity while the employee is on learning.
- Errors that occurs while the employee is learning.

High Turnover rate is representing the negative image of the company. Potential candidate would have refuse to get a job because the bias of job dissatisfaction and poor working environment. It's the result in loosing the company potential candidates

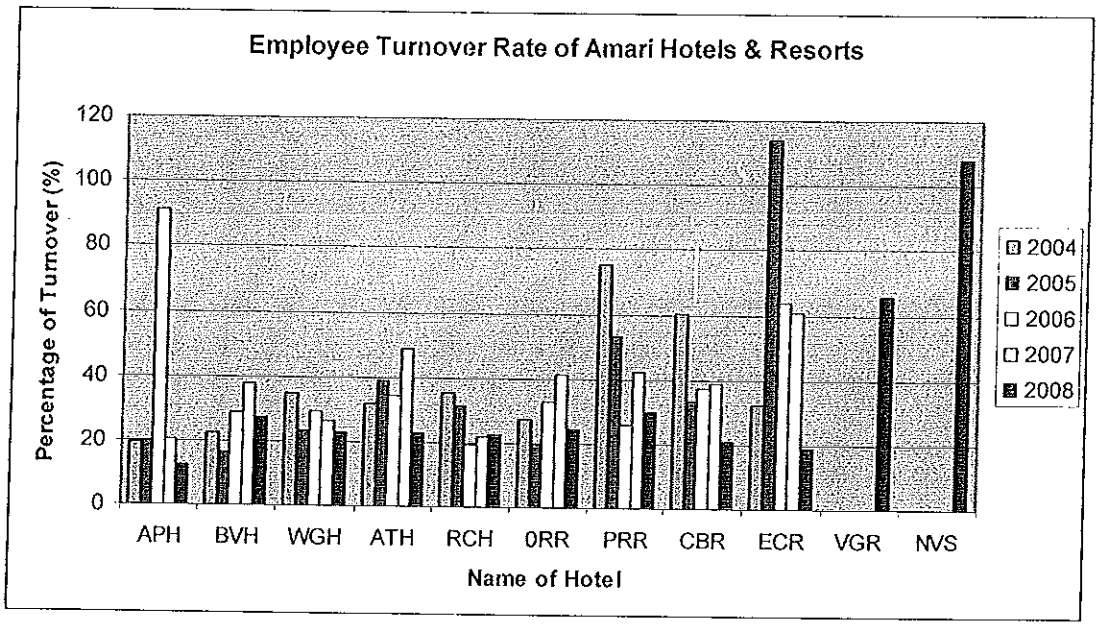
who might be the good resources to the organization. Existing employee feel insecure of high turnover rate as they might not know the certain reason of high turnover.

Workflow affected by turnover, which might cause of slow organization development. Organization that looses of workforce or/and professional workers will have less progress and slow development of the firm.

**Staff Turnover in Amari Hotels & Resorts**

There are 3,079 staffs working for Amari Hotels. For the past 5 years, the turnover rates are shown as below.

Figure 1.1 Employee turnover rate of Amari hotels group for 5 years




Source: Amari Hotels, 2009

Turnover is the critical problem of Amari. The turnover rates were significantly increased from year 2004 to 2007. Even though the turnover rate declined in year 2008, but it was still over 20%. The highest turnover rate was over 100% which was 113.92% at Amari Emerald Cove in year 2005, followed by 108% at Amari Nova Suite in year 2008 and 91.15% at Amari Airport Hotel in year 2006. The average turnover rate for 11 Amari Hotels was at 30.82% in year 2004, followed by 31.87% in year 2005, 33.01% in year 2006, 30.76% in year 2007 and 34.25% in year 2008. In summary, the average turnover rate for 11 Amari hotels for 5 years was all over 30%. As employee turnover is important for organization grow, so that it is important to study of employee turnover.

## 1.2 Related Literature

The study of Factors effecting staff turnover, and job satisfaction: A case study of Amari Hotels and Resorts has 4 literature review topics as follows.

1.2.1 Ideas and theories related to staff turnover

1.2.1.1 Defining staff turnover

1.2.1.2 Staff turnover types

1.2.1.3 Factors affecting staff turnover

1.2.1.4 Measuring staff turnover

1.2.1.5 Managing staff turnover

1.2.1.6 Cost of staff turnover

1.2.2 Ideas and theories related to satisfaction

1.2.2.1 Defining satisfaction and job satisfaction

1.2.2.2 Benefits of satisfaction

1.2.2.3 Job satisfaction and employee turnover

1.2.2.4 Theories related to satisfaction

1.2.3 Amari Group in Thailand

1.2.3.1 History of "Amari"

1.2.3.2 Amari Hotels & Resorts

1.2.4 Related research

### 1.2.1 Ideas and theories related to staff turnover

#### 1.2.1.1 Defining staff turnover

Turnover refers to the amount of movement of employees in and out of an organization, normally present in terms of the turnover rate (Chruden & Sherman, 1972).

Mobley (1982) gave the meaning of employee turnover as the discontinuance of membership in an organization by the person who received monetary compensation from the organization.

Tanke (2001) is defined turnover as the movement of employees out of the organization.

Carley (1992 quoted in Tham, Pee, Kankanhalli & Tan, 2008) states that employee turnover refers to the rotation of workers around the labour market, between organizations, jobs and careers.

From all definition of turnover above by many scholars, researcher can conclude it as the movements of employees, who received monetary compensation from the organization, by rotating around the labour market, between organizations, jobs and careers, normally present in terms of the turnover rate.

#### 1.2.1.2 Staff turnover types

Turnover is unavoidable issue to the organizations, there are a range of reasons for employee to come and leave organization (Tanke, 2001). Employee may involuntarily leave the organization, through layoff or discharge, or voluntarily leave the organization, through resignation or retirement (French, 1994).

**1. Voluntary Turnover**

Gomez-Mejia, Balkin & Cardy (1998) describe that voluntary separations is the situation when an employee decides, to end the relationship with the employer, for

personal or professional reasons. Most of the case, the decision to leave is associated with being unsatisfied with the features of current job and having attractive alternative from other organization.

Voluntary turnover is the turnover that commenced by employees. This turnover type is often occurring with the capable employees or the employees that the company would prefer to keep (Noe, Hollenbeck, Gerart & Wright, 2006). There are 2 types of voluntary turnover, which are Resignation or Quit and Retirement.

- **Resignation or Quit**

Resignation is a voluntary form of turnover that an employee by his or herself would like to terminate employment with the organization (Los Angeles Community Colleges, 2007).

In generally, the resignation decision is depends on 2 conditions which are; first, the employee's level of job dissatisfaction in the organization (push factors from internal), and the second is number of attractive alternatives outside the organization (pull factors from external). The factors influence employee's job dissatisfaction can be the job itself, the job environment or both factors (Mobley, 1982 quote in Mejia, et al., 1998).

In some degree of resignation and turnover is probably beneficial to the organization. Appropriate level of resignation allows the organization to renew itself and invites its practices to be critically examined from another point of view. However, high level of turnover can be leading the organization's problem and prophesy of corporate financial problems (Bernadin, 2003). Many organizations have certain system to analyze their turnover rate. Turnover rate is normally calculated as the ratio of separations to total employee in the certain period of time. The organizations are trying to maintain their rate of turnover to be within the reasonable proportion and trying to make the turnover rate under the control (French, 1994).

Exit interview or post employment survey has been conducted by many of organizations to identify the certain reason for resignation (Bernadin, 2003). Exit interview are widely used in the organization now a day, in order to find out the certain cause of turnover. Human Resources or Personnel department is usually being the person who conducts the interview and trying to determine the reason for leaving of employee. Exit interview are also one of the organization's tool to re-check whether the employee has been informed and understand of various benefit programs.

Post-employment surveys that ask separated employees to give the reasons for their resignations are sometimes used replace of exit interviews, on assumption that the information obtained a few weeks later are more useable than the information obtain at the time of departure. In either case, supervisors are likely to be preventive about any evaluation of their performance, and human resources specialists will need to use the data in a positive not vindictive way. The resignation of an employee to take a job with higher position and responsibilities can represent positively on a supervisor's training and development skills, although it can also express that the organization needs to increase the opportunity for advancement (French, 1994).

- **Retirement**

Feldman (1995 quoted in Bernardin, 2003) has defined retirement as an individual exit from an organizational, position or career path because of the long duration taken after middle age and having the intention of reduce psychological commitment to work afterwards.

As above Feldman's definition, Fisher, Schoenfeldt & Shaw (2006) indicated that retirement is not similar phenomenon, and it is useful to recognize differences in willingness, completeness, and timing. The age discrimination in employment act has essentially eliminated mandatory retirement, but other forms of involuntary retirement exist, such as when health problems force an employee to stop working. Retirement may or my not take place at the age considered "normal" and may be either complete or incomplete.

While many adjustments to retirement are incumbent upon the employee, organizations are adopting more and more practices to facilitate the transition to non- or reduce-working life. Specifically, more flexible retirement plans allow employees to phase into retirement more slowly, preventing the shock that often comes with the end of work (Bernardin, 2003).

Phased retirement is getting a lot of attention lately (Greenwald, 2001 quoted in Fisher et al., 2006). Phased retirement is described as a broad range of employment arrangements, formal and informal, that allow an employee who is approaching normal retirement, to continue working, usually with a reduced workload, in transition from full-time work to full-time retirement. Phased retirement takes many forms, including part-time, seasonal, or temporary work, an extended leave of absence or a deferred retirement option plan (National Association of States Retirement Administrators, 2002).

From the organization's perspective, retirement can be very positive process. It allows new employee with up-to-date skills to enter the organization and replace older workers whose skills may have become obsolete. Retirement also motivates remaining employees because older workers tend to be higher in the organizational hierarchy and their departure provides opportunities for promotion. New employees also typically cost less than older workers because their salaries are lower.

Not all effects of retirement are positive, however. The loss of older workers may increase the level of uncertainty with which the organization must contend. In an increasing number of cases, well-qualified replacements for retiring workers are extremely difficult to find. When older workers leaved, they take with them a wealth of knowledge about the organization's processes, operations, and technology; the contacts and influence they have build up in dealing with the environment are also lost (Fisher et al., 2006).

**2. Involuntary Turnover**

Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay), (Noe, et al., 2006).

An involuntary separation occurs when manager decides to terminate its relationship with an employee due to (1) economic necessity or (2) a poor fit between the employee and the organization. Involuntary separations are results of very serious and painful decision that can have a profound impact on the entire organization, especially the employee who loses his or her job (Gomez-Mejia, Balkin & Cardy, 1998).

There are 2 types of involuntary separation: discharge and layoff.

- **Discharge or Termination**

Employee termination is the process by which an organization ends an individual's employment against his or her will (Hillstrom K., Hillstrom L. C. & Cengage, 2002).

Termination can happen for any reason as provided by the employment at will doctrine, it occurs most often for poor performance and misconduct. In general, termination for poor performance occurs when an employee consistency fails to meet a minimum standard or fails to meet a specific goal, objective, standard, or quota. Failure to

follow organization policy or procedure is yet another reason for termination (Bernadin, 2003). Sometimes employees engage in serious misconduct, such as theft or dishonesty, which may result in immediate termination (Mejia, et al., 1998).

Termination impacts everyone, even the termination of someone that is not liked, will affect co-workers if it is not handled properly (Small Business Notes, 2009). It is important that action leading to termination be effective and well documented so as to avoid wrongful discharge litigation or even more serious consequences (Fisher et al., 2006).

Consistency is a driving force of employee acceptance of dismissal practice. Termination should not be use for vague or unsubstantiated reasons, and documentation should inform the decision to terminate an employee (Pinder, 1998 quoted in Bernadin 2003). It is of the utmost importance that employers make every attempt to apply rule consistency and legal prescription. Consistency also helps to establish the perception of procedural justice. If employees feel of fairness at termination, they are less likely to file wrongful termination claims (Bernadin, 2003).

- **Downsizing and Layoffs**

In a business enterprise, downsizing is reducing the number of employees on the operating payroll. Some users distinguish downsizing from a layoff, with downsizing intended to be a permanent downscaling and a layoff intended to be a temporary downscaling in which employees may later be rehired (whatis.com, 2008).

The reasons why the company downsizes are related to dramatic changes occurring in the environment. This may make the company lose a market share in its industry or respond to fierce competition from its rivals resulting in the need for the company to cut costs through altering its size to fit its market and customer base. Globalization and the breakdown of trade barriers among nations and the emergence of technology and automation have also necessitated the company to downsize. Thus, the overriding rationale for downsizing by the company appears to be the need for survival and the ability to compete in the new global economy (Beylerian &Kleiner, 2003 quoted in Rutgers, The State University of New Jersey, 2004).

Downsizing and layoffs have a powerful impact on the organization. They can affect the morale of the organization's remaining employees, who may fear losing their jobs in the future. When layoffs happen, the entire community may suffer. Layoff can

change the company's image. They can hurt a company's standing as a good place to work and make it difficult to recruit highly skilled employees who can choose among numerous employers (Mejia, et al., 1998).

For instance, advance notice of downsizing and layoffs effort has been shown to reduce the felt negativity of an individual's outcome. Some form of outplacement assistance for downsizing and layoffs workers is quite common and recommended to amicably end the employment relationship. Outplacement program are simply those that help discharged employee find a new job. Organization must take action to remedy the situation for both downsized employees and the survivors (Bernadin, 2003).

#### 1.2.1.3 Factors affecting staff turnover

In generally, the factors affecting employee turnover is particularly consider in terms of "pulled", "pushed" and "outside" factors (Brown, 2007). Employees are "pulled" to resign by number of attractive alternatives outside the organization or whether they are "pushed" due to the level of job dissatisfaction in the organization (Mobley, 1982 quote in Mejia, et al., 1998) or resign by "outside" factors, which are not related, to work or organization (Brown, 2007).

- **Pull Factors**

Pull factors are the series of reasons that attract the employee to a new workplace. In this category the employees satisfy with better paying job, a career advancement opportunity that they would not receive in the short term when they stayed with their present employer (Brown, 2007).

Employees are leaving in order to improve their life standards which concerns to the new benefits package receive. In addition there are broader notions of career development, the wish to move into new areas of work for which there are better practical questions commuting time (Torrington, Hall & Taylor, 2002, p.215).

- **Push Factors**

Employees are 'pushed' due to dissatisfaction in their current jobs to seek alternative employment (Loquercio, 2006). Employees start thinking about other choices, talking to recruiters, looking at the job advertisement in the newspaper, on the internet or

others advertisement. In some case employees will even leave without having a new job prepared (Brown, 2007).

A wide range of problems can be mentioned to explain such resignations. Insufficient development opportunities, boredom, ineffective supervision, low levels of employee involvement and straightforward personality's conflicts are the most common accelerating factors (Torrington, et al. 2002).

Research suggests that "push" factors are more significant in most situations that managers and supervisors appreciate. Front line manager behavior has been found to be particularly risky to the level of commitment, motivation and satisfaction reported by employees and a poor relationship with a manager is often a significant factor in employee turnover (Brown, 2007).

- **Outside factors**

Outside factors associate to the situation in which someone leaves the organization for reasons that are mainly not related to their work. The most common cases involve people moving away or resign when a spouse or family is relocated. Others include the wish to carry out a long-term ambition to travel, pressures associated with juggling the needs of work and family and illness. To an extent this type of turnover is unavoidable, although it is possible to reduce it through the provision of career breaks, forms of flexible working and/or childcare facilities (Brown, 2007).

#### 1.2.1.4 Measuring employee turnover

According to Acas (2008), the way of measuring employee turnover is to measure the number of leavers in a particular period as a percentage of the number of total employees during the same period. The organization will usually calculate employee turnover rate on a quarterly or annual basis. Turnover rate is sometimes called the separation rate, and it is revealed as below:

Figure 1.2 Employee turnover formula

$$\frac{\text{Number of leavers}}{\text{Average no. working}} \times 100 = \text{Separation rate}$$

This formula will present a percentage rate of employee turnover for the organization, which can be used for a comparative relation over the time. This method also can be used as the indicator to compare particular organization to the industry's average turnover rate. This is known as benchmarking (BERR, 2007).

### 1.2.1.5 Managing employee turnover

Turnover can not be avoided, but it can be managed (Sharrow Consulting Group, 2006). Regarding Buy Essay (2008), there are 3 parts to emphasize for managing employee turnover, which are managing turnover through selection, communication and motivation.

**Managing Turnover Trough Selection**

Binning and Adorno (1998) states that there are many potential causes for turnover. Certainly, area economic conditions, as well as other factors such as labor market conditions, affect general turnover rates. These more general causes for involuntary turnover are difficult to directly manage. However, there are certain causes for voluntary turnover that are associated with any specific job in company (e.g., non-competitive compensation, high stress, unpleasant physical or interpersonal working conditions, monotony, and poor direct supervision) that can be managed.

An alternative method for reducing turnover is to screen out potential leavers during the hiring process. Human resource (HR) managers need assess the current impact of turnover, identify turnover rates for different jobs and different divisions or geographic areas of the company, and compare turnover rates with internal or external standards for addressing employee turnover. Organizations can use this information regarding negative job characteristics as part of their pre-employment screening process in order to identify job candidates who are likely to these characteristics.

Before selecting the candidates, human resources manager need review organization's recruitment strategies. Specify recruitment goals. Make sure that your recruiting activities consider not only job requirements but organizational culture factors as well. Survey results consistently indicate that workers' negative emotional reactions to job

situations do predict voluntary turnover. Employees in any job have conscious and unconscious emotional reactions to work. If these reactions are generally positive, an employee is less likely to quit. On the other hand, if these reactions are generally negative, an employee is more likely to quit. Managing turnover is to identify job candidates who are more likely to have negative reactions to a given job. These candidates can be screened out early in the hiring process, thus saving further hiring costs, and decreasing subsequent turnover.

### Managing Turnover Through Communication

Lack of communication, is the negative omen to the businesses (Repoprimo, 2009). The best way to find out what employees want is communication. Their answers will give you the starting point you need to develop some effective ways or improving morale and productivity. Communication is internal communication and the most important factor. Through communication, employers can get employees to understand what they are trying to achieve as a company, and get each employee to understand their own personal role in the process. Money is not the only way to motivate employees. Also, this is the best way to save business cost and reduce turnover and keep the best employees. It is a combination ways for communication within and between groups. Meaningful corporate communication should be tied to corporate goals. Effective communication will encourage employees to contribute more to goals based on their improved understanding of them. Better communication will help secure wider support for the organizations. Employees will be better prepared to explain the organization's position when in contact with friends, neighbors and so far. The more your employees know, the better company grows.

### Managing Turnover Through motivation

Motivation is complex, because employees have different desire needs. One person may be motivated by a sense of job security and the work environment, another employee may be motivated by money and more responsibility. Therefore, it is important to try to get to know what motivates employees. In a highly competitive work world, it is vital to understand how to motivate your employees and to keep them satisfied and continually improving. Follow by the HR6013 study quoted in Buy Essay (2008), there were five ways to motivate employees:

**1. Creating a positive work environment**

Every employee expects to enjoy and not simply tolerate work. The environment which they work both physical and psychological is very important. A positive environment can easily retain employees because everybody likes to work in a good environment. A positive work environment should not be considered a luxury. It should be considered a necessity. Employees are motivated by elements they can feel and see. A positive work environment includes the following components:

- A well-defined culture with leadership and direction
- Employee ownership, decision-making and flexibility
- A motivating, supportive and trusting environment
- A healthy, safe and comfortable workplace
- Work and personal life in balance
- Regular and open communication

For high-performing employees, one of the most important conditions about a positive environment is that the company can keep continuous process improvement. In the competitive environment, continuous process improvement is clearly important because without new products or services, any organization will behind its competition.

**2. Involving them in decision-making**

Most high-performing employees want to be involved in decision-making. Once included in the decision-making process, the employees feel they play a more significant role in the company. Otherwise, they may search somewhere else for inclusion and significance.

Including high-performing employees in decision making encourage them to thinking more about their goals and objectives at their expertise level and devote more to the company. Moreover, when those employees are included in decision, the pressure of managers and risk of error can be reduced due to more good ideas from different perspectives.

In order to participate successfully in making decisions, the high-performing employees must understand the mission of the department, team, and overall company. Then they are able to exercise common sense, use good judgment, and solve problems effectively.

**3. Providing training opportunities**

No matter how well the person matches the job, some training is always necessary. Training includes the teaching of knowledge, skills, and attitudes.

Some recent researches reveal that the opportunity to learn new skills and the ability to have a flexible work arrangement rank far above salary as factors "most important" in a position.

High-performing employees usually want to be challenged and they want to increase their inventory skills keeping the worthy position. If they realize that their growth, development are slow or stop, or they are falling behind the technological learning curve due to less training opportunities, they will look elsewhere for greater opportunity.

To high-performing employees, training means not only enhance their skills but also proving that the company supports them in expending their responsibilities. Even though it is not sure that they will be promoted, training makes them feel that they are important to the company and are respected by the company. So they may respect the company and retain services for an extended period.

**4. Provide opportunities and responsibility for growth**

A promotional opportunity is another attraction for keeping the high-performing employees. Money is not always a good motivator for employees; it easily satisfies people's basic needs, and then they want more of it as a way of keeping score; some of them pursue promotion much more than money. The company's promotion policy should be in accordance with merit instead of seniority. The promotional opportunities should be given those high-performing employees who are deserving of promotion.

Today's organizations tend to get flatter, they still can continue to challenge high-performing employees and further include then in organizational influence with

periodic increases in their responsibilities. High-performing employees easily become bored when they are not continuously challenged. Thus, increasing their responsibilities is an effective way to keep these employees challenged.

Responsibilities should be interrelated with authority. Some companies may give employees more responsibilities, but the authority to make decisions for these responsibilities still are hold by the leaders. In this case, responsibility without authority doesn't play any role of keeping high-performing employees; otherwise, it may drive them away very fast. Delegates appropriate jobs to appropriate people. It may take same effect as promotion that empower high- performing employees to work and solve problems on their own.

**5. Timely making performance appraisal**

Performance management processes link employee performance to organizational values, goals and objectives will financially benefit your organization and motivate your employees. Performance review should be a continuous process of setting objectives, which they are being achieved. Recognize and reward performance can motivate and retain your employees. Company should consider that recognition and rewards could be either internal or external.

**1.2.1.6 Cost of employee turnover**

In most researches, the total cost for replacing an employee is estimated to be 50 percent to 150 percent of annual salary of the position, with higher percentage for managerial staff (Hertz, Dunn, Fabrizio & Milburn, 2007). There are both direct and indirect cost occur when employee turnover.

Direct costs are actual dollars spent each time an employer has to attract, select, and induct a replacement for an employee who leaves the organization. Indirect costs are those expenditures attributable to turnovers affects on production that is costs for incomplete or disrupted work, loss of quality (i4-talent, 2002).

Regarding Wiliam H., Pinkovitz, Moskal & Gray (2006), cost of turnover might include the following item.

- Separation costs, which include cost of exit interview's time, cost of terminating employee's time, cost of administrative functions related to termination, separation pay and increase in unemployment tax.
- Vacancy costs, which include cost of additional overtime, cost of additional temporary help and wages and benefits saved due to vacancy.
- Replacement Costs, which include pre-employment administrative expenses, cost of attracting applicants, cost of entrance interviews, testing cost, staff costs, travel and moving expenses, post employment information gathering and dissemination costs and cost of post employment medical exams.
- Training Costs, which include cost of informational literature, formal training costs and informal training costs.
- Performance Differential that include differential in performance costs and benefits.

### 1.2.2 Ideas and theories related to satisfaction

#### 1.2.2.1 Defining satisfaction

Oliver (1981) defined satisfaction as a "summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience"(quoted in Lee, Patrick & Crompton, 2007).

Kim, Ferrin & Rao (2003) gave the meaning of satisfaction a post-purchase attitude formed through a mental comparison of the service and product quality that a customer expected to receive from an exchange and the level of service and product quality the customer perceives actually receiving from the exchange.

Lovelock, Patterson & Walker (1998) has defined satisfaction as a consumer's post-purchase evaluation of the overall service experience (processes and outcome). It is an affective (emotion) state or feeling reaction in which the consumer's needs, desires and expectations during the course of the service experience have been met or exceeded" (quoted in Thomas, 2008).

Hunt (1977) defines satisfaction as a kind of stepping away from an experience and evaluating it (quoted in Mavondo, 2007).

Job satisfaction is an important basis for the organization success. Job satisfaction has defined in various contexts by various authors as per below details.

Lock (1976, p. 1304) has defined job Satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Spector (1997, p. 2) gave the meaning of job satisfaction as "how people feel about their jobs and different aspects of their jobs".

Robbins (2005, p. 24) defines job satisfaction as "a collection of feelings that an individual holds towards his or her job."

In summary, job satisfaction is a collection of positive feeling or emotional state that person perceived based on variety of aspects of the work itself or work environment.

#### 1.2.2.2 The benefits of job satisfaction

Job satisfaction can be an important indicator of the employees' feeling about their job and a predictor of work behavior such as organizational citizenship (Organ & Ryan, 1995), absenteeism (Wegge, Schmidt, Parkes, & Van Dick, 2007), and turnover (Saari & Judge, 2004 quoted in Wikipedia, 2009).

Rain, Lane & Steiner (1991) states that job satisfaction is correlated to life satisfaction, which means that people who satisfied with life will tend to satisfy with the job, and people who satisfied with job will tend to satisfy with their life.

The satisfied workers will be more productive and stay with the organization longer, while dissatisfied workers will be less productive and have more tendencies to quit (Sarker, A.H., Crossman, Chinmeteepituck, 2003). Productivity results from how hard employees work plus how smart they work (Reichheld, 1996). According to Reichheld, three criteria drive how hard employees work. They work the hardest when: (1) they have job pride, (2) when they find their jobs interesting and meaningful, and (3) when they are recognized for their work and benefit from the work they have accomplished. He states that employees work smart when they are adequately trained and have been on the job long enough to reap the benefits from their training.

Satisfied employees tend to provide higher level of external service quality, service experience to the customers that leads to the customer satisfaction. Arnett, Laverie and McLane (2002) found that employee satisfaction is linked to positive employee behavior such as having a customer orientation. Job satisfaction can be a leading contributor to the success of a service industry employer. It is axiomatic that satisfied employees tend to lead to satisfied guests.

Another benefit of job satisfaction is reduced turnover. Research has shown that satisfied employees are more likely to stay in the organization than those who are dissatisfied (Mobley et al., 1979; and Salazar and Hubbard, 2000). So that, by focusing on what contributes to job satisfaction, an organization can reduce turnover.

By evaluating job satisfaction an organization can possibly increase positive outcomes such as employee performance and satisfaction, and decrease absenteeism and turnover. Investigating the employee or employee's value-perception can aid in managers building and creating work environments that help them achieve high levels of employee satisfaction. The intention of investigating employee job satisfaction is a step toward creating a healthy psychological contract for people at work (Schermerhorn, 1996).

#### 1.2.2.3 Job satisfaction and employee turnover

High turnover and absenteeism are reported to be related to job dissatisfaction, while low absenteeism is associated with high job satisfaction (Saifuddin, Hongkrailert, Sermsri, 2008). The Mobley model (1977 quoted in Lee 1988) was a landmark conceptual piece that persuasively explained the process of how job dissatisfaction can lead to employee turnover. The model proposes that an employee normally experiences seven sequential and intermediate stages between job dissatisfaction and eventual turnover. Specifically, Mobley theorized that job dissatisfaction likely leads an employee (1) to think about quitting, which may help that employee to lead in. (2) to evaluate the expected usefulness of searching for another job and the costs associated with quitting the current job. From the evaluation, (3) an intention to search for alternative jobs may occur, which in turn likely leads the employee (4) to the intend searching for alternative jobs and (5) to the evaluation of the acceptability of any specific alternatives. From that second evaluation, the employee would likely (6) to compare the new alternatives to the current job, which in turn can lead to (7) an intention to quit, and eventual employee turnover.

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Recent studies completed, too shows a consistent relationship between leadership support and job satisfaction and which is also affecting employee turnover. (Brown & Peterson 1993, Netemeyer *et al.*, 1997).

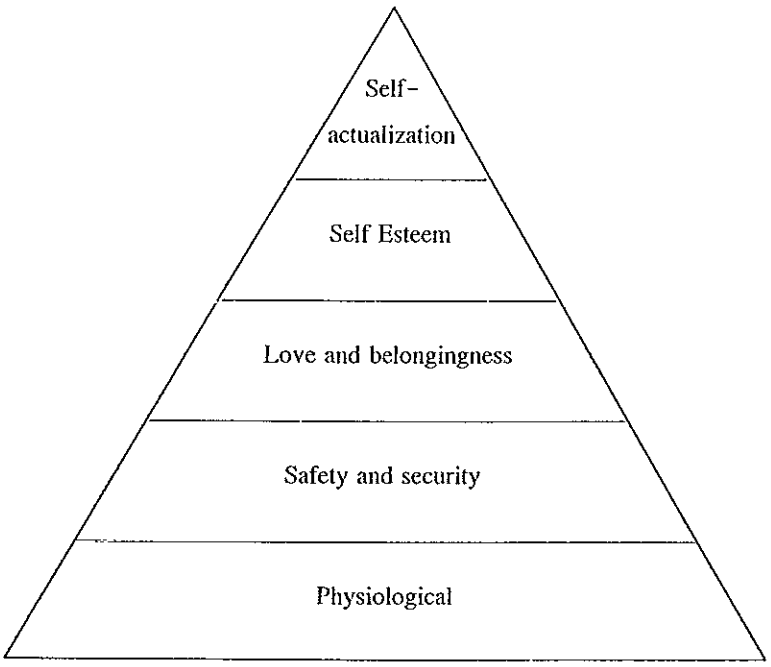
**1.2.2.4 Theories related to satisfaction**

**Hierarchy of Needs Theory (Maslow, 1954)**

Marslow's Hierarchy of Needs Theory contends that individuals have five basic needs. This theory states that all people experience these five needs at different times, depending on individual priorities (Woods, 2002).

In essence, Maslow's theory is based on three assumptions. First, that people must satisfy lower- order needs before moving on to the next need in the hierarchy. Second, that behavior (or motivation) is only stimulated by unsatisfied needs. Third, that humans' needs range from the very basic to the more complex (Berl, Williamson & Powell, 1984 quoted in Hartel, Fujimoto, Strybosch & Fitzpatrick, 2007).

Figure 1.3 Maslow's Hierarchy of Needs




Source: Maslow, 1954

Maslow's theory identifies the following five categories of needs (Woods, 2002):

1. **Physiological needs** include basic and essential needs, sometimes call biological needs. Examples of these needs include heat, light, food, and comfort.

2. **Safety and security needs** - Once the physiological needs are met, Maslow contends, individuals are most influenced by safety and security needs, such as, the need to protect oneself from danger, harm, threat, injury, loss, or deprivation. In organizations, this level of need might include an employee's need for job security, seniority, safe working conditions, benefits, insurance and retirement plan, and severance pay.

3. **Social needs** - After satisfying physiological and safety and security needs, individuals seek to fulfill their social needs. These include the need for companionship, love, and belonging. In organization, such needs may be met through formal and informal work group, teams, and company-sponsored activities.

4. **Esteem needs** - After fulfilling the lower needs, individuals turn to their personal ego needs. Self esteem or satisfaction with oneself involves one's sense of worth, accomplishment, achievement, competence, maturity, independence, and self-respect. In organization, esteem needs might involve personal reputation, recognition, titles, praise, status symbol, responsibility, promotions, and appreciation.

5. **Self-Actualization needs** - After the other four levels of need are satisfied, Maslow contends, individuals have to focus on self-fulfillment. Seeking to realize one's full potential, increase knowledge or skills, be creative, or simply "be the best I can" are manifestations of this need in both personal and professional life.

### Two- Factor Theory (Herzberg, 1959)

Herzberg's Two- Factor Theory divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors (Riley, 2005).

Hygiene factors are characteristics of the work environment, which minimize discomfort, and in security (Hartel et al., 2007). Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" (Ruthankoon, 2003 quoted in Riley, 2005).

Motivation factors are the characteristics of work environment, which promote employee growth and development (Hartel et al., 2007). The motivating factors are explained as the six 'job content' factors that include of achievement, recognition, work itself, responsibility, advancement, and possibility of growth (Ruthankoon, 2003 quoted in Riley, 2005).

Hygiene Factors are the environmental related factors associated with negative feelings whist the Motivation factors are the factors associated with positive feeling (Hodgetts and Hegar, 2005). Although hygiene factors do not motivate employees, their absence increases dissatisfaction. In contrast, motivation factors encourage effort; however, an absence of these will not increase dissatisfaction as will the hygiene factors, rather, it will lead to no satisfaction (Hartel et al., 2007).

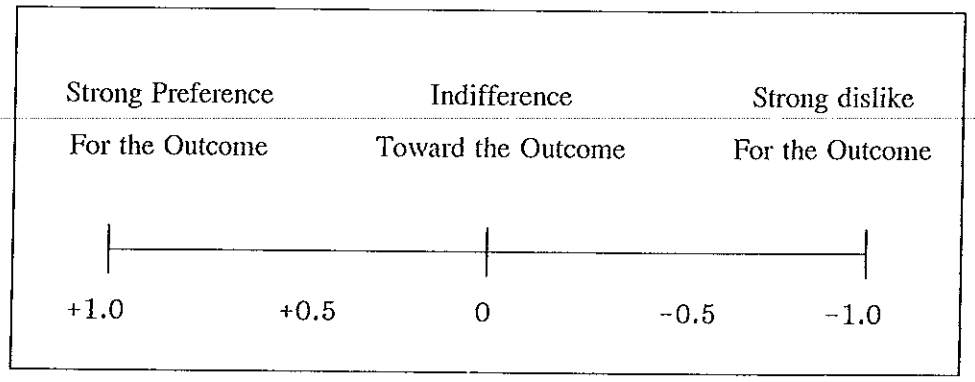
Therefore, the basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or coworker, they need to address those factors that effect one's job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility (Riley, 2005).

**Expectancy Theory (Vroom, 1964)**

According to expectancy theory, motivation is a function of an individual's "expectancy" that a certain amount of effort will lead to a certain level of performance that, in turn, will lead to desired outcomes or rewards. Each potential outcome has a valence, which is its degree of attractiveness or value to a specific individual. These valences vary for different people because of individual needs and perceptions. To be highly motivated, a person must want the rewards that are available, must believe that these rewards are linked to performance, and must believe that his or her own effort can result in the necessary performance (French, 1994).

The key elements to this theory are referred to as Expectancy (E), Instrumentality (I), and Valence (V). This force can be 'calculated' via the following formula: Motivation = Valance x Expectancy(Instrumentality) (Wikipedia, 2009).

Figure 1.4 Range of an individual's Valence




Source: Hodgetts & Hegar, 2005

A person's preference for a particular outcome or objective can be expressed as a valence (see figure 1.4). A valence describes how much someone likes or dislikes something. This preference can range from +1 (highest preference) to -1 (lowest preference) (Hodgetts & Hegar, 2005).

Expectancy refers to the strength of a person's belief about whether or not a particular job performance is attainable. Assuming all other things are equal, an employee will be motivated to try a task, if he or she believes that it can be done. This expectancy of performance may be thought of in terms of probabilities ranging from zero (a case of "I can't do it!") to 1.0 ("I have no doubt whatsoever that I can do this job!").

Instrumentality may range from a probability of 1.0 (meaning that the attainment of the second outcome, the reward is certain if the first outcome, excellent job performance is attained) through zero (meaning there is no likely relationship between the first outcome and the second). An example of zero instrumentality would be exam grades that were distributed randomly (as opposed to be awarded on the basis of excellent exam performance). Commission pay schemes are designed to make employees perceive that performance is positively instrumental for the acquisition of money (Wirral Metropolitan College, 2008).

The formula can be used to indicate and predict the job satisfaction, one's occupational choice, the likelihood of staying in a job, and the effort one might expend at work (Wikipedia, 2009).

### 1.2.3 Amari Group in Thailand

#### 1.2.3.1 History

Amari Hotel was established in 1965 under the original name "Siam Lodge Group of Hotels". Siam Lodge Co., Ltd. is owned by the Karnasuta and Charanachitta Families. Mrs. Nijaporn Charanachitta is presently the chairperson of the company.

**History of the name "Siam Lodge"**

The name "Siam Lodge" occurred after operating the second hotel, the Hotel Orchid. It originated from the Nipa Lodge Hotel, which was its first hotel and had been successful in its business up to that time.

The company thus had more than one hotel and was using different names; therefore, the name "Nipa Lodge" could not be used as the central name anymore. In order to avoid the confusion, the company set up a new central name as "Siam Lodge" which was suitable for both hotels since they were low buildings, and both names ended with the same final word "lodge", and looked like lodges in the English meaning of the world.

**Reasons for the Name Change**

"Lodge" is used for small hotels or bungalows with no facilities for customers. It is also known as countryside hotels or motels in English. Therefore, the word "Lodge" might give a customer the impression that the hotel lacked facilities and was budget or low class accommodation.

However, using different names for each hotel would prevent the customer from associating the name with other hotels in the group, and thus each hotel would be acting independently instead of supporting each other. For example, customers who are happy with the Amari Airport Hotel may choose to stay at Amari Palm Reef Resort if they know that they are the same company.

When advertising, if the company uses the same name/logo for all hotels, the advertising will benefit all the hotels in the chain and thus save substantial advertising

costs. Furthermore, the company can save substantial amounts of money through bulk purchase of products such as soap, towel, etc. with the company logo on the product.

However, the name "Siam Lodge" is too long for inserting in the front or putting at the end of any hotel name. As well, as the word "Lodge" was not suitable for any of the top class hotels under the company umbrella.

"Siam" is the former name of the country and everyone is free to use it for his/her company or hotel's name. Since many businesses are using "Siam" for the name, there may be some confusion with these similar names. Another point is when the hotel chain is ready to expand overseas, the word "Siam" would not give the feeling of being international.

Changing the hotel's name was designed to upgrade the overall image of the hotel. To choose the new name, the company tried to avoid any words concerning history or objects, one that was not too long, sounds modern, and started with one of the first few letters of the alphabet in the English language. This would put it in the first pages of telephone directories and near the top of listings on websites, etc.

"AMARI" was selected. The word "Amari" actually has no meaning since it is a newly created word. The new selected logo is as shown below:

Figure 1.5 Amari Logo

AMARI
Hotels and Resorts

Source: Amari Hotels, 2009

By creating a new logo, the company tried to come up with a logo that created several images in the mind of those who viewed it, for example modern, advanced, etc.

From an artist's viewpoint looks, it looks like a Thai style roof and also is an "A" in English language, which is the first letter of the word "Amari". One has to use

a brush when writing this new logo. It gives the feeling of being eastern and Asian, which is the purpose because Amari originated in Thailand.

In 1997 the name of the Amari group was changed from "Siam Lodge Co., Ltd." to "Amari Hotel and Resort Co., Ltd.". At the same time "Orchid Lodge Co., Ltd." was also changed to "Amari Co., Ltd."

(Amari Hotels & Resorts Co., Ltd. Human Resources and Administration Corporate Office, 1997)

On 14 October 2009, Amari has the grand announcement of the Amari new logo in order to establish new look of Amari brand under the concept of colours and rhythms.

Figure 1.6 Amari new logo

Amari

COLOURS & RHYTHMS

Source: Amari Hotels, 2009

**1.2.3.2 Amari Group Hotels & Resorts**

There are 11 Amari Hotels & Resorts, which are;

- **Amari Watergate Hotel (WGH)**

Amari Watergate is 5 stars hotel situated in Pratunam, one of Bangkok's busiest shopping areas. All the 569 guest rooms are spacious and superbly appointed with a host of ultra modern facilities, including wi-fi and broadband internet access, to ensure a comfortable stay. With unrivalled service, Amari Watergate Hotel features spacious deluxe and grand deluxe rooms. Separate Executive Floors offer an exclusive Executive Lounge and a private reception area.

This Bangkok city centre hotel is fully equipped with state-of-the-art facilities including a large swimming pool, a terrace garden and a professional Clark Hatch Fitness Centre. For total relaxation, the luxurious Sivara Spa offers a complete range of signature massage, facial and body treatments

- **Amari Boulevard Hotel (BVH)**

Amari Boulevard Hotel is 4 stars first-class city centre boutique hotel situated on Sukhumvit Road, one of Bangkok's most exciting business and shopping areas. Its superb location provides absolute convenience with easy access to the 'Nana' sky train station, the 'Sukhumvit' underground station and the Airport expressway. Renowned for personalised service, this popular Bangkok hotel offers 309 well-appointed rooms with a full array of amenities. The hotel boasts a choice of dining options and practical meeting venues with excellent facilities.

- **Amari Atrium Hotel (ATH)**

Amari Atrium Hotel is 4 stars first-class hotel located on Petchburi Road, Bangkok. Providing convenient access to shopping and commercial areas, this stylish Bangkok hotel is close to the 'Petchburi' underground station and the Airport expressway. The hotel offers 568 spacious guest rooms with outstanding service that makes for a memorable stay.

The Executive Floors are especially designed to meet the needs of executive guests, with an exclusive Executive Lounge and a private reception. A wide variety of cuisine is available to satisfy every taste bud. This Bangkok city centre hotel has excellent facilities including a swimming pool, a Jacuzzi and the professional Clark Hatch Fitness Centre.

- **Amari Donmuang Airport (APH)**

Amari Donmuang Airport is a 4 stars hotel situated close to Bangkok's Don Muang Airport, Amari Don Muang Airport Hotel is among the most popular meeting venues on this side of the city. With numerous well-appointed function rooms, the hotel offers an array of excellent audiovisual equipment and professional, efficient staff. This Bangkok hotel offers value-for-money 423 guest rooms with great facilities, including a

swimming pool with garden views, as well as broadband and Wi-fi internet access. The hotel also provides superb dining options, with two restaurants and one cocktail lounge. The Don Muang Airport, Bangkok's former international airport, currently serves many domestic flights.

- **Amari Rincome Hotel (RCH)**

Amari Rincome Hotel is 4 stars hotels ideally located on Nimmanhaeminda Road, a shopping area for tourists and local residents. This Chiang Mai hotel is close to department stores, shops and restaurants and also provides very easy access to the airport and tourist attractions. With unique traditional Thai decoration, the hotel offers 158 well-appointed guest rooms with a range of modern amenities and excellent service. There are great dining options, with delightful cuisine.

- **Amari Orchid Resort & Tower (ORR)**

The Amari Orchid Resort & Tower is located at the quiet northern end of Pattaya Bay. This popular Pattaya resort features the luxurious 5-star hotel 'Ocean Tower' and the idyllic 4-star 'Garden Wing'. With a grand total of 525 luxurious Superior, Deluxe, Ocean Deluxe, plus premium Executive Ocean Deluxe rooms and suites, the hotel has a wealth of accommodation options to suit the individual needs of discerning travelers. The Amari Orchid Resort & Tower provides close proximity to the beach and excellent facilities for both leisure and business travellers.

This hotel has a wide choice of excellent restaurants and bars including Mantra Restaurant & Bar, which offers an innovative dining concept with exotic combinations of mouthwatering international cuisine. The hotel has two swimming pools - one freeform and one lap pool, both including jacuzzis. The gardens and sunbathing terraces are the perfect spot to unwind from a busy day. Sivara Spa offers a full range of soothing massage, facial and body treatments, as well as other beauty therapies to help you relax and unwind. The freestanding conference facility 'Aranda Ballroom', business centres, breakout meeting rooms and access to video conferencing services also impress the business traveller.

- **Amari Nova Suite (NVS)**

Amari Nova Suite is 4 stars hotel ideally located in Pattaya city centre, Amari Nova Suites boasts a unique serviced apartment suite concept with impeccably furnished accommodation and superb services. These apartment suites are within a short distance of the shopping, restaurant and entertainment district. Amari Nova Suites provides a range of suites, 76 rooms offering the ultimate in relaxed elegance, with well-appointed bedrooms, stylish furniture, fully equipped kitchens, flat screen LCD TVs and balconies.

The extensive facilities have been designed to pamper guests and also include a rooftop swimming pool with jacuzzi and a fitness centre. The hotel is home to a stylishly innovative lounging and dining experience with the ('Minus 5') -5 supper club, a trendy restaurant to chill out in with family and friends, as well as the coolest bar in this bustling city, -5 ice bar, where chilled drinks and funky tunes are served at subzero temperatures.

- **Amari Emerald Cove Resort (ECR)**

Amari Emerald Cove Resort is a luxurious 5 stars resort situated on the secluded Klong Prao Beach, Koh Chang. Truly a haven of peace and tranquility, this oceanfront resort is a perfect place to enjoy pristine white sands and remarkable sunsets. Guests are met with world-class service and 165 spacious well-equipped rooms with deluxe amenities, at this most welcoming Koh Chang resort, which also features a 50-metre lap pool, jacuzzi pool and children's pool along with a variety of fine dining options. Sivara Spa offers a full range of soothing massage, facial and body treatments, as well as other beauty therapies to help you relax and unwind.

- **Amari Palm Reef Resort (PRR)**

Amari Palm Reef is a 4 stars resort offers unmatched luxury and comfort, at the quiet end of Chaweng, Koh Samui's most popular beach. With elegant traditional Thai style buildings, divided by a small road, set either on the beach or in tropical gardens, this boutique Samui resort offers 187 spacious rooms and unrivalled services. Guests will enjoy a peaceful retreat for a romantic holiday or a family getaway. The resort features a range of fine dining options, two swimming pools, a fitness room and

a diving centre among other facilities. A full range of facial and body treatments is available for ultimate pampering at Sivara Spa.

- **Amari Coral Beach Resort (CBR)**

Amari Coral Beach is a 4 stars resort offers first-class accommodation, at the quiet end of Phuket's most popular beach, Patong. Amari Coral Beach is ideally situated on a secluded headland next to Patong Beach, the resort is perfect for an exotic getaway, providing 197 stylish rooms and world-class services. The resort boasts romantic bayside restaurants and recreational facilities, including two swimming pools, a fitness room and a diving centre. The renowned Sivara Spa is set on a lush tropical hillside, overlooking Patong Bay, offering a range of massages, facials and body treatments.

- **Amari Vogue Resort (VGR)**

This brand-new 5-star beachfront resort in Krabi is situated on the pristine Tub Kaek Beach and offers a peaceful sanctuary, in which to enjoy breathtaking ocean views and soothing breezes. Amari Vogue Resort boasts exclusive elegance with its unique Lanna style decor. The Amari Vogue Resort has 57 luxuriously appointed guestrooms and overlooks the sparkling blue sea with offshore islands dotted along the horizon. For those seeking total indulgence, the Sivara Spa provides a tempting selection of massage, facial and body treatments. This Krabi resort has an impressive array of dining options, including delicious Asian and international cuisine at Lotus Restaurant, and Italian and seafood specialties in an oceanfront setting at Bellini Italian Restaurant.

### 1.2.4 Related research

Maloney (1973), studied of factors affecting job-change decisions. This background serves as a framework for critical reviews of recent research on job satisfaction and job turnover. The reviews are followed by an analysis of job turnover during a 7-year period at Alpha Corporation, a medium-sized operations research organization. The result has shown that staff turnover is co-related to job satisfaction.

Riley (2005), investigated a comprehensive model of turnover intentions that included two proximal variables, (job satisfaction, and organizational commitment),

the distal variables of organizational justice, work strain, work overload, and work-to-family conflict and family-to-work conflict with the turnover intentions. A questionnaire was completed by 114 participants of the Allied Health workforce at the Waikato District Health Board, from allied health occupational groups, psychologists, physiotherapists, social workers, dieticians, and speech language therapists. Job satisfaction, affective commitment, distributive, interactional, and procedural justice, strain and family-to-work conflict were correlated with turnover intentions. Results of the mediated regression analyses found that job satisfaction and affective commitment are significant mediators between distributive, interactional, and procedural justice, work strain, and family work conflict with turnover intentions.

Strong and Harder (2009) studied the Implications of Maintenance and Motivation Factors on Extension Agent Turnover. This article discusses the implications of maintenance and motivation factors on Extension agent turnover. It describes motivator and maintenance factors affecting job satisfaction and dissatisfaction, and their influence on agent turnover. Professional associations offer agents the motivation factors discussed in this article. The benefits gained by investing in Extension's current employees may ultimately enhance Extension's ability to fulfill its mission as the educational outreach branch of the land-grant university. The data analyzed for the study reported here indicate Extension agents left the organization for both reasons: lack of job satisfaction and job dissatisfaction. The findings of the study reported here revealed Extension agents perceived maintenance factors were more often lacking than motivators.

Samad (2006) studied the Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover Intentions. The paper presents a study that determined the relationship of job characteristics and job satisfaction and turnover intentions and examined the contribution of demographic variables, job characteristics and job satisfaction on turnover intentions. The sample consisted of 292 IT staff in Telecom Malaysia (TM). The results hypothesized that job satisfaction and job characteristic factors are negatively and significantly related to turnover intention.

The study found that demographic variables, job characteristics and job satisfaction had a significant contribution and negative effect on turnover intentions. The study revealed that job satisfaction accounted for larger variance in turnover intentions than from job characteristics. The finding also revealed that job satisfaction had more effect on

turnover intentions than from job characteristics. Findings and implications for managerial practices in the study are discussed and put forward.

Saifuddin, Hongkrailert, & Sermsri (2008) conducted study of cross sectional to identify level of job satisfaction among nurses in Aceh Timur District NAD Province, Indonesia. A total of 215 self-administered questionnaires were obtained from nurses working at health centers and approached randomly in Aceh Timur District during January 2008. Chi-square test and Fisher's exact test were employed for statistical analysis of the variables. The results showed that the nurse's job satisfaction was at a moderate level (49.30%). There was a statistically significant association between educational levels, travel time, professional training and amount of professional training attended in the recent two years and job satisfaction. There was also: a significant association between recognition, salary and benefit, as well as working condition, and nurse's job satisfaction ($p < .005$). The findings of this study are important for understanding level of job satisfaction and are a milestone for improving quality of nursing service at health centers. The government should change the policy on continuing education, provide professional training to enrich knowledge and skills of nurses, propose new salary policy and benefit scheme, as well as create a conducive working atmosphere and improve working conditions.

Mahmood and Basharat (2000) studied the motivator and hygiene factors explaining overall job satisfaction among pharmaceutical sales representatives. The study intends (1) to determine the amount of variance in pharmaceutical sales representatives' overall job satisfaction explained by motivator and hygiene factors and (2) to explore whether demographic subgroups are statistically different regarding overall job satisfaction. Descriptive statistics, independent samples t-test and stepwise multiple regressions are used for the purpose of statistical analyses. "Work itself" is reported to be the most motivating dimension of the job whilst "operating procedures" is reported to be the least motivating dimension of the job for frontline sales force in pharmaceutical companies.

Study results show that motivator and hygiene factors have moderate to substantial relationship with overall job satisfaction. Five distinct job factors such as "growth", "coworkers", "promotion opportunities", "rewards and recognition" and "job security" are found to be the significant predictors contributing 71 per cent variability in sales representatives' overall job satisfaction. Study concludes that demographic variables

do not contribute significant variations in sales representatives' overall level of job satisfaction.

Dogan (2009) studied of a comparative study for employee job satisfaction in Aydin municipality and Nazilli municipality. This study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables; pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor.

The results, based on a sample of 220 employees from Aydin Municipality and Nazilli Municipality, indicated that 59% of the variance in job satisfaction was explained by the variables included in the regression test. The variable of management/democratic style of supervisor had the greatest effect on job satisfaction, followed by the variables of "level of role clearness", "health facilities", "autonomy", "participation in decision", "job involvement", and "training and educational facilities".

The study found that satisfaction level for "tangible aids" and "potential of rest-day" was significantly higher for employees working in Aydin Municipality than those working in Nazilli Municipality. But, satisfaction level for "health facilities", "physical facilities" and "relations with supervisor" was significantly higher for employees working in Nazilli Municipality than those working in Aydin Municipality. So, it is suggested that managers should apply additional/further researches in their organizations to investigate the underpinning variables of job satisfaction and commitment of employees.

Suksri (2003) study an analysis of employee high turnover: Causes and Interventions A case study of ACSG (Thailand) Co., Ltd. The result revealed that the causes of high turnover are a need for better future, better opportunities and need more interesting job required.

Shun and Li (2009) study of a case study of contract workers and turnover intentions in Taiwan. A critical labor market issue in all developed economies is the growth of non-standard forms of labor such as temporary, fixed term contracts and so on.

High employee turnover rate of contract workers has been the most serious problem for the manufacturing industry. Facing such high turnover rates and recruiting costs, any firm must respond to and adjust its human resource policy.

This paper deals with the critical factors for unsatisfied employee and reduce employee turnover rate. There are four main factors (working condition, leadership, training & development and pay) effect turnover intention. Payment is the important factor, which inversely effect turnover intention. There are some different between junior and senior groups. In junior workers group, working condition is the important factor. Improvement actions are proposed, including job rotation, strengthened leadership and communication, reasonable overtime design, and an encouraging reward system. This paper provides guidelines as to how firms can cope with employee shortages caused by high employee turnover environment.

Soonhee (2005) study the Factors Affecting State Government Information Technology Employee Turnover Intentions, stated that Electronic government expansion is creating the complex challenges of managing an effective information technology (IT) workforce in the public sector. Survey questionnaires were sent to IT employees working in the central IT departments of two state governments to analyze how job characteristics, work environment, and human resource management practices influence their turnover intentions. Results show that work exhaustion, an emphasis on participatory management, and opportunities for advancement were statistically significant variables affecting state government IT employee turnover intentions, and that salary satisfaction was not a statistically significant factor. Suggestions are offered for improving IT employee retention rates in government agencies.

Westerman and Yamamura (2007) study Generational preferences for work environment fit: effects on employee outcomes. The examination of generational differences is an important area of inquiry for management research. Firms must recognize the influence of the values and work preferences of the next generation on organizational outcomes in order both to retain staff and to groom future leaders. It is proposed to examine the theory that firms' lack of success at employee retention may be impacted by the extent to which they understand and address generational differences in values, goals, and preferences.

This study used survey methodology to examine generational and gender differences amongst the work environment preferences of 234 accountants in accounting. The results indicated the importance of goal orientation and system work environment fit for younger generation workers on satisfaction and intention to remain; and relationship fit on the satisfaction of Baby Boomers. Baby Boomers also experienced higher levels of overall satisfaction than younger generation employees.

Karsh, Booske and Sainfort (2002) study the Job and Work Environment Predictors of Turnover Intention in Long-Term Care Facilities. The purpose of the study was to examine whether job characteristics, the work environment, participation in quality improvement (QI) activities, and facility quality improvement environment predicted turnover intention in nursing homes. 6,584 nursing home employees from seventy-six nursing homes in a midwestern state participated. A self-administered survey was used to collect the data. The results suggest that specific work organization factors, such as workload and work scheduling, can be manipulated to affect turnover intentions. The implications for retaining nursing home employees are discussed.

Ramlall (2003) study the Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness. Research indicates that the total cost of employee turnover is about 150% of an employee's salary. Because of this high cost of turnover, the organization that is the focus of this article sought to understand their employee's turnover intentions and the reasons for the potential turnover. Through a series of surveys, observations, and interviews, it was determined that the location of the company and its compensation package were the most common factors in remaining with the company and that compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization.

Samuel and Chipunza (2009) study of Employee retention and turnover: Using motivational variables as a panacea. The research looked at the extent to which identified intrinsic and extrinsic motivational variables influenced the retention and reduction of employee turnover in both public and private sector organisations. The research was aimed at achieving the following objectives: identify and establish the key intrinsic and extrinsic motivational variables being used by selected public and private sector organisations in retaining their employees; determine the extent to which the identified

intrinsic and extrinsic motivational variables are influencing employees' retention and turnover in the selected organisations; and make recommendations to management of the selected organisations on how to effectively retain employees and reduce turnover.

The study adopted the cross-sectional survey research design, investigating the extent to which selected motivational variables influence employees' decision to either remain or quit an organisation. Quantitative research design was used and this design was chosen because its findings are generaliseable and the data objective. The study examined two public and two private sector organisations in South Africa. The total population of the research comprised 1,800 employees of the surveyed organisations with a sample size of 145 respondents. A self-developed questionnaire, measured on a Likert Scale was used to collect data from respondents.

The questionnaire had a Cronbach alpha coefficient of 0.85 suggesting that the instrument was reliable. The Chi-square test of association was used in testing the hypothesis of the study. The result showed that employees in both public and private sector organisations were, to a very large extent, influenced to stay in their respective organizations by a combination of intrinsic and extrinsic motivational factors. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.

Ruthankoon and Ogunlana (2003) study the Testing Herzberg's two-factor theory in the Thai construction industry. Herzberg's two-factor theory of motivation is widely known in management circles. However, it has been criticized regarding its validity in different work settings. Construction is an industry with unique characteristics, which may have special effects on employee motivation.

This study tests the two-factor theory on Thai construction engineers and foremen following Herzberg's interviewing procedure and compares the results to Herzberg's. Responsibility, advancement, possibility of growth, and supervision contribute to job satisfaction, while working conditions, job security, safety on site, and relationships with other organizations contribute to job dissatisfaction. Recognition, work itself, company's policy and administration, interpersonal relations, personal life, and status contribute to both satisfaction and dissatisfaction. Achievement contributes to satisfaction for engineers but contributes to both satisfaction and dissatisfaction for foremen. It is concluded that Herzberg's theory is not entirely applicable in the Thai construction setting.

Some factors should receive attention if construction employees are to be motivated effectively.

From the reviewing of literature, the researcher selects 7 factors, which are working environment, Achievement, Recognition, Growth and possibility of growth, Advancement, Responsibilities and Work itself to be a tools to measure of factors affecting employee turnover and job satisfaction for Amari group.

There were 10 statements used to identify of "working environment"; "I understand the mission of the company, clearly", "I understand how my job aligns with the company's mission", "My supervisors are strong, trustworthy leaders", "It is easy to get along with my colleagues", "I believe my salary is fair to my responsibilities", "The benefits I received are practical and address my needs", "I believe my job is secure", "I feel safe at my worksite", "I can balance between my job and family responsibilities" and "I have sufficient tools and resources to do my job daily".

There were 4 statements used to identify of "Achievement"; "My job gives me a feeling of achievement", "The Company recognizes my achievements", "My company tells me clearly on the step for achievement" and "I feel that the goals setting for my task are achievable".

There were 4 statements used to identify of "Recognition"; I feel appreciate when I achieve or complete a task", "My manager always thanks me for the job well done", "I receive adequate recognition and rewards for a job well done" and "I like the recognition I get for doing my job well".

There were 4 statements used to identify of "Growth and possibility of growth"; "I am proud to work for this company", "There are opportunities for me to grow in this company", "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance" and "My company always gives priority for existed employee by hiring from within".

There were 4 statements used to identify of "Advancement"; "I will choose career advancement against money", "I have received promotion/ career advancement appropriately", "My position is more important than benefits" and "My company clearly tells me what is expected for advancement".

There were 4 statements used to identify of "Responsibilities"; "I am empowered enough to do my job", "I can make my own decision in my job", "I go extra miles to do my job (doing more than what it takes)" and "I feel I contribute to the

facility's plan and mission".

There were 5 statements used to identify of "Work itself"; "My job challenges me frequently", "I am clear and agree with my job description", "I am free to choose my own method of working", "I feel that the amount of work I am expected to do is reasonable" and "There are varieties of tasks in your work".

### 1.3 Objectives of the Study

1.3.1 To study the factors affecting employee turnover of Amari Hotels and Resorts.

1.3.2 To study the employee job satisfaction and the impact of satisfaction to employee turnover at Amari Hotels and Resorts.

### 1.4 Significance of the Study

Result will emphasizes on the factors affecting staff turnover, and identify employee job satisfaction, and analyze the improving guideline in reducing of staff turnover of Amari Hotels and Resorts. Not only, the result will be distributed to the Amari Hotels and Resorts Group, but also the research can be guideline for improvement for existing hotel properties and data source for the new investments.

### 1.5 Scope of the Study

1.5.1 Scope of Area:

This study specifies the Amari Hotels and Resorts Group, which consists of 11 hotels and resorts around Thailand.

1.5.2 Scope of Demography

Group of staffs that is currently works at Amari Hotels & Resorts Group.

1.5.3 Scope of time

The study conducted from January 2009 until April 2009

# CHAPTER 2
# METHODOLOGY

The research methodology to be employed for this research project ought to be considered upon three essential issues. They are: (1) the specific objectives of this research, (2) the availability of data sources, and (3) the completeness of data sources with the reliability of final results and their respective analysis.

## 2.1 Target population

The target population of this research refers to the 3,247 employees who are currently working for 11 Amari Hotels and Resorts.

**Table 2.1** Target population (number of employee) of Amari Hotels & Resorts

| Hotels Name | Target Population |
|---|---|
| Amari Donmuang Airport | 208 |
| Amari Boulevard Hotel | 248 |
| Amari Watergate Hotel | 591 |
| Amari Atrium Hotel | 499 |
| Amari Rincome Hotel | 174 |
| Amari Orchid Resorts & Tower | 603 |
| Amari Palm Reef Resort | 301 |
| Amari Coral Beach Resort | 282 |
| Amari Emerald Cove Resort | 200 |
| Amari Vogue Resort | 111 |
| Amari Nova Suite | 30 |
| **Total** | 3,247 |

Source: Amari Hotels & Resorts, 2009

2.2 Sample size

The researcher applies Taro Yamane's theory (1967) to calculate the sample sizes for Amari Hotels and Resorts employees with the confidence interval at 95%. Therefore, the population variable or (e) is 5 percent and the total number of Amari Hotels and Resorts employees are 3,247.

According to the formula:

$$n = \frac{N}{1 + N(e)^2}$$

e = Confidence interval at 95%, so e = 0.05

N = number of population = 3,247

n = sample size

Substituting the equation:

$$n = \frac{3,247}{1+3,247(0.05)^2}$$

$$n = 356.12$$

Therefore, the sample size for Amari employee is 356.

Table 2.2 Sample size of Amari Hotels & Resorts employees

| Hotels Name | Population | Number of sample |
|---|---|---|
| Amari Donmuang Airport | 208 | 23 |
| Amari Boulevard Hotel | 248 | 27 |
| Amari Watergate Hotel | 591 | 65 |
| Amari Atrium Hotel | 499 | 55 |
| Amari Rincome Hotel | 174 | 19 |
| Amari Orchid Resorts & Tower | 603 | 66 |
| Amari Palm Reef Resrt | 301 | 33 |
| Amari Coral Beach Resort | 282 | 31 |
| Amari Emerald Cove Resort | 200 | 22 |
| Amari Vogue Resort | 111 | 12 |
| Amari Nova Suite | 30 | 3 |
| Total | 3,247 | 356 |

Source: Amari Hotels & Resorts, 2009

### 2.3 Sampling method

The proportion sampling was used as sampling method for Amari employees. The proportion sampling was first employed in order to identify the number of sample employee selected from 3,247 employees of 11 Amari hotels and resorts and the proportion sampling was also employed again to identify the employees from 9 departments of each 11 Amari Hotels and Resorts.

### 2.4 Instrument Selection

Tools for data collecting processes were designed as the questionnaires. The questionnaires used in this study consisted of 4 parts as following.

1. The first part is the closed - end question which gather the respondent's social and demographic data pertaining to race, gender, age group, marital status, family size, occupation, educational qualification, and also level and department of working.
2. The second part is rating scale, which measured the level of employee satisfaction and agreement the service provided by the company.
3. The third part is the closed - end question which gather the overall employee satisfaction to the company, the decision to leave the company and period for leaving.
4. The fourth part is opened- end question, provided an opportunity for respondent expressed opinions to services provided by the company more fully.

### 2.5 Data Collection

Both primary and secondary data have been collected for this study

#### 2.5.1 Primary data:

The research methodology is survey method by questionnaires. The questionnaires were designed in both Thai and English languages. The data was collected

from 15 April to 15 May 2009. All 11 Amari Hotels and Resorts were contacted and asked for their support to gather data. 356 questionnaires were sent to the Human Resources Manager of each hotels and resorts after their confirmation to fill the questionnaire. Finally, all the 356 complete questionnaires were returned. The purpose of this questionnaire is to gain an inside level of employee's job satisfaction and employee opinion to turnover.

**2.5.2 Secondary data:**

The objective was to get the statistic information of the number of employee turnover rates of the past 5 years from Amari Hotels and Resorts Head Office, Bangkok, Thailand. The researcher also sought the information from websites, magazines and textbooks.

**2.6 Data Analysis**

The analysis is based on quantitative features. The SPSS (Statistical Package for the Social Science) was employed to analyze the final result of quantitative method as following.

**2.6.1 The questionnaire for factors affecting staff turnover and job satisfaction: A Case Study of Amari Hotels and Resorts**

1. Part 1 Analyzing the nature of Amari Hotels and Resorts's sample population by analyzing the frequency and percentage.
2. Part 2 Analyzing the agreement factor that effecting the employee turnover and job satisfaction by mean, t-test, ANOVA Least Significant Difference: LSD and regression.
3. Part 3 Analyzing the overall employee satisfaction and decision to turnover by analyzing the frequency and percentage.
4. Part 4 Collecting the recommendation and suggestion from Amari Hotels and Resorts' employee regarding to hotel service issue.

**2.7 The level of importance to be measured**

The searcher can range important factor in 5 levels with the interval of 5-(1/5) = 0.80 as follows:

| | |
|---|---|
| Score 1.00 - 1.80 points | Strongly Disagree factor level |
| Score 1.81 - 2.60 points | Disagree factor level |
| Score 2.61 - 3.40 points | Agree nor Disagree factor level |
| Score 3.41 - 4.20 points | Agree factor level |
| Score 4.21 - 5.00 points | Strongly Agree factor level |

To compare the opinion of Amari respondents, T-test at 0.05 significance level (95% significance level) was the tool to indicate the significance level among the groups.

# CHAPTER 3
# RESULTS

## 3.1 Introduction

This chapter focuses on the results obtained from the quantitative studies. The analysis of the quantitative data derived from the questionnaire, which was analyzed factors affecting employee turnover and job satisfaction. The result will be presented briefly as shown in tables and by figures. Data was analyzed using descriptive statistics, t-test, ANOVA, Least Significant Difference: LSD and regression. Software SPSS was used to analyze and present the result.

## 3.2 Research findings

- **Factors affecting employee turnover and job satisfaction**

There were 356 questionnaires for Amari Hotels and Resorts employees.

### 3.2.1 Socio-demographic profile of Amari Hotels and Resorts employee

The sample groups consisted of 356 employees working at Amari Hotels and Resorts. The sample respondents were collected from Amari Hotels and Resorts during 15 April- 15 May 2008 belonged to these characteristics

Table 3.1 Social-demographic profiles of respondents

| Personality | | Respondents | Percentage (%) |
|---|---|---|---|
| Hotel | 4 stars hotel | 191 | 53.65 |
| | 5 stars hotel | 165 | 46.35 |
| Gender | Male | 145 | 40.73 |
| | Female | 211 | 59.27 |
| Age | 15-24 years old | 33 | 9.27 |
| | 25-34 years old | 195 | 54.78 |

Table 3.1 (continued)

| Personality | | Respondents | Percentage (%) |
|---|---|---|---|
| | 35-44 years old | 104 | 29.21 |
| | 45 years or over | 24 | 6.74 |
| Education Level | Below Bachelor's degree | 190 | 53.37 |
| | Bachelor's degree or higher | 166 | 46.63 |
| Status | Single | 199 | 55.90 |
| | Married | 140 | 39.33 |
| | Divorce | 17 | 4.78 |
| Department | Front of the house | 126 | 35.39 |
| | Back of the house | 230 | 64.61 |
| Year of service in this organization | 0-5 years | 150 | 42.13 |
| | 6-10 years | 117 | 32.87 |
| | 11-15 years | 65 | 18.26 |
| | More than 15 years | 24 | 6.74 |
| Level | Rank and file level | 224 | 62.92 |
| | Supervisory or Managerial Level | 109 | 30.62 |
| | Department head level or higher | 23 | 6.46 |
| Have you ever think about leaving from Amari? | Yes | 192 | 53.90 |
| | No | 159 | 46.10 |

(1) **Individual factors**

The primary purposes of these questionnaires were to examine the personal data of respondents in order to analyze the relation with factors effecting employee turnover and job satisfaction at Amari Hotels and Resorts (Table 3.1).

The result showed that 53.65% of respondents were from 4 stars hotel, whereas 46.35% were from 5 stars.

The majority of the respondents were female with 59.27%, whereas male were 40.73%.

In terms of age, most of respondents were in the age of 25-35 years with 54.78%, 35-44 years with 29.21%, 15-24 years with 9.27% and 45 years or over with 6.70%.

53.37% of respondents got below bachelor's degree and 46.60% had bachelor's degree or above.

The majority of respondents were single at 55.90%, whereas married were at 39.33% and divorced were only 4.78%.

64.60% of respondents were front of the house, whereas 35.40% were back of the house.

In terms of service year, 42.30% of respondents were 0-5 years, whereas 32.87% were 6-10 years, 18.26% were 11-15 years and 6.70% were more than 15 years.

The majority of respondents were rank and file level with 62.92%, whereas managerial level were at 30.62% and department head level or higher at 6.46%.

When the respondents were asked whether they had ever thought of leaving the company, 53.90% had.

**3.2.2 The opinion of Amari Hotels and Resorts' employee regarding the factor effecting employee turnover and job satisfaction**

**Table 3.2** Overall employee agreements to the satisfaction factors of Amari hotels & resorts group

| Satisfaction factor | $\overline{X}$ | S.D. | Level of Agreement |
|---|---|---|---|
| 1. Working Environment | 3.75 | 0.48 | Agree |
| I understand the mission of the company, clearly. | 3.85 | 0.71 | Agree |
| I understand how my job aligns with the company's mission. | 4.04 | 0.65 | Agree |
| My supervisors are strong, trustworthy leaders. | 3.93 | 0.94 | Agree |

Table 3.2 (continued)

| Satisfaction factor | $\overline{X}$ | S.D. | Level of Agreement |
|---|---|---|---|
| It is easy to get along with my colleagues. | 4.15 | 0.62 | Agree |
| I believe my salary is fair to my responsibilities. | 3.47 | 0.93 | Agree |
| The benefits I received are practical and address my needs. | 3.40 | 0.91 | Agree nor disagree |
| I believe my job is secure. | 3.70 | 0.92 | Agree |
| I feel safe at my worksite. | 3.84 | 0.81 | Agree |
| I can balance between my job and family responsibilities. | 3.96 | 0.70 | Agree |
| I have sufficient tools and resources to do my job daily. | 3.15 | 1.09 | Agree nor disagree |
| **2. Achievement** | 3.67 | 0.62 | Agree |
| My job gives me a feeling of achievement. | 3.74 | 0.70 | Agree |
| The company recognizes my achievements. | 3.56 | 0.80 | Agree |
| My company tells me clearly on the step for achievement. | 3.59 | 0.79 | Agree |
| I feel that the goals setting for my task are achievable. | 3.79 | 0.76 | Agree |
| **3. Recognition** | 3.70 | 0.62 | Agree |
| I feel appreciate when I achieve or complete a task. | 4.18 | 0.68 | Agree |
| My manager always thanks me for the job well done. | 3.63 | 0.87 | Agree |
| I receive adequate recognition and rewards for a job well done. | 3.30 | 0.86 | Agree nor disagree |
| I like the recognition I get for doing my job well. | 3.67 | 0.81 | Agree |
| **4. Growth and possibility of growth** | 3.85 | 0.64 | Agree |

Table 3.2 (continued)

| Satisfaction factor | $\bar{X}$ | S.D. | Level of Agreement |
|---|---|---|---|
| I am proud to work for this company. | 4.13 | 0.60 | Agree |
| There are opportunities for me to grow in this company. | 3.80 | 0.82 | Agree |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.61 | 1.00 | Agree |
| My company always gives priority for existed employee by hiring from within. | 3.87 | 0.88 | Agree |
| 5. Advancement | 3.56 | 0.64 | Agree |
| I will choose career advancement against money. | 3.48 | 0.89 | Agree |
| I have received promotion/ career advancement appropriately. | 3.54 | 0.85 | Agree |
| My position is more important than benefits. | 3.48 | 0.83 | Agree |
| My company clearly tells me what is expected for advancement. | 3.71 | 0.78 | Agree |
| 6. Responsibilities | 3.67 | 0.57 | Agree |
| I am empowered enough to do my job. | 3.58 | 0.82 | Agree |
| I can make my own decision in my job. | 3.54 | 0.85 | Agree |
| I go extra miles to do my job. (doing more than what it takes) | 3.62 | 0.82 | Agree |
| I feel I contribute to the facility's plan and mission. | 3.92 | 0.70 | Agree |
| 7. Work itself | 3.70 | 0.54 | Agree |
| My job challenges me frequently. | 3.76 | 0.73 | Agree |
| I am clear and agree with my job description. | 3.85 | 0.62 | Agree |
| I am free to choose my own method of working. | 3.57 | 0.79 | Agree |

Table 3.2 (continued)

| Satisfaction factor | $\bar{X}$ | S.D. | Level of Agreement |
|---|---|---|---|
| I feel that the amount of work I am expected to do is reasonable. | 3.53 | 0.83 | Agree |
| There are varieties of tasks in your work. | 3.80 | 0.85 | Agree |
| **Overall Satisfaction** | **3.71** | **0.46** | **Agree** |

From table 3.2, in overall, the respondents accept that they were satisfied with the hotel service (mean = 3.71). In order to investigate the factors that impact satisfaction, the highest mean score was "growth and possibility of growth factor" (mean = 3.85), followed by "working environment factors" (mean=3.75), "recognition factor" (mean = 3.7), "work itself factor" (mean= 3.70), "achievement factor" (mean= 3.67), "responsibilities factors" (mean= 3.67) and "advancement factor" (mean= 3.56), respectively.

From ten statements used to identify "working environment factor", the results showed that "It is easy to get along with my colleagues" (mean = 4.15) was highest, followed by "I understand how my job aligns with the company's mission" (mean = 4.04), "I can balance between my job and family responsibilities" (mean = 3.96), "My supervisors are strong, trustworthy leaders" (mean =3.93), "I understand the mission of the company, clearly" (mean = 3.85), "I feel safe at my worksite" (mean = 3.84), "I believe my job is secure" (mean = 3.70), "I believe my salary is fair to my responsibilities" (mean =3.47), "The benefits I received are practical and address my needs" (mean = 3.40) and "I have sufficient tools and resources to do my job daily" (mean = 3.15), respectively.

From four statements used to identify "achievement factor", the results showed that "I feel that the goals setting for my task are achievable"(mean = 3.79) were highest, followed by "My job gives me a feeling of achievement" (mean = 3.74), "My company tells me clearly on the step for achievement" (mean = 3.59) and "The company recognizes my achievements" (mean = 3.56), respectively.

From four statements used to identify "recognition factor", the results showed that "I feel appreciate when I achieve or complete a task" (mean = 4.18) were highest, followed by "I like the recognition I get for doing my job well" (mean = 3.67),

"My manager always thanks me for the job well done" (mean = 3.63) and "I receive adequate recognition and rewards for a job well done" (mean = 3.30), respectively.

From four statements used to identify "growth and possibility of growth factor", the results showed that "I am proud to work for this company"(mean = 4.13) were highest, followed by "My company always gives priority for existed employee by hiring from within" (mean = 3.87), "There are opportunities for me to grow in this company" (mean = 3.80) and "Our company is fair and offers the same opportunities to all employees based on experience, skills and perform" (mean = 3.61), respectively.

From four statements used to identify "advancement factor", the results showed that "My company clearly tells me what is expected for advancement"(mean = 3.71) were highest, followed by "I have received promotion/ career advancement appropriately" (mean = 3.54), "I will choose career advancement against money" (mean = 3.48) and "My position is more important than benefits" (mean = 3.48), respectively.

From four statements used to identify "responsibilities factor", the results showed that "I feel I contribute to the facility's plan and mission" (mean = 3.92) were highest, followed by "I go extra miles to do my job. (doing more than what it takes)" (mean = 3.62), "I am empowered enough to do my job" (mean = 3.58) and "I can make my own decision in my job" (mean = 3.54), respectively.

From five statements used to identify "work itself factor", the results showed that "I am clear and agree with my job description"(mean = 3.85) were highest, followed by "There are varieties of tasks in your work" (mean = 3.80), "My job challenges me frequently" (mean = 3.76), "I am free to choose my own method of working" (mean = 3.57) and "I feel that the amount of work I am expected to do is reasonable" (mean = 3.53), respectively.

Table 3.3 Employee agreements to the satisfaction factors, classified by type of hotel

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | 4 stars | 5 stars | | |
| 1. Working Environment | 3.80 | 3.69 | 2.052 | 0.041* |
| I understand the mission of the company, clearly. | 3.87 | 3.84 | 0.439 | 0.661 |
| I understand how my job aligns with the company's mission. | 4.05 | 4.04 | 0.155 | 0.877 |
| My supervisors are strong, trustworthy leaders. | 4.05 | 3.80 | 2.448 | 0.015* |

Table 3.3 (continued)

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | 4 stars | 5 stars | | |
| It is easy to get along with my colleagues. | 4.20 | 4.10 | 1.458 | 0.146 |
| I believe my salary is fair to my responsibilities. | 3.58 | 3.33 | 2.509 | 0.013* |
| The benefits I received are practical and address my needs. | 3.50 | 3.27 | 2.352 | 0.019* |
| I believe my job is secure. | 3.72 | 3.68 | 0.445 | 0.656 |
| I feel safe at my worksite. | 3.89 | 3.78 | 1.261 | 0.208 |
| I can balance between my job and family responsibilities. | 3.98 | 3.93 | 0.617 | 0.538 |
| I have sufficient tools and resources to do my job daily. | 3.15 | 3.16 | -0.096 | 0.924 |
| **2. Achievement** | **3.70** | **3.64** | **0.815** | **0.416** |
| My job gives me a feeling of achievement. | 3.82 | 3.64 | 2.395 | 0.017* |
| The company recognizes my achievements. | 3.58 | 3.55 | 0.285 | 0.776 |
| My company tells me clearly on the step for achievement. | 3.59 | 3.60 | -0.162 | 0.872 |
| I feel that the goals setting for my task are achievable. | 3.80 | 3.78 | 0.311 | 0.756 |
| **3. Recognition** | **3.72** | **3.67** | **0.813** | **0.417** |
| I feel appreciate when I achieve or complete a task. | 4.17 | 4.19 | -0.281 | 0.779 |
| My manager always thanks me for the job well done. | 3.68 | 3.57 | 1.176 | 0.240 |
| I receive adequate recognition and rewards for a job well done. | 3.37 | 3.22 | 1.559 | 0.120 |
| I like the recognition I get for doing my job well. | 3.66 | 3.68 | -0.232 | 0.817 |
| **4. Growth and possibility of growth** | **3.93** | **3.75** | **2.580** | **0.010*** |
| I am proud to work for this company. | 4.18 | 4.08 | 1.541 | 0.124 |
| There are opportunities for me to grow in this company. | 3.86 | 3.73 | 1.417 | 0.158 |

Table 3.3 (continued)

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | 4 stars | 5 stars | | |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.74 | 3.46 | 2.658 | 0.008* |
| My company always gives priority for existed employee by hiring from within. | 3.94 | 3.79 | 1.524 | 0.128 |
| **5. Advancement** | **3.61** | **3.49** | **1.721** | **0.086** |
| I will choose career advancement against money. | 3.50 | 3.47 | 0.326 | 0.745 |
| I have received promotion/ career advancement appropriately. | 3.61 | 3.47 | 1.626 | 0.105 |
| My position is more important than benefits. | 3.51 | 3.45 | 0.601 | 0.548 |
| My company clearly tells me what is expected for advancement. | 3.82 | 3.59 | 2.820 | 0.005* |
| **6. Responsibilities** | **3.70** | **3.63** | **1.098** | **0.273** |
| I am empowered enough to do my job. | 3.59 | 3.56 | 0.261 | 0.795 |
| I can make my own decision in my job. | 3.62 | 3.45 | 1.813 | 0.071 |
| I go extra miles to do my job. (doing more than what it takes) | 3.65 | 3.59 | 0.765 | 0.445 |
| I feel I contribute to the facility's plan and mission. | 3.93 | 3.92 | 0.156 | 0.876 |
| **7. Work itself** | **3.73** | **3.67** | **0.998** | **0.319** |
| My job challenges me frequently. | 3.76 | 3.77 | -0.135 | 0.893 |
| I am clear and agree with my job description. | 3.86 | 3.85 | 0.154 | 0.878 |
| I am free to choose my own method of working. | 3.63 | 3.51 | 1.410 | 0.159 |
| I feel that the amount of work I am expected to do is reasonable. | 3.60 | 3.45 | 1.660 | 0.098 |
| There are varieties of tasks in your work. | 3.81 | 3.79 | 0.202 | 0.840 |
| **Overall Satisfaction** | **3.75** | **3.66** | **1.864** | **0.063** |

*$p < 0.05$, **$p < 0.001$

The independent sample t-tests analysis described the relationship between hotels type and employee agreement to the 7 satisfaction factors of Amari Hotels. There were 2 factors, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.3 were "Working Environment factor" and "Growth and possibility of growth factor".

From ten statements use to identify "Working Environment factor", 3 statements which were "My supervisors are strong, trustworthy leaders", "I believe my salary is fair to my responsibilities" and "The benefits I received are practical and address my needs" proved to be significantly different ($p \leq 0.05$). From statements used to identify "Growth and possibility of growth factor", 1 statement of "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance" was significantly different ($p \leq 0.05$). Furthermore, statements of "My job gives me a feeling of achievement" and "My company clearly tells me what is expected for advancement" proved to be significantly different ($p \leq 0.05$) while the main factors were not.

Table 3.4 Employee agreements to the satisfaction factors, classified by gender

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | Male | Female | | |
| **1. Working Environment** | 3.80 | 3.72 | 1.606 | 0.109 |
| I understand the mission of the company, clearly. | 3.88 | 3.83 | 0.632 | 0.528 |
| I understand how my job aligns with the company's mission. | 4.06 | 4.02 | 0.644 | 0.520 |
| My supervisors are strong, trustworthy leaders. | 4.03 | 3.86 | 1.742 | 0.082 |
| It is easy to get along with my colleagues. | 4.20 | 4.12 | 1.148 | 0.252 |
| I believe my salary is fair to my responsibilities. | 3.42 | 3.49 | -0.653 | 0.514 |
| The benefits I received are practical and address my needs. | 3.37 | 3.41 | -0.404 | 0.687 |
| I believe my job is secure. | 3.76 | 3.65 | 1.072 | 0.284 |
| I feel safe at my worksite. | 3.89 | 3.80 | 1.097 | 0.273 |
| I can balance between my job and family responsibilities. | 4.07 | 3.87 | 2.671 | 0.008* |

Table 3.4 (continued)

| Satisfaction factor | $\overline{X}$ | | t | p |
|---|---|---|---|---|
| | Male | Female | | |
| I have sufficient tools and resources to do my job daily. | 3.26 | 3.07 | 1.691 | 0.092 |
| **2. Achievement** | **3.75** | **3.61** | **2.074** | **0.039*** |
| My job gives me a feeling of achievement. | 3.79 | 3.70 | 1.219 | 0.224 |
| The company recognizes my achievements. | 3.66 | 3.49 | 1.903 | 0.058 |
| My company tells me clearly on the step for achievement. | 3.72 | 3.50 | 2.667 | 0.008* |
| I feel that the goals setting for my task are achievable. | 3.83 | 3.75 | 0.924 | 0.356 |
| **3. Recognition** | **3.77** | **3.65** | **1.835** | **0.067** |
| I feel appreciate when I achieve or complete a task. | 4.21 | 4.15 | 0.848 | 0.397 |
| My manager always thanks me for the job well done. | 3.72 | 3.56 | 1.735 | 0.084 |
| I receive adequate recognition and rewards for a job well done. | 3.42 | 3.21 | 2.195 | 0.029* |
| I like the recognition I get for doing my job well. | 3.71 | 3.64 | 0.699 | 0.485 |
| **4. Growth and possibility of growth** | **3.91** | **3.80** | **1.627** | **0.105** |
| I am proud to work for this company. | 4.18 | 4.09 | 1.203 | 0.230 |
| There are opportunities for me to grow in this company. | 3.91 | 3.72 | 2.133 | 0.034* |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.69 | 3.54 | 1.347 | 0.179 |
| My company always gives priority for existed employee by hiring from within. | 3.92 | 3.83 | 0.953 | 0.341 |
| **5. Advancement** | **3.61** | **3.52** | **1.291** | **0.198** |
| I will choose career advancement against money. | 3.55 | 3.43 | 1.211 | 0.227 |

Table 3.4 (continued)

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | Male | Female | | |
| I have received promotion/ career advancement appropriately. | 3.61 | 3.49 | 1.274 | 0.204 |
| My position is more important than benefits. | 3.50 | 3.46 | 0.380 | 0.704 |
| My company clearly tells me what is expected for advancement. | 3.76 | 3.67 | 1.042 | 0.298 |
| **6. Responsibilities** | **3.79** | **3.58** | **3.528** | **0.000*** |
| I am empowered enough to do my job. | 3.70 | 3.48 | 2.450 | 0.015* |
| I can make my own decision in my job. | 3.71 | 3.42 | 3.255 | 0.001* |
| I go extra miles to do my job. (doing more than what it takes) | 3.72 | 3.55 | 1.930 | 0.054 |
| I feel I contribute to the facility's plan and mission. | 4.02 | 3.84 | 2.405 | 0.017* |
| **7. Work itself** | **3.80** | **3.64** | **2.726** | **0.007*** |
| My job challenges me frequently. | 3.84 | 3.70 | 1.806 | 0.072 |
| I am clear and agree with my job description. | 3.87 | 3.83 | 0.553 | 0.581 |
| I am free to choose my own method of working. | 3.68 | 3.49 | 2.186 | 0.029* |
| I feel that the amount of work I am expected to do is reasonable. | 3.64 | 3.45 | 2.038 | 0.042* |
| There are varieties of tasks in your work. | 3.93 | 3.70 | 2.655 | 0.008* |
| **Overall Satisfaction** | **3.78** | **3.66** | **2.493** | **0.013*** |

*$p < 0.05$, **$p < 0.001$

The independent sample t-tests analysis described the relationship between gender and employee agreement to the 7 factors of Amari Hotels. There were 3 factors, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.4 were "Achievement factor", "Responsibilities factor" and "Work itself factor".

From four statements use to identify of "Achievement factor", there was 1 statement which was "My company tells me clearly on the step for achievement" proved to be significantly different ($p \leq 0.05$). There were 3 statements used to identify

"Responsibilities factor" which were "I am empowered enough to do my job", "I can make my own decision in my job" and "I feel I contribute to the facility's plan and mission" proved to be significantly different ($p \leq 0.05$). From four statements used to identify of "Work itself factor", there were 3 statements which were "I am free to choose my own method of working", "I feel that the amount of work I am expected to do is reasonable" and "There are varieties of tasks in your work" proved to be significantly different ($p \leq 0.05$). Furthermore, statements of "I can balance between my job and family responsibilities", "I receive adequate recognition and rewards for a job well done" and "There are opportunities for me to grow in this company" proved to be significantly different ($p \leq 0.05$) while the main factors were not.

Table 3.5 Employee agreements to the satisfaction factors, classified by age.

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 15-24 years old | 25-34 years old | 35-44 years old | 45-54 years or over | | |
| 1. Working Environment | 3.67 | 3.73 | 3.80 | 3.80 | 0.790 | 0.500 |
| I understand the mission of the company, clearly. | 3.81 | 3.88 | 3.87 | 3.54 | 1.745 | 0.157 |
| I understand how my job aligns with the company's mission. | 3.87 | 4.11 | 4.00 | 3.83 | 2.578 | 0.054 |
| My supervisors are strong, trustworthy leaders. | 3.81 | 3.98 | 3.86 | 3.96 | 0.538 | 0.656 |
| It is easy to get along with my colleagues. | 3.96 | 4.17 | 4.16 | 4.21 | 1.112 | 0.344 |
| I believe my salary is fair to my responsibilities. | 3.45 | 3.35 | 3.61 | 3.71 | 2.345 | 0.073 |
| The benefits I received are practical and address my needs. | 3.39 | 3.33 | 3.49 | 3.50 | 0.776 | 0.508 |
| I believe my job is secure. | 3.42 | 3.61 | 3.92 | 3.83 | 3.808 | 0.010* |
| I feel safe at my worksite. | 3.90 | 3.78 | 3.87 | 4.04 | 0.948 | 0.417 |

Table 3.5 (continued)

| Satisfaction factor | $\overline{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 15-24 years old | 25-34 years old | 35-44 years old | 45-54 years or over | | |
| I can balance between my job and family responsibilities. | 3.90 | 3.91 | 3.99 | 4.21 | 1.381 | 0.248 |
| I have sufficient tools and resources to do my job daily. | 3.15 | 3.13 | 3.18 | 3.13 | 0.042 | 0.988 |
| **2. Achievement** | **3.58** | **3.61** | **3.82** | **3.61** | **3.040** | **0.029*** |
| My job gives me a feeling of achievement. | 3.48 | 3.69 | 3.90 | 3.73 | 3.777 | 0.011* |
| The company recognizes my achievements. | 3.57 | 3.50 | 3.68 | 3.50 | 1.128 | 0.338 |
| My company tells me clearly on the step for achievement. | 3.51 | 3.53 | 3.74 | 3.50 | 1.742 | 0.158 |
| I feel that the goals setting for my task are achievable. | 3.75 | 3.70 | 3.97 | 3.71 | 2.859 | 0.037* |
| **3. Recognition** | **3.66** | **3.68** | **3.75** | **3.64** | **0.493** | **0.687** |
| I feel appreciate when I achieve or complete a task. | 4.06 | 4.20 | 4.16 | 4.17 | 0.448 | 0.719 |
| My manager always thanks me for the job well done. | 3.69 | 3.54 | 3.77 | 3.58 | 1.740 | 0.159 |
| I receive adequate recognition and rewards for a job well done. | 3.27 | 3.26 | 3.40 | 3.21 | 0.735 | 0.532 |
| I like the recognition I get for doing my job well. | 3.60 | 3.69 | 3.67 | 3.58 | 0.231 | 0.875 |
| **4. Growth and possibility of growth** | **3.74** | **3.84** | **3.87** | **3.98** | **0.699** | **0.553** |
| I am proud to work for this company. | 4.06 | 4.11 | 4.17 | 4.17 | 0.362 | 0.780 |

Table 3.5 (continued)

| Satisfaction factor | $\overline{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 15-24 years old | 25-34 years old | 35-44 years old | 45-54 years or over | | |
| There are opportunities for me to grow in this company. | 3.66 | 3.83 | 3.76 | 3.83 | 0.471 | 0.703 |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.45 | 3.54 | 3.72 | 3.88 | 1.584 | 0.193 |
| My company always gives priority for existed employee by hiring from within. | 3.90 | 3.87 | 3.81 | 4.04 | 0.453 | 0.715 |
| **5. Advancement** | **3.45** | **3.54** | **3.64** | **3.46** | **1.143** | **0.331** |
| I will choose career advancement against money. | 3.48 | 3.49 | 3.50 | 3.29 | 0.409 | 0.746 |
| I have received promotion/ career advancement appropriately. | 3.42 | 3.50 | 3.67 | 3.46 | 1.230 | 0.298 |
| My position is more important than benefits. | 3.27 | 3.48 | 3.58 | 3.29 | 1.666 | 0.174 |
| My company clearly tells me what is expected for advancement. | 3.63 | 3.67 | 3.79 | 3.79 | 0.777 | 0.507 |
| **6. Responsibilities** | **3.52** | **3.65** | **3.74** | **3.70** | **1.481** | **0.219** |
| I am empowered enough to do my job. | 3.30 | 3.55 | 3.67 | 3.71 | 1.975 | 0.117 |
| I can make my own decision in my job. | 3.27 | 3.50 | 3.64 | 3.79 | 2.467 | 0.062 |
| I go extra miles to do my job. (doing more than what it takes) | 3.60 | 3.59 | 3.75 | 3.33 | 1.935 | 0.124 |

Table 3.5 (continued)

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 15-24 years old | 25-34 years old | 35-44 years old | 45-54 years or over | | |
| I feel I contribute to the facility's plan and mission. | 3.87 | 3.93 | 3.89 | 3.96 | 0.155 | 0.927 |
| **7. Work itself** | **3.61** | **3.69** | **3.76** | **3.68** | **0.761** | **0.516** |
| My job challenges me frequently. | 3.75 | 3.79 | 3.71 | 3.75 | 0.296 | 0.828 |
| I am clear and agree with my job description. | 3.84 | 3.85 | 3.88 | 3.71 | 0.526 | 0.665 |
| I am free to choose my own method of working. | 3.45 | 3.52 | 3.69 | 3.58 | 1.254 | 0.290 |
| I feel that the amount of work I am expected to do is reasonable. | 3.51 | 3.46 | 3.61 | 3.75 | 1.312 | 0.270 |
| There are varieties of tasks in your work. | 3.48 | 3.81 | 3.90 | 3.63 | 2.390 | 0.069 |
| **Overall Satisfaction** | **3.62** | **3.69** | **3.77** | **3.71** | **1.297** | **0.275** |

*$p < 0.05$, **$p < 0.001$

The One-way ANOVA described the relationship between age and employee agreement to the 7 factors of Amari Hotels. There was 1 factor, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.5 was "Achievement factor".

From four statements use to identify "Achievement factor", there were 2 the statements which were "My job gives me a feeling of achievement" and "I feel that the goals setting for my task are achievable" proved to be significantly different ($p \leq 0.05$). Furthermore, statement of "I believe my job is secure" proved to be significantly different ($p \leq 0.05$) while the main factor was not.

Table 3.6 Multiple Comparisons (Least Significant Difference: LSD) between Age Groups and satisfaction factors

| Satisfaction factors | $\overline{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 15-24 years old | 25-34 years old | 35-44 years old | 45-54 years or over | | |
| 1. Working Environment | | | | | | |
| I believe my job is secure. | 3.42a | 3.61a | 3.92b | 3.83ab | 3.808 | 0.010* |
| 2. Achievement | 3.58ab | 3.61a | 3.82b | 3.61ab | 3.040 | 0.029* |
| My job gives me a feeling of achievement. | 3.48a | 3.69a | 3.90b | 3.73ab | 3.777 | 0.011* |
| I feel that the goals setting for my task are achievable. | 3.75ab | 3.70a | 3.97b | 3.71ab | 2.859 | 0.037* |

*$p < 0.05$, **$p < 0.001$

Multiple comparisons (Least Significant Difference: LSD) were calculated with the 1 significant factor and 3 significant statements from the satisfaction factors. Table 3.6 describes that the age group of 45-54 years or over perceived the factor of "Achievement" and statements of "I believe my job is secure", "My job gives me a feeling of achievement" and "I feel that the goals setting for my task are achievable" as the same agreement as the age group of 15-24 years old, 25-34 years old and 35-44 years old. Whereas, the 35-44 years old group perceived these factors as higher agreement than the 25-34 years old group. Moreover, the age group of 15-24 years old perceived the "Achievement factor" and "I feel that the goals setting for my task are achievable" as same agreement as other age groups, whist they perceived "I believe my job is secure" and "My job gives me a feeling of achievement" as less agreement than 35-44 years old group.

Table 3.7 Employee agreements to the satisfaction factors, classified by Education Level.

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | Below Bachelor's Degree | Bachelor's Degree or higher | | |
| 1. Working Environment | 3.78 | 3.72 | 1.176 | 0.241 |
| I understand the mission of the company, clearly. | 3.86 | 3.84 | 0.261 | 0.794 |
| I understand how my job aligns with the company's mission. | 3.96 | 4.13 | -2.300 | 0.022* |
| My supervisors are strong, trustworthy leaders. | 3.93 | 3.93 | -0.021 | 0.983 |
| It is easy to get along with my colleagues. | 4.13 | 4.17 | -0.574 | 0.566 |
| I believe my salary is fair to my responsibilities. | 3.53 | 3.39 | 1.425 | 0.155 |
| The benefits I received are practical and address my needs. | 3.49 | 3.28 | 2.189 | 0.029* |
| I believe my job is secure. | 3.79 | 3.60 | 2.032 | 0.043* |
| I feel safe at my worksite. | 3.87 | 3.80 | 0.844 | 0.399 |
| I can balance between my job and family responsibilities. | 4.01 | 3.89 | 1.682 | 0.093 |
| I have sufficient tools and resources to do my job daily. | 3.16 | 3.13 | 0.310 | 0.757 |
| 2. Achievement | 3.72 | 3.62 | 1.573 | 0.117 |
| My job gives me a feeling of achievement. | 3.80 | 3.67 | 1.778 | 0.076 |
| The company recognizes my achievements. | 3.55 | 3.57 | -0.168 | 0.866 |
| My company tells me clearly on the step for achievement. | 3.68 | 3.49 | 2.351 | 0.019* |

Table 3.7 (continued)

| Satisfaction factor | $\overline{X}$ | | t | p |
|---|---|---|---|---|
| | Below Bachelor's Degree | Bachelor's Degree or higher | | |
| I feel that the goals setting for my task are achievable. | 3.83 | 3.73 | 1.257 | 0.210 |
| **3. Recognition** | **3.65** | **3.75** | **-1.528** | **0.127** |
| I feel appreciate when I achieve or complete a task. | 4.16 | 4.19 | -0.254 | 0.800 |
| My manager always thanks me for the job well done. | 3.55 | 3.71 | -1.673 | 0.095 |
| I receive adequate recognition and rewards for a job well done. | 3.23 | 3.38 | -1.622 | 0.106 |
| I like the recognition I get for doing my job well. | 3.63 | 3.72 | -0.931 | 0.352 |
| **4. Growth and possibility of growth** | **3.90** | **3.79** | **1.579** | **0.115** |
| I am proud to work for this company. | 4.194 | 4.06 | 2.113 | 0.035* |
| There are opportunities for me to grow in this company. | 3.80 | 3.80 | -0.014 | 0.989 |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.70 | 3.49 | 2.040 | 0.042* |
| My company always gives priority for existed employee by hiring from within. | 3.90 | 3.83 | 0.795 | 0.427 |
| **5. Advancement** | **3.59** | **3.51** | **1.224** | **0.222** |
| I will choose career advancement against money. | 3.54 | 3.42 | 1.344 | 0.180 |

Table 3.7 (continued)

| Satisfaction factor | $\overline{X}$ | | t | p |
|---|---|---|---|---|
| | Below Bachelor's Degree | Bachelor's Degree or higher | | |
| I have received promotion/ career advancement appropriately. | 3.58 | 3.49 | 1.062 | 0.289 |
| My position is more important than benefits. | 3.47 | 3.49 | -0.229 | 0.819 |
| My company clearly tells me what is expected for advancement. | 3.77 | 3.64 | 1.558 | 0.120 |
| **6. Responsibilities** | **3.68** | **3.65** | **0.565** | **0.573** |
| I am empowered enough to do my job. | 3.54 | 3.61 | -0.708 | 0.479 |
| I can make my own decision in my job. | 3.56 | 3.51 | 0.624 | 0.533 |
| I go extra miles to do my job. (doing more than what it takes) | 3.64 | 3.60 | 0.586 | 0.558 |
| I feel I contribute to the facility's plan and mission. | 3.96 | 3.87 | 1.214 | 0.226 |
| **7. Work itself** | **3.70** | **3.71** | **-0.050** | **0.960** |
| My job challenges me frequently. | 3.80 | 3.72 | 1.137 | 0.256 |
| I am clear and agree with my job description. | 3.84 | 3.86 | -0.213 | 0.831 |
| I am free to choose my own method of working. | 3.54 | 3.61 | -0.800 | 0.424 |
| I feel that the amount of work I am expected to do is reasonable. | 3.521 | 3.55 | -0.307 | 0.759 |
| There are varieties of tasks in your work. | 3.80 | 3.80 | 0.053 | 0.958 |
| **Overall Satisfaction** | 3.73 | 3.68 | 0.874 | 0.383 |

*$p < 0.05$, **$p < 0.001$

The independent sample t-tests analysis described the relationship between education level and employee agreement to the 7 factors of Amari Hotels. There was no factor, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.7.

From thirty five statements use to identify of 7 factors, there were 6 the statements which were "I understand how my job aligns with the company's mission", "The benefits I received are practical and address my needs", "I believe my job is secure", "My company tells me clearly on the step for achievement", "I am proud to work for this company" and "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance" proved to be significantly different ($p \leq 0.05$) while the main factors were not.

Table 3.8 Employee agreements to the satisfaction factors, classified by status.

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| 1. Working Environment | 3.68 | 3.84 | 3.84 | 5.010 | 0.007* |
| I understand the mission of the company, clearly. | 3.79 | 3.91 | 4.00 | 1.453 | 0.235 |
| I understand how my job aligns with the company's mission. | 4.02 | 4.07 | 3.94 | 0.490 | 0.613 |
| My supervisors are strong, trustworthy leaders. | 3.89 | 3.97 | 3.94 | 0.288 | 0.750 |
| It is easy to get along with my colleagues. | 4.13 | 4.17 | 4.17 | 0.207 | 0.813 |
| I believe my salary is fair to my responsibilities. | 3.40 | 3.53 | 3.58 | 0.947 | 0.389 |
| The benefits I received are practical and address my needs. | 3.30 | 3.49 | 3.64 | 2.395 | 0.093 |
| I believe my job is secure. | 3.58 | 3.83 | 3.94 | 3.612 | 0.028* |
| I feel safe at my worksite. | 3.73 | 3.96 | 4.00 | 3.604 | 0.028* |
| I can balance between my job and family responsibilities. | 3.87 | 4.09 | 3.82 | 4.457 | 0.012* |

Table 3.8 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| I have sufficient tools and resources to do my job daily. | 3.01 | 3.33 | 3.29 | 3.901 | 0.021* |
| **2. Achievement** | **3.59** | **3.77** | **3.76** | **3.517** | **0.031*** |
| My job gives me a feeling of achievement. | 3.64 | 3.84 | 4.00 | 4.715 | 0.010* |
| The company recognizes my achievements. | 3.53 | 3.60 | 3.58 | 0.359 | 0.699 |
| My company tells me clearly on the step for achievement. | 3.50 | 3.72 | 3.58 | 3.189 | 0.042* |
| I feel that the goals setting for my task are achievable. | 3.69 | 3.90 | 3.88 | 3.238 | 0.040* |
| **3. Recognition** | **3.67** | **3.74** | **3.63** | **0.530** | **0.589** |
| I feel appreciate when I achieve or complete a task. | 4.14 | 4.21 | 4.29 | 0.746 | 0.475 |
| My manager always thanks me for the job well done. | 3.56 | 3.72 | 3.64 | 1.360 | 0.258 |
| I receive adequate recognition and rewards for a job well done. | 3.29 | 3.32 | 3.11 | 0.459 | 0.632 |
| I like the recognition I get for doing my job well. | 3.68 | 3.67 | 3.47 | 0.570 | 0.566 |
| **4. Growth and possibility of growth** | **3.79** | **3.93** | **3.81** | **1.959** | **0.143** |
| I am proud to work for this company. | 4.07 | 4.19 | 4.29 | 2.202 | 0.112 |
| There are opportunities for me to grow in this company. | 3.77 | 3.83 | 3.82 | 0.238 | 0.789 |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.51 | 3.75 | 3.47 | 2.620 | 0.074 |

Table 3.8 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| My company always gives priority for existed employee by hiring from within. | 3.84 | 3.93 | 3.64 | 1.032 | 0.357 |
| 5. Advancement | 3.52 | 3.59 | 3.72 | 1.101 | 0.334 |
| I will choose career advancement against money. | 3.47 | 3.47 | 3.58 | 0.125 | 0.883 |
| I have received promotion/ career advancement appropriately. | 3.51 | 3.61 | 3.35 | 1.053 | 0.350 |
| My position is more important than benefits. | 3.45 | 3.47 | 3.88 | 2.070 | 0.128 |
| My company clearly tells me what is expected for advancement. | 3.62 | 3.79 | 4.05 | 3.622 | 0.028* |
| 6. Responsibilities | 3.61 | 3.73 | 3.81 | 2.511 | 0.083 |
| I am empowered enough to do my job. | 3.51 | 3.65 | 3.64 | 1.346 | 0.262 |
| I can make my own decision in my job. | 3.45 | 3.62 | 3.88 | 2.997 | 0.051 |
| I go extra miles to do my job. (doing more than what it takes) | 3.56 | 3.70 | 3.64 | 1.080 | 0.341 |
| I feel I contribute to the facility's plan and mission. | 3.89 | 3.94 | 4.05 | 0.546 | 0.580 |
| 7. Work itself | 3.68 | 3.75 | 3.56 | 1.219 | 0.297 |
| My job challenges me frequently. | 3.73 | 3.81 | 3.70 | 0.553 | 0.575 |
| I am clear and agree with my job description. | 3.82 | 3.90 | 3.82 | 0.636 | 0.530 |
| I am free to choose my own method of working. | 3.56 | 3.60 | 3.41 | 0.440 | 0.645 |
| I feel that the amount of work I am expected to do is reasonable. | 3.52 | 3.57 | 3.29 | 0.930 | 0.395 |

Table 3.8 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| There are varieties of tasks in your work. | 3.77 | 3.85 | 3.58 | 0.926 | 0.397 |
| Overall Satisfaction | 3.66 | 3.78 | 3.75 | 2.916 | 0.055 |

*$p < 0.05$, **$p < 0.001$

The One-way ANOVA described the relationship between marital status and employee agreement to the 7 factors of Amari Hotels. There were 2 factors, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.8 were "Working Environment factor" and "Achievement factor".

From ten statements use to identify "Working Environment factor", there were 4 statements which were "I believe my job is secure", "I feel safe at my worksite", "I can balance between my job and family responsibilities" and "I have sufficient tools and resources to do my job daily" proved to be significantly different ($p \leq 0.05$). There were 3 statements used to identify "Achievement factor" which were "My job gives me a feeling of achievement", "My company tells me clearly on the step for achievement" and "I feel that the goals setting for my task are achievable" proved to be significantly different ($p \leq 0.05$). Furthermore, statement of "My company clearly tells me what is expected for advancement" proved to be significantly different ($p \leq 0.05$) while the main factor was not.

**Table 3.9** Multiple Comparisons (Least Significant Difference: LSD) between Marital status Groups and satisfaction factors

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| 1. Working Environment | 3.68a | 3.84b | 3.84ab | 5.010 | 0.007* |
| I believe my job is secure. | 3.58a | 3.83b | 3.94ab | 3.612 | 0.028* |
| I feel safe at my worksite. | 3.73a | 3.96b | 4.00ab | 3.604 | 0.028* |
| I can balance between my job and family responsibilities. | 3.87a | 4.09b | 3.82ab | 4.457 | 0.012* |

Table 3.9 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Single | Married | Divorce | | |
| I have sufficient tools and resources to do my job daily. | 3.01a | 3.33b | 3.29ab | 3.901 | 0.021* |
| 2. Achievement | 3.59a | 3.77b | 3.76ab | 3.517 | 0.031* |
| My job gives me a feeling of achievement. | 3.64a | 3.84b | 4.00b | 4.715 | 0.010* |
| My company tells me clearly on the step for achievement. | 3.50a | 3.72b | 3.58ab | 3.189 | 0.042* |
| I feel that the goals setting for my task are achievable. | 3.69a | 3.90b | 3.88ab | 3.238 | 0.040* |
| 5. Advancement | | | | | |
| My company clearly tells me what is expected for advancement. | 3.62a | 3.79b | 4.05b | 3.622 | 0.028* |

*$p < 0.05$, **$p < 0.001$

Multiple comparisons (Least Significant Difference: LSD) were calculated with the 2 significant factors and 8 significant statements from the satisfaction factors. Table 3.9 describes that the divorce group perceived the factors of "Working Environment", "Achievement" and the statements of "I believe my job is secure", "I feel safe at my worksite", "I can balance between my job and family responsibilities", "I have sufficient tools and resources to do my job daily", "My company tells me clearly on the step for achievement" and "I feel that the goals setting for my task are achievable" as the same agreement as single and married group. Whereas, the married group perceived these factors that higher agreement than single group. Moreover, the single group perceived the statements of "My job gives me a feeling of achievement" and "My company clearly tells me what is expected for advancement" as less agreement than married and divorce groups.

Table 3.10 Employee agreement to the satisfaction factors, classified by department.

| Satisfaction factor | $\overline{X}$ | | t | p |
|---|---|---|---|---|
| | Front of the house | Back of the house | | |
| 1. Working Environment | 3.73 | 3.76 | -0.655 | 0.513 |
| I understand the mission of the company, clearly. | 3.87 | 3.84 | 0.373 | 0.709 |
| I understand how my job aligns with the company's mission. | 4.10 | 4.01 | 1.311 | 0.191 |
| My supervisors are strong, trustworthy leaders. | 3.84 | 3.98 | -1.352 | 0.177 |
| It is easy to get along with my colleagues. | 4.13 | 4.17 | -0.564 | 0.573 |
| I believe my salary is fair to my responsibilities. | 3.43 | 3.49 | -0.568 | 0.570 |
| The benefits I received are practical and address my needs. | 3.37 | 3.41 | -0.472 | 0.637 |
| I believe my job is secure. | 3.61 | 3.75 | -1.381 | 0.168 |
| I feel safe at my worksite. | 3.87 | 3.83 | 0.435 | 0.664 |
| I can balance between my job and family responsibilities. | 3.83 | 4.03 | -2.361 | 0.019* |
| I have sufficient tools and resources to do my job daily. | 3.22 | 3.11 | 0.906 | 0.366 |
| 2. Achievement | 3.67 | 3.67 | -0.060 | 0.952 |
| My job gives me a feeling of achievement. | 3.63 | 3.80 | -2.022 | 0.044* |
| The company recognizes my achievements. | 3.63 | 3.53 | 1.222 | 0.222 |
| My company tells me clearly on the step for achievement. | 3.60 | 3.59 | 0.045 | 0.964 |
| I feel that the goals setting for my task are achievable. | 3.81 | 3.78 | 0.369 | 0.713 |

Table 3.10 (continued)

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | Front of the house | Back of the house | | |
| **3. Recognition** | 3.72 | 3.68 | 0.567 | 0.571 |
| I feel appreciate when I achieve or complete a task. | 4.13 | 4.20 | -1.028 | 0.305 |
| My manager always thanks me for the job well done. | 3.62 | 3.63 | -0.162 | 0.871 |
| I receive adequate recognition and rewards for a job well done. | 3.37 | 3.27 | 1.047 | 0.296 |
| I like the recognition I get for doing my job well. | 3.77 | 3.62 | 1.656 | 0.099 |
| **4. Growth and possibility of growth** | 3.78 | 3.88 | -1.445 | 0.149 |
| I am proud to work for this company. | 4.05 | 4.18 | -1.951 | 0.052 |
| There are opportunities for me to grow in this company. | 3.76 | 3.82 | -0.655 | 0.513 |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.56 | 3.64 | -0.742 | 0.458 |
| My company always gives priority for existed employee by hiring from within. | 3.79 | 3.91 | -1.231 | 0.219 |
| **5. Advancement** | 3.53 | 3.57 | -0.536 | 0.592 |
| I will choose career advancement against money. | 3.46 | 3.50 | -0.359 | 0.720 |
| I have received promotion/ career advancement appropriately. | 3.48 | 3.58 | -1.004 | 0.316 |
| My position is more important than benefits. | 3.48 | 3.48 | 0.016 | 0.987 |
| My company clearly tells me what is expected for advancement. | 3.70 | 3.72 | -0.269 | 0.788 |

Table 3.10 (continued)

| Satisfaction factor | $\bar{X}$ | | t | p |
|---|---|---|---|---|
| | Front of the house | Back of the house | | |
| 6. Responsibilities | 3.67 | 3.66 | 0.121 | 0.904 |
| I am empowered enough to do my job. | 3.55 | 3.59 | -0.480 | 0.632 |
| I can make my own decision in my job. | 3.60 | 3.51 | 0.872 | 0.384 |
| I go extra miles to do my job. (doing more than what it takes) | 3.63 | 3.62 | 0.058 | 0.954 |
| I feel I contribute to the facility's plan and mission. | 3.91 | 3.93 | -0.173 | 0.862 |
| 7. Work itself | 3.68 | 3.72 | -0.612 | 0.541 |
| My job challenges me frequently. | 3.79 | 3.75 | 0.413 | 0.680 |
| I am clear and agree with my job description. | 3.87 | 3.85 | 0.251 | 0.802 |
| I am free to choose my own method of working. | 3.46 | 3.63 | -1.946 | 0.053 |
| I feel that the amount of work I am expected to do is reasonable. | 3.47 | 3.57 | -1.102 | 0.271 |
| There are varieties of tasks in your work. | 3.83 | 3.78 | 0.451 | 0.652 |
| Overall Satisfaction | 3.69 | 3.72 | -0.516 | 0.606 |

*$p < 0.05$, **$p < 0.001$

The independent sample t-tests analysis described the relationship between department and employee agreement to the 7 factors of Amari Hotels. There was no factor, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.10.

From thirty five statements use to identify of 7 factors, there were 2 the statements which were "I can balance between my job and family responsibilities" and "My job gives me a feeling of achievement" proved to be significantly different ($p \leq 0.05$) while the main factors were not.

Table 3.11 Employee agreement to the satisfaction factors, classified by year of service at Amari.

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| 1. Working Environment | 3.71 | 3.81 | 3.84 | 3.43 | 5.381 | 0.001* |
| I understand the mission of the company, clearly. | 3.88 | 3.97 | 3.80 | 3.25 | 7.428 | 0.000* |
| I understand how my job aligns with the company's mission. | 4.08 | 4.04 | 4.09 | 3.67 | 3.011 | 0.030* |
| My supervisors are strong, trustworthy leaders. | 3.99 | 3.88 | 4.00 | 3.63 | 1.289 | 0.278 |
| It is easy to get along with my colleagues. | 4.09 | 4.16 | 4.33 | 4.00 | 2.944 | 0.033* |
| I believe my salary is fair to my responsibilities. | 3.35 | 3.60 | 3.60 | 3.13 | 3.239 | 0.022* |
| The benefits I received are practical and address my needs. | 3.26 | 3.52 | 3.58 | 3.08 | 3.888 | 0.009* |
| I believe my job is secure. | 3.62 | 3.83 | 3.76 | 3.33 | 2.601 | 0.052 |
| I feel safe at my worksite. | 3.84 | 3.84 | 3.90 | 3.58 | 0.964 | 0.410 |
| I can balance between my job and family responsibilities. | 3.94 | 3.95 | 4.03 | 3.83 | 0.504 | 0.680 |
| I have sufficient tools and resources to do my job daily. | 3.06 | 3.24 | 3.32 | 2.79 | 2.095 | 0.101 |
| 2. Achievement | 3.64 | 3.77 | 3.72 | 3.30 | 4.148 | 0.007* |
| My job gives me a feeling of achievement. | 3.69 | 3.77 | 3.87 | 3.46 | 2.509 | 0.059 |

Table 3.11 (continued)

| Satisfaction factor | $\overline{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| The company recognizes my achievements. | 3.55 | 3.67 | 3.56 | 3.08 | 3.697 | 0.012* |
| My company tells me clearly on the step for achievement. | 3.55 | 3.71 | 3.63 | 3.13 | 4.054 | 0.007* |
| I feel that the goals setting for my task are achievable. | 3.74 | 3.89 | 3.80 | 3.54 | 1.847 | 0.138 |
| **3. Recognition** | **3.69** | **3.76** | **3.73** | **3.33** | **3.364** | **0.019*** |
| I feel appreciate when I achieve or complete a task. | 4.20 | 4.26 | 4.15 | 3.67 | 5.448 | 0.001* |
| My manager always thanks me for the job well done. | 3.65 | 3.68 | 3.60 | 3.29 | 1.413 | 0.239 |
| I receive adequate recognition and rewards for a job well done. | 3.25 | 3.39 | 3.33 | 3.04 | 1.373 | 0.251 |
| I like the recognition I get for doing my job well. | 3.64 | 3.70 | 3.81 | 3.33 | 2.269 | 0.080 |
| **4. Growth and possibility of growth** | **3.84** | **3.94** | **3.79** | **3.59** | **2.266** | **0.081** |
| I am proud to work for this company. | 4.14 | 4.16 | 4.15 | 3.83 | 2.145 | 0.094 |
| There are opportunities for me to grow in this company. | 3.84 | 3.86 | 3.81 | 3.21 | 4.621 | 0.003* |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.52 | 3.79 | 3.49 | 3.58 | 2.044 | 0.107 |

Table 3.11 (continued)

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| My company always gives priority for existed employee by hiring from within. | 3.86 | 3.96 | 3.75 | 3.75 | 1.000 | 0.393 |
| **5. Advancement** | **3.58** | **3.65** | **3.50** | **3.17** | **4.107** | **0.007*** |
| I will choose career advancement against money. | 3.46 | 3.63 | 3.41 | 3.04 | 3.298 | 0.021* |
| I have received promotion/ career advancement appropriately. | 3.48 | 3.68 | 3.53 | 3.29 | 2.080 | 0.103 |
| My position is more important than benefits. | 3.55 | 3.53 | 3.38 | 3.04 | 3.125 | 0.026* |
| My company clearly tells me what is expected for advancement. | 3.80 | 3.72 | 3.64 | 3.29 | 3.173 | 0.024* |
| **6. Responsibilities** | **3.68** | **3.71** | **3.67** | **3.36** | **2.562** | **0.055** |
| I am empowered enough to do my job. | 3.58 | 3.64 | 3.61 | 3.04 | 3.856 | 0.010* |
| I can make my own decision in my job. | 3.51 | 3.58 | 3.64 | 3.25 | 1.415 | 0.238 |
| I go extra miles to do my job. (doing more than what it takes) | 3.60 | 3.70 | 3.61 | 3.42 | 0.903 | 0.440 |
| I feel I contribute to the facility's plan and mission. | 4.02 | 3.90 | 3.78 | 3.75 | 2.374 | 0.070 |
| **7. Work itself** | **3.72** | **3.75** | **3.68** | **3.46** | **2.058** | **0.105** |
| My job challenges me frequently. | 3.79 | 3.79 | 3.72 | 3.54 | 0.955 | 0.414 |

Table 3.11 (continued)

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| I am clear and agree with my job description. | 3.89 | 3.91 | 3.83 | 3.38 | 5.589 | 0.001* |
| I am free to choose my own method of working. | 3.56 | 3.58 | 3.64 | 3.38 | 0.695 | 0.555 |
| I feel that the amount of work I am expected to do is reasonable. | 3.51 | 3.61 | 3.47 | 3.42 | 0.666 | 0.573 |
| There are varieties of tasks in your work. | 3.84 | 3.82 | 3.70 | 3.58 | 0.959 | 0.412 |
| **Overall Satisfaction** | 3.70 | 3.77 | 3.73 | 3.39 | 4.846 | 0.003* |

*$p < 0.05$, **$p < 0.001$

The One-way ANOVA described the relationship between year of service and employee agreement to the 7 factors of Amari Hotels. There were 4 factors, which proved to be significantly different ($p \leq 0.05$), as shown in table 3.11 were "Working Environment factor", "Achievement factor", "Recognition factor" and "Advancement factor".

From ten statements use to identify "Working Environment factor", there were 5 statements which were "I understand the mission of the company, clearly", "I understand how my job aligns with the company's mission", "It is easy to get along with my colleagues", "I believe my salary is fair to my responsibilities" and "The benefits I received are practical and address my needs" proved to be significantly different ($p \leq 0.05$). There were 2 statements used to identify "Achievement factor" which were "The company recognizes my achievements" and "My company tells me clearly on the step for achievement" proved to be significantly different ($p \leq 0.05$). From statements used to identify "Recognition factor", 1 statement of "I feel appreciate when I achieve or complete a task" was significantly different ($p \leq 0.05$). From four statements used to identify "Advancement factor", there were 3 statements, which were "I will choose career

advancement against money", "My position is more important than benefits" and "My company clearly tells me what is expected for advancement" proved to be significantly different ($p \leq 0.05$). Furthermore, statements of "There are opportunities for me to grow in this company", "I am empowered enough to do my job" and "I am clear and agree with my job description" proved to be significantly different ($p \leq 0.05$) while the main factors were not.

Table 3.12 Multiple Comparisons (Least Significant Difference: LSD) between Year of service Groups and satisfaction factors

| Satisfaction factor | $\overline{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| 1. Working Environment | 3.71a | 3.81a | 3.84a | 3.43b | 5.381 | 0.001* |
| I understand the mission of the company, clearly. | 3.88a | 3.97a | 3.80a | 3.25b | 7.428 | 0.000* |
| I understand how my job aligns with the company's mission. | 4.08a | 4.04a | 4.09a | 3.67b | 3.011 | 0.030* |
| It is easy to get along with my colleagues. | 4.09a | 4.16ab | 4.33b | 4.00a | 2.944 | 0.033* |
| I believe my salary is fair to my responsibilities. | 3.35a | 3.60b | 3.60b | 3.13c | 3.239 | 0.022* |
| The benefits I received are practical and address my needs. | 3.26a | 3.52b | 3.58b | 3.08a | 3.888 | 0.009* |
| 2. Achievement | 3.64a | 3.77a | 3.72a | 3.30b | 4.148 | 0.007* |
| The company recognizes my achievements. | 3.55a | 3.67a | 3.56a | 3.08b | 3.697 | 0.012* |
| My company tells me clearly on the step for achievement. | 3.55a | 3.71a | 3.63a | 3.13b | 4.054 | 0.007* |

Table 3.12 (continue)

| Satisfaction factor | $\bar{X}$ | | | | F | p |
|---|---|---|---|---|---|---|
| | 0-5 years | 6-10 years | 11-15 years | 16 years or over | | |
| 3. Recognition | 3.69a | 3.76a | 3.73a | 3.33b | 3.364 | 0.019* |
| I feel appreciate when I achieve or complete a task. | 4.20a | 4.26a | 4.15a | 3.67b | 5.448 | 0.001* |
| 4. Growth and possibility of growth | | | | | | |
| There are opportunities for me to grow in this company. | 3.84a | 3.86a | 3.81a | 3.21b | 4.621 | 0.003* |
| 5. Advancement | 3.58a | 3.65a | 3.50a | 3.17b | 4.107 | 0.007* |
| I will choose career advancement against money. | 3.46a | 3.63a | 3.41ab | 3.04b | 3.298 | 0.021* |
| My position is more important than benefits. | 3.55a | 3.53a | 3.38ab | 3.04b | 3.125 | 0.026* |
| My company clearly tells me what is expected for advancement. | 3.80a | 3.72a | 3.64ab | 3.29b | 3.173 | 0.024* |
| 6. Responsibilities | | | | | | |
| I am empowered enough to do my job. | 3.58a | 3.64a | 3.61a | 3.04b | 3.856 | 0.010* |
| 7. Work itself | | | | | | |
| I am clear and agree with my job description. | 3.89a | 3.91a | 3.83a | 3.38b | 5.589 | 0.001* |
| Overall Satisfaction | 3.70a | 3.77a | 3.73a | 3.39b | 4.846 | 0.003* |

*$p < 0.05$, **$p < 0.001$

Multiple comparisons (Least Significant Difference: LSD) were calculated with the overall satisfaction, 4 significant factors and 14 significant statements from the satisfaction factor. Table 3.12 describes that the group of 16 years of service or over perceived the overall satisfaction, factors of "Working Environment", "Achievement",

"Recognition", "Advancement" and the statements of "I understand the mission of the company, clearly", "I understand how my job aligns with the company's mission", "The company recognizes my achievements", "My company tells me clearly on the step for achievement", "I feel appreciate when I achieve or complete a task", "There are opportunities for me to grow in this company", "I am empowered enough to do my job" and "I am clear and agree with my job description" as lower agreement than the group of 0-5 years, 6-10 years and 11-15 years of services. The group of 11-15 years of service perceived the statements of "I will choose career advancement against money", "My position is more important than benefits" and "My company clearly tells me what is expected for advancement" as the same agreement as 0-5 years, 6-10 years and 16 years of service or over group. Whereas 16 years of service or over group perceived of these 3 statements as lower agreement than 0-5 years and 6-10 years of service group. The group of 6-10 years of service perceived of "It is easy to get along with my colleagues" as same agreement to the 0-5 years, 11-15 years and 16 years of service or over group. Whereas, 11-15 years of service group perceived the statement of "It is easy to get along with my colleagues" as higher agreement than 0-5 years and 16 years of service or over group. 6-10 years and 11-15 years of service group perceived the statement of "I believe my salary is fair to my responsibilities" as higher agreement than 0-5 years of service group, while 0-5 years of service group perceived the statement of "I believe my salary is fair to my responsibilities" as higher agreement than 16 years of service or over group. The group of 6-10 years and 11-15 years of service perceived the statement of "The benefits I received are practical and address my needs" as higher agreement than 0-5 years and 16 years of service or over group.

Table 3.13 Employee agreement to the satisfaction factors, classified by level.

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or Managerial level | Department head level or higher | | |
| 1. Working Environment | 3.67 | 3.90 | 3.83 | 8.788 | 0.000* |
| I understand the mission of the company, clearly. | 3.74 | 4.04 | 4.04 | 7.864 | 0.000* |

Table 3.13 (continued)

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or Managerial level | Department head level or higher | | |
| I understand how my job aligns with the company's mission. | 3.94 | 4.18 | 4.30 | 7.095 | 0.001* |
| My supervisors are strong, trustworthy leaders. | 3.78 | 4.21 | 4.04 | 7.906 | 0.000* |
| It is easy to get along with my colleagues. | 4.13 | 4.13 | 4.43 | 2.535 | 0.081 |
| I believe my salary is fair to my responsibilities. | 3.41 | 3.54 | 3.60 | 0.970 | 0.380 |
| The benefits I received are practical and address my needs. | 3.30 | 3.56 | 3.43 | 3.035 | 0.049* |
| I believe my job is secure. | 3.56 | 3.95 | 3.86 | 7.251 | 0.001* |
| I feel safe at my worksite. | 3.77 | 4.00 | 3.69 | 3.228 | 0.041* |
| I can balance between my job and family responsibilities. | 3.98 | 3.89 | 3.95 | 0.577 | 0.562 |
| I have sufficient tools and resources to do my job daily. | 3.04 | 3.42 | 2.95 | 5.028 | 0.007* |
| **2. Achievement** | **3.54** | **3.88** | **3.99** | **15.076** | **0.000*** |
| My job gives me a feeling of achievement. | 3.61 | 3.92 | 4.08 | 11.143 | 0.000* |
| The company recognizes my achievements. | 3.41 | 3.78 | 4.00 | 12.477 | 0.000* |
| My company tells me clearly on the step for achievement. | 3.48 | 3.76 | 3.82 | 5.645 | 0.004* |
| I feel that the goals setting for my task are achievable. | 3.64 | 4.02 | 4.04 | 11.030 | 0.000* |
| **3. Recognition** | **3.54** | **3.92** | **4.10** | **21.277** | **0.000*** |

Table 3.13 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or Managerial level | Department head level or higher | | |
| I feel appreciate when I achieve or complete a task. | 4.08 | 4.29 | 4.47 | 5.891 | 0.003* |
| My manager always thanks me for the job well done. | 3.42 | 3.90 | 4.26 | 19.271 | 0.000* |
| I receive adequate recognition and rewards for a job well done. | 3.12 | 3.56 | 3.69 | 12.969 | 0.000* |
| I like the recognition I get for doing my job well. | 3.52 | 3.91 | 3.95 | 10.595 | 0.000* |
| 4. Growth and possibility of growth | 3.73 | 4.06 | 3.96 | 10.500 | 0.000* |
| I am proud to work for this company. | 4.09 | 4.18 | 4.26 | 1.363 | 0.257 |
| There are opportunities for me to grow in this company. | 3.67 | 4.03 | 3.91 | 7.607 | 0.001* |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.45 | 3.92 | 3.56 | 8.507 | 0.000* |
| My company always gives priority for existed employee by hiring from within. | 3.74 | 4.09 | 4.08 | 6.851 | 0.001* |
| 5. Advancement | 3.43 | 3.78 | 3.71 | 12.403 | 0.000* |
| I will choose career advancement against money. | 3.38 | 3.68 | 3.47 | 4.400 | 0.013* |
| I have received promotion/ career advancement appropriately. | 3.35 | 3.89 | 3.73 | 17.400 | 0.000* |

Table 3.13 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or Managerial level | Department head level or higher | | |
| My position is more important than benefits. | 3.37 | 3.66 | 3.69 | 5.662 | 0.004* |
| My company clearly tells me what is expected for advancement. | 3.62 | 3.86 | 3.91 | 4.396 | 0.013* |
| **6. Responsibilities** | **3.51** | **3.92** | **4.01** | **27.722** | **0.000*** |
| I am empowered enough to do my job. | 3.35 | 3.92 | 4.04 | 24.527 | 0.000* |
| I can make my own decision in my job. | 3.33 | 3.89 | 3.86 | 19.904 | 0.000* |
| I go extra miles to do my job. (doing more than what it takes) | 3.52 | 3.75 | 3.95 | 4.929 | 0.008* |
| I feel I contribute to the facility's plan and mission. | 3.80 | 4.10 | 4.17 | 8.460 | 0.000* |
| **7. Work itself** | **3.58** | **3.90** | **3.92** | **16.309** | **0.000*** |
| My job challenges me frequently. | 3.62 | 3.98 | 4.08 | 11.771 | 0.000* |
| I am clear and agree with my job description. | 3.77 | 4.00 | 3.95 | 5.414 | 0.005* |
| I am free to choose my own method of working. | 3.43 | 3.78 | 3.86 | 9.436 | 0.000* |
| I feel that the amount of work I am expected to do is reasonable. | 3.41 | 3.76 | 3.60 | 6.689 | 0.001* |
| There are varieties of tasks in your work. | 3.67 | 3.99 | 4.08 | 6.644 | 0.001* |
| **Overall Satisfaction** | 3.59 | 3.91 | 3.91 | 22.094 | 0.000* |

*$p < 0.05$, **$p < 0.001$

The One-way ANOVA described the relationship between year of service and employee agreement to the 7 factors of Amari Hotels. All 7 factors were proved to be significantly different ($p \leq 0.05$), as shown in table 3.13 were "Working Environment factor", "Achievement factor", "Recognition factor", "Growth and possibility of growth factor", "Advancement factor", "Responsibilities factor" and "Work itself factor".

From ten statements use to identify "Working Environment factor", there were 7 statements which were "I understand the mission of the company, clearly", "I understand how my job aligns with the company's mission", "My supervisors are strong, trustworthy leaders", "The benefits I received are practical and address my needs", "I believe my job is secure", "I feel safe at my worksite", "I have sufficient tools and resources to do my job daily" proved to be significantly different ($p \leq 0.05$). Four statements used to identify "Achievement factor", there were "My job gives me a feeling of achievement", "The company recognizes my achievements", "My company tells me clearly on the step for achievement" and "I feel that the goals setting for my task are achievable" proved to be significantly different ($p \leq 0.05$). Four statements used to identify "Recognition factor", there were "I feel appreciate when I achieve or complete a task", "My manager always thanks me for the job well done", "I receive adequate recognition and rewards for a job well done" and "I like the recognition I get for doing my job well" proved to be significantly different ($p \leq 0.05$). Three statements used to identify "Growth and possibility of growth factor", which were "There are opportunities for me to grow in this company", "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance" and "My company always gives priority for existed employee by hiring from within" proved to be significantly different ($p \leq 0.05$). Four statements used to identify "Advancement factor", which were "I will choose career advancement against money", "I have received promotion/ career advancement appropriately", "My position is more important than benefits", "My company clearly tells me what is expected for advancement" proved to be significantly different ($p \leq 0.05$). Four statements used to identify "Responsibilities factor", which were "I am empowered enough to do my job", "I can make my own decision in my job", "I go extra miles to do my job. (doing more than what it takes)", "I feel I contribute to the facility's plan and mission" proved to be significantly different ($p \leq 0.05$). Five statements used

to identify "Work itself factor", which were "My job challenges me frequently", "I am clear and agree with my job description", "I am free to choose my own method of working", "I feel that the amount of work I am expected to do is reasonable" and "There are varieties of tasks in your work" proved to be significantly different ($p \leq 0.05$).

Table 3.14 Multiple Comparisons (Least Significant Difference: LSD) between Employee's level Groups and satisfaction factors

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or managerial level | Department head level or higher | | |
| 1. Working Environment | 3.67a | 3.90b | 3.83ab | 8.788 | 0.000* |
| I understand the mission of the company, clearly. | 3.74a | 4.04b | 4.04b | 7.864 | 0.000* |
| I understand how my job aligns with the company's mission. | 3.94a | 4.18b | 4.30b | 7.095 | 0.001* |
| My supervisors are strong, trustworthy leaders. | 3.78a | 4.21b | 4.04ab | 7.906 | 0.000* |
| The benefits I received are practical and address my needs. | 3.30a | 3.56b | 3.43ab | 3.035 | 0.049* |
| I believe my job is secure. | 3.56a | 3.95b | 3.86ab | 7.251 | 0.001* |
| I feel safe at my worksite. | 3.77a | 4.00b | 3.69ab | 3.228 | 0.041* |
| I have sufficient tools and resources to do my job daily. | 3.04a | 3.42b | 2.95ab | 5.028 | 0.007* |
| 2. Achievement | 3.54a | 3.88b | 3.99b | 15.076 | 0.000* |
| My job gives me a feeling of achievement. | 3.61a | 3.92b | 4.08b | 11.143 | 0.000* |

Table 3.14 (continued)

| Satisfaction factor | $\bar{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or managerial level | Department head level or higher | | |
| The company recognizes my achievements. | 3.41a | 3.78b | 4.00b | 12.477 | 0.000* |
| My company tells me clearly on the step for achievement. | 3.48a | 3.76b | 3.82b | 5.645 | 0.004* |
| I feel that the goals setting for my task are achievable. | 3.64a | 4.02b | 4.04b | 11.030 | 0.000* |
| **3. Recognition** | **3.54a** | **3.92b** | **4.10b** | **21.277** | **0.000*** |
| I feel appreciate when I achieve or complete a task. | 4.08a | 4.29b | 4.47b | 5.891 | 0.003* |
| My manager always thanks me for the job well done. | 3.42a | 3.90b | 4.26b | 19.271 | 0.000* |
| I receive adequate recognition and rewards for a job well done. | 3.12a | 3.56b | 3.69b | 12.969 | 0.000* |
| I like the recognition I get for doing my job well. | 3.52a | 3.91b | 3.95b | 10.595 | 0.000* |
| **4. Growth and possibility of growth** | **3.73a** | **4.06b** | **3.96ab** | **10.500** | **0.000*** |
| There are opportunities for me to grow in this company. | 3.67a | 4.03b | 3.91ab | 7.607 | 0.001* |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | 3.45a | 3.92b | 3.56ab | 8.507 | 0.000* |

Table 3.14 (continued)

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or managerial level | Department head level or higher | | |
| My company always gives priority for existed employee by hiring from within. | 3.74a | 4.09b | 4.08ab | 6.851 | 0.001* |
| **5. Advancement** | **3.43a** | **3.78b** | **3.71ab** | **12.403** | **0.000*** |
| I will choose career advancement against money. | 3.38a | 3.68b | 3.47ab | 4.400 | 0.013* |
| I have received promotion/ career advancement appropriately. | 3.35a | 3.89b | 3.73b | 17.400 | 0.000* |
| My position is more important than benefits. | 3.37a | 3.66b | 3.69ab | 5.662 | 0.004* |
| My company clearly tells me what is expected for advancement. | 3.62a | 3.86b | 3.91ab | 4.396 | 0.013* |
| **6. Responsibilities** | **3.51a** | **3.92b** | **4.01b** | **27.722** | **0.000*** |
| I am empowered enough to do my job. | 3.35a | 3.92b | 4.04b | 24.527 | 0.000* |
| I can make my own decision in my job. | 3.33a | 3.89b | 3.86b | 19.904 | 0.000* |
| I go extra miles to do my job. (doing more than what it takes) | 3.52a | 3.75b | 3.95b | 4.929 | 0.008* |
| I feel I contribute to the facility's plan and mission. | 3.80a | 4.10b | 4.17b | 8.460 | 0.000* |
| **7. Work itself** | **3.58a** | **3.90b** | **3.92b** | **16.309** | **0.000*** |
| My job challenges me frequently. | 3.62a | 3.98b | 4.08b | 11.771 | 0.000* |

Table 3.14 (continued)

| Satisfaction factor | $\overline{X}$ | | | F | p |
|---|---|---|---|---|---|
| | Rank-and-file level | Supervisory or managerial level | Department head level or higher | | |
| I am clear and agree with my job description. | 3.77a | 4.00b | 3.95ab | 5.414 | 0.005* |
| I am free to choose my own method of working. | 3.43a | 3.78b | 3.86b | 9.436 | 0.000* |
| I feel that the amount of work I am expected to do is reasonable. | 3.41a | 3.76b | 3.60ab | 6.689 | 0.001* |
| There are varieties of tasks in your work. | 3.67a | 3.99b | 4.08b | 6.644 | 0.001* |
| **Overall Satisfaction** | 3.59a | 3.91b | 3.91b | 22.094 | 0.000* |

*$p < 0.05$, **$p < 0.001$

Multiple comparisons (Least Significant Difference: LSD) were calculated with the overall satisfaction, 7 significant factors and 31 significant statements from the satisfaction factors. Table 3.14 describes that the group of Department head level or higher perceived the overall satisfaction, factors of "Working Environment", "Growth and possibility of growth", "Advancement" and the statements of "My supervisors are strong, trustworthy leaders", "The benefits I received are practical and address my needs", "I believe my job is secure", "I feel safe at my worksite", "I have sufficient tools and resources to do my job daily", "There are opportunities for me to grow in this company", "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance", "My company always gives priority for existed employee by hiring from within", "I will choose career advancement against money", "My position is more important than benefits" and "My company clearly tells me what is expected for advancement" as the same agreement level as Supervisory or Managerial level and Rank-and-file level group. Whereas, Supervisory or Managerial level perceived of these factors and statements as higher agreement than Rank-and-file level group. The

group of Department head level or higher and Supervisory or Managerial level perceived the "overall satisfaction", factor of "Achievement", "Recognition", "Responsibilities", "Work itself" and the statement of "I understand the mission of the company, clearly", "I understand how my job aligns with the company's mission", "My job gives me a feeling of achievement", "The company recognizes my achievements", "My company tells me clearly on the step for achievement", "I feel that the goals setting for my task are achievable", "I feel appreciate when I achieve or complete a task", "My manager always thanks me for the job well done", "I receive adequate recognition and rewards for a job well don", "I like the recognition I get for doing my job well", "I have received promotion/ career advancement appropriately", "I am empowered enough to do my job", "I can make my own decision in my job", "I go extra miles to do my job. (doing more than what it takes)", "I feel I contribute to the facility's plan and mission", "My job challenges me frequently", "I am clear and agree with my job description", "I am free to choose my own method of working", "I feel that the amount of work I am expected to do is reasonable" and "There are varieties of tasks in your work" as higher agreement level than Rank-and-file level.

### 3.2.3 Factor affecting employee turnover with overall satisfaction

Table 3.15 Multiple regression of factor affecting employee turnover with overall satisfaction as dependent variable

| Independent variables | Beta | Sig | Rank |
|---|---|---|---|
| Factor 1: Working Environment | 0.542 | 0.000** | 1 |
| Factor 4: Growth and possibility of growth | 0.166 | 0.000** | 2 |
| Factor 7: Work itself | 0.118 | 0.003* | 3 |
| R square | .351 | | |
| F | 63.345 | 0.000** | |

*$p < 0.05$, **$p < 0.001$

A multiple regression was conducted using the "overall satisfaction" as a dependent variable; the seven factors were independent variables. Factors 2, 3, 5 and 6 were not accepted in the model as significant is less than 0.05. Three factors exerted influences on the dependent variable with positive correlation.

This finding reveal that working environment (factor 1, beta = 0.542) scored the highest which means if the working environment is good, is revealed to have positive impact on satisfaction. Enough growth and possibility of growth (factor 4, beta = 0.166) will contribute to more employee satisfaction. Interest in work itself (factor 7, beta = 0.118) leads the employee's satisfaction.

### 3.2.4 The impact of the respondent intension to leave on the job satisfaction

Table 3.16 The impact of the respondent intension to leave on the job satisfaction

| Hotel Service | Have you ever think about leaving from Amari? | | t | p |
|---|---|---|---|---|
| | Yes | No | | |
| Working environment | 3.66 | 3.86 | -3.846 | 0.000** |
| Growth and possibility of growth | 3.73 | 3.99 | -3.879 | 0.000** |
| Work itself | 3.63 | 3.80 | -2.932 | 0.004* |
| Satisfaction | 3.72 | 4.16 | -6.524 | 0.000** |

*$p < 0.05$, **$p < 0.001$

The respondent intentions to leave differences for employee satisfaction to the hotel service were examined by using independent sample t-tests analysis. The result revealed that 4 factors were significantly different ($p \leq 0.05$). The result show that the respondents who had never think to leave had overall satisfaction higher than the respondents who think of leaving the company.

### 3.2.5 The time flame of leaving for respondents who think of leaving Amari

Table 3.17 The time flame of leaving for respondents who think of leaving Amari

| Leaving period | Number of respondents | Percentage |
|---|---|---|
| As soon as possible | 12 | 6.15 |
| Within 6 months | 7 | 3.59 |
| Within 1 year | 13 | 6.67 |
| Within 2 years | 30 | 15.38 |
| 2 years above | 133 | 68.21 |
| Total | 195 | 100.00 |

The table 3.17 shown that 6.15% of respondents who ever think of leaving will leave the hotel as soon as possible, 3.59% of respondents who ever think of leaving

will leave the hotel within 6 months, 6.67% of respondents who ever think of leaving will leave the hotel within 1 year, 15.38% of respondents who ever think of leaving will leave the hotel within 2 years and 68.21% of respondents who ever think of leaving will leave the hotel will leave the hotel in 2 years above.

Moreover, some of the comments showed the respondents opinion toward Amari as below.

"Company should recruit more staff to reduce the work load of individual staff"

"Company should provide feeling of fairness"

"The progression of work should be based on the working result"

"Working colleagues and supervisor relationship have direct impact to turnover decision"

"Company should built up positive attitude to the staff"

"Company should provide work challenging and understanding, in order for staff to reach the company mission and objective"

"The atmosphere of teamwork and harmonious will support on working result"

"Hotel should provide more training course to the staff, in order to, in crease on comprehension and efficiently in work"

"Company should have improved quality of staff welfare and benefits"

# CHAPTER 4
# SUMMARY

## 4.1 Introduction

The aim of this chapter is to illustrate conclusion, discussion, and recommendation derived from the research findings. A total of 356 usable surveys were collected from employees working for 11 Amari Hotels and Resorts. From the study, can be discussed the result of the research purpose with 2 objectives: firstly, to study the factors effecting employee turnover of Amari Hotel and Resorts. Secondly, to study the employees' job satisfaction and the impact of satisfaction to employee turnover at Amari Hotels and Resorts.

## 4.2 Summary

The data that collected from Amari Hotels & Resorts' employees are demographics, factors that influence employee's job satisfaction level and factors effecting staff turnover of Amari Hotels and Resorts.

From 356 employees' sample respondents, 53.65 % were from 4 stars hotel, 46.35 were from 5 stars hotel. The genders of respondents were mostly female (59.27 %) than male (40.73 %). 54.78 % of respondents were 25-35 years old, 29.21% were 35-44 years old, 9.27% were 15-24 years old, 6.74 % were 45 years or over. The educations of employees were lower than bachelor degree (53.37 %), bachelor degree or higher (46.63 %). 55.90 % of respondents were single, 39.33 % were married, and 4.78 % were divorce. The respondents were from Front of the house department (35.39 %) and Back of the house department (64.61). 42.13 % of respondents were 0-5 years of service in the organization, 32.87 % were 6-10 years of service, 18.26 % were 11-15 years of service, 6.74 % were more than 15 years of service. The respondents were from rank and file level (62.92%), managerial level (30.62%) and department head level or higher (6.46%).

In overall, the respondents accept that they were satisfied with the hotel service. In order to investigate the factors that impact satisfaction, the highest satisfaction factor was "growth and possibility of growth factor", followed by "working environment factors", "recognition factor", "work itself factor", "achievement factor", "responsibilities factors" and "advancement factor", respectively.

The independent sample t-tests and ANOVA analysis gave further results as per below details;

- **Type of hotel group**

The type of hotel differences revealed that 4 stars hotel respondents perceived more satisfaction on the factors of "working environment" and "growth and possibility of growth" than the 5 stars hotel respondents.

- **Gender group**

Three of satisfaction factors were significantly different between male and female; "Achievement factor", "Responsibilities factor" and "Work itself factor". The result show that males respondents perceived theses three factors more satisfied than female respondents.

- **Age group**

One satisfaction factor was significantly different among age group; "Achievement factor". The multiple comparisons LSD showed that the 35-44 years old respondents perceives more satisfaction on "Achievement factor" than the 25-34 years old respondents, whereas, 15-24 years old and 45-54 years or over respondents perceived the same satisfaction level as the 35-44 years old and 25-34 years old respondents.

- **Education Level and employee agreement to the hotel service**

Even there was no factor which proved to be significantly different for the education level group. But from the thirty five statements use to identify of 7 factors, there were 6 significantly different statements; "I understand how my job aligns with the company's mission", "The benefits I received are practical and address my needs", "I believe my job is secure", "My company tells me clearly on the step for achievement", "I am proud to work for this company" and "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance". The result show that below bachelor's degree respondents perceived "The benefits I received are practical and address my needs", "I believe my job is secure", "My company tells me

clearly on the step for achievement", "I am proud to work for this company" and "Our company is fair and offers the same opportunities to all employees based on experience, skills and performance" factors more satisfied than respondents of bachelor's degree or higher. Whereas, below bachelor's degree respondents perceived "I understand how my job aligns with the company's mission" less satisfied than bachelor's degree or higher.

- **Marital status group**

Two factors were significantly different among marital status group; "Working Environment factor" and "Achievement factor". The multiple comparisons LSD showed that the divorce respondents perceived the factor of "Working Environment", "Achievement" as the same level of satisfaction as single and married respondents. Whereas, the married respondents perceived these factors as more satisfied than single respondents.

- **Department group**

Even there was no factor which proved to be significantly different for the department group. But from the thirty five statements use to identify of 7 factors, there were 2 significantly different statements; "I can balance between my job and family responsibilities", "My job gives me a feeling of achievement". The result show that back of the house respondents perceived theses statements more satisfied than front of the house respondents.

- **Year of service group**

Four factors were significantly different among year of service group; "Working Environment factor", "Achievement factor", "Recognition factor" and "Advancement factor". The multiple comparisons LSD showed that the group of 16 years of service or over respondents perceive the factor of "Working Environment", "Achievement", "Recognition", "Advancement" as lower agreement than the group of 0-5 years, 6-10 years and 11-15 years of services respondents.

- **Employee level and agreement to the hotel service**

All seven factors were significantly different among employee level group; "Working Environment factor", "Achievement factor", "Recognition factor", "Growth and possibility of growth factor", "Advancement factor", "Responsibilities factor" and "Work itself factor". The multiple comparisons LSD showed that the respondents of Department head level or higher perceive the factor of "Working Environment", "Growth and possibility of growth", "Advancement" as the same satisfaction level as supervisory or

managerial level and rank-and-file level respondents. Whereas, supervisory or managerial level respondents perceived more satisfied on these factors than Rank-and-file level respondents. The respondents of department head level or higher and supervisory or managerial level perceive factor of "Achievement", "Recognition", "Responsibilities", "Work itself" as higher agreement level than Rank-and-file level respondents.

The multiple regressions, on factors affecting employee turnover with overall satisfaction as a dependent variable, has shown that 3 factors "working environment", "growth and possibility for growth" and "work itself" exerted influences on overall satisfaction with positive correlation. Which means that the improving of these three factors will leads to improving of employee's satisfaction.

In term of the impact of the respondent intension to leave and the job satisfaction, the result revealed 4 factors influence the intention to leave. They were "Working Environment", "Growth and possibility of growth", and "work itself" and "Satisfaction". The result show that the respondents who had never think to leave had overall satisfaction higher than the respondents who think of leaving the company. Also, the respondent who had never think to leave are more satisfied with the "Working Environment", "Growth and possibility of growth", and "work itself" than the respondens who think of leaving.

Moreover, the significant test reveals that the respondents who were in supervisory or managerial level, married and working for Amari 4 stars hotels had highest level of Satisfaction on "working environment" factor, whereas, the respondents who were single, working in rank and file level, having 16 years of service or over and working in Amari 5 stars hotels had least satisfaction on "Working Environment" factor.

In terms of "Growth and possibility of growth" factor, the significant test shown that the respondents who were supervisory or managerial in 4 stars hotels had highest level of Satisfaction, whereas, the respondents who were working in rank and file level in 5 stars had least level of Satisfaction.

In terms of "work itself" factor, the significant test reveals that the respondents who were males, working in supervisory or managerial level and department head level or higher had highest level of satisfaction, whereas, respondents who were females working in rank and file level had least satisfaction level on "work itself" factor.

## 4.3 Discussion

The results of this study both confirm and contrast with the pervious studies were shown as follows.

Shun and Li (2009) found that working condition and pay effect turnover intention. In this study result also shows that "working condition and pay" were important factor effecting employee turnover.

Westerman and Yamamura (2007) found that importance of system work environment fit younger generation workers on satisfaction and intention to remain. This study found that "working environment" was one of the factors affecting employee turnover while age range was not significant.

Growth and possibility of growth and work itself were factors affecting employee turnover for this study which confirmed the previous research of Suksri (2003) stated that the causes of turnover were a need for better future, better opportunities and need more interesting job.

Ramlall (2003) found that "location of the company" and its "compensation package" were the most common factors in remaining with the company and that "compensation", "lack of challenge" and "lack of opportunity" were the most common factors in contemplating leaving the organization. In this study found that "compensation", "working challenge" and "working opportunity" were the important factors affecting employee turnover.

Inappropriate quantity of work and be affected on employee turnover which affirmed the previous study of Karsh, Booske and Sainfort (2002) that specific work organization factors, such as workload, can be manipulated to affect turnover intentions. In addition, Soonhee (2005) stated that work exhaustion were statistically significant variable affecting employee turnover.

Moreover, Samuel and Chipuza (2009) found that challenging and interesting work were significantly factors influenced employee retention. Work itself can be factor affected employee turnover. Overload of working quantity, which might be because the company lack of staff, can be affected to too much work exhaustion which can be the reason for turnover. Lacking of work challenge or monotone of work will not creates in any potential development and skills of employee and also decrease of work

enthusiastic, engrossment which incurs of boring and result in turnover, finally. In this study found that working itself which consists of "working challenge", "appropriate quantity of work" and "variety of tasks in the work" were important factors effect to employee turnover.

The results of this study shown that "recognition" and "working environment", which includes of salary, benefits package and working conditions, were factors impacted the employee job satisfaction which confirmed the previous research of Saifuddin, Hongkrailert & Sermsri (2008), who stated that job satisfaction was significant association between recognition, salary and benefits as well as working condition.

Mahmood and Basharat (2000) affirmed that five distinct job factors such as "growth", "co-worker", "promotion opportunities", "rewards and recognition" and "job security" were found to be the significant predictors contributing 71 percent variability in overall job satisfaction. This study found that "growth", "co-worker", "promotion opportunities", "rewards and recognition" and "job security" were associated to employee job satisfaction.

Dogan (2009) stated that the variable of management or democratic style of supervisor had the greatest effect on job satisfaction. In this study shown that "relation ship with the leader or supervisor" was important factor associate employee job satisfaction.

Whereas, Ruthakoon and Ogunlana study of the Thai construction industry found that responsibility, advancement, possibility of growth and supervision contribute to job satisfaction. This study shown that advancement, possibility of growth and supervision contribute to job satisfaction while responsibility was not.

This study found that "working environment" was the second highest satisfaction factor and also related study stated some of environmental related factors were leaded to job satisfaction, which is not confirmed with the Herzberg's Two- Factor Theory (1959). The theory stated that Hygiene Factors are the environmental related factors which were not lead to job satisfaction but their absence increases dissatisfaction.

The finding of this study confirmed the previous research of Maloney (1973), Riley (2005), Strong and Harder (2009) and Samad (2006) who found that staff job satisfaction was co-related and negatively related to turnover intention.

4.4 Recommendations

The results of this research show that there are 3 factors; "working environment", "growth and possibility for growth" and "work itself", are exerted influences on overall satisfaction with positive correlation. These 3 factors are also influence the intention to leave, so that, companies should focus on the improvements in these three factors which will affect the overall satisfaction. Moreover, the significant test revealed that the respondents single, working in rank and file level, having 16 years of service or over and working in Amari 5 stars hotels had least satisfaction on "working environment" factor. In terms of "growth and possibility of growth" factor, the test showed that the respondents, who were working in rank and file level in 5 stars had least level of satisfaction. In terms of "work itself" factor, the significant test revealed that female respondents who were working in rank and file level had least satisfaction level on "work itself" factor.

From the results of this research, the researcher can summarizes that the least satisfaction respondents for the "working environment" factor were the persons who work for long period with Amari but had less of working progress which might be because of less understanding of company mission, objective and career objective. For this reasons, it caused employee had no working motivation, which caused in lack of working development and resulting in no increase of salary and benefit packages. This result also reflected in negative attitude to the company and lack of creative thinking. Furthermore, the least satisfaction respondents for the "growth and possibility of growth" factor were the person who had less of growth and possibility of growth in Amari 5 stars hotel. In addition, the least satisfaction respondents for the "work itself" factor were female who had less satisfaction on the work itself. Moreover, the overall result revealed that all the least satisfied respondents for the 3 factors were rank and file level employees.

In order to increase employee job satisfaction level and decrease of turnover rate from the past five years, in overall, Amari should review on below policy;

Effective orientation program should be provided to the Amari employees. The effective orientation program will provide the full information regarding the mission statement, goal and objectives of organization and career path and also the staff should have proper orientation program from their head of department, in order the make sure that they are understand how their jobs align to Amari's goal and objectives. Well understanding of

company mission, goal and objectives from the early stage of working could draw the understating of all mission and performance that the employees should establish.

Appropriate training program should be provided, in order to increase ability, capability and talent to employees. The reason of less working progress or promotional might be the employee not understand the proper way of working or might not have development of their ability or could not pool their most ability to use in work, so that training is the key issue to increase more creativity and efficiency in works.

Effective evaluation program should be established in Amari hotels, in order to identify qualification of each employees based on individual performance, each of working progress should be recorded as well as all the habit failed. It results in the mental support and good encouraging for employees that they could have a fair measurement of their work life progress.

Career development program should be established for employee. It is the method of providing employee on the guideline of progression. The program increases employee motivation to work, employee will try to work hard in order to develop themselves according to the plan established by Amari.

Moreover, regarding growth and possibility of growth policy, the 5 stars Amari hotels should have more emphasize on the growth and possibility of growth policy by providing priority to the Amari employee, hire from within and the announcement of vacancies should be throughout to each employee of Amari hotels. This is one of the guarantee method that each of Amari employee is counted on and they will received the returns of their working hard by getting a priority of promotion. Employee will perceive of opportunity and trying to work harder to get a good chance from Amari.

In addition, with regards to "work itself" factor, Amari should establish certain policy to make the "work itself" more interesting and challenging by identifying a certain level of employee empowerment in each level of employee. By receiving enough empowerment, employee would proud that they are a part of the team or being the representative of Amari in making decision. This is also the way of giving importance of individual employees. Appropriate quantity of task should be review for each position, in order to prevent employee work loaded. A workload might be coming from an un-equal of work potential of each employee. The person with high potential might have got more workload than the person lack of skills. For this reason, training course should provide in order to develop the un-skill employees to be the performance oriented. Cross training

should be provided to Amari employees during low season period, in order to add multi task knowledge to the employee, preventing them from boring of monotone working, and also add more potential to the employees and Amari team.

### 4.5 Limitation and suggestion for further study

The result of this study provided the general facts and information on factor affecting employee turnover and job satisfaction; A case study of Amari Hotels and Resorts. To make it more accurate, the researcher would like to recommend for further study as below:

1. There was not so many managerial level employees completed this survey, therefore it is interesting to investigate whether the managers have different perceptions towards the 7 factors and overall satisfaction. Further study should emphasis on managerial level or doing a specialized survey for manager.

2. This study emphasized on internal factors which can be affecting employee turnover and job satisfaction, further study should be emphasized on external factors as well.

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# Appendices

Appendix A: Questionnaires Thai version

แบบสอบถาม

**ปัจจัยที่มีผลกระทบต่อการลาออกของพนักงานและความพึงพอใจในการทำงาน กรณีศึกษาโรงแรมและรีสอร์ทในเครืออมารี**

เรียน ผู้ตอบแบบสอบถาม

การวิจัยเรื่อง "ปัจจัยที่มีผลกระทบต่อการลาออกของพนักงานและความพึงพอใจในการทำงาน"นี้ เป็นส่วนหนึ่งของการศึกษาระดับปริญญาโท หลักสูตรบริหารธุรกิจมหาบัณฑิต สาขาวิชาการจัดการการบริการและการท่องเที่ยว(หลักสูตรนานาชาติ) คณะการบริการ มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ต โดยมีจุดประสงค์ในการศึกษาเพื่อบ่งชี้ถึงความ ความพึงพอใจในงานและสภาพแวดล้อมในการทำงานของพนักงานในเครือโรงแรมอมารี ผลของการศึกษาจะนำไปสู่การสนับสนุนในการปรับปรุงลักษณะงานและสวัสดิการณ์ต่าง ๆเพื่อลดอัตราการลาออกของพนักงานในบริษัท ข้อมูลทั้งหมดจะเก็บเป็นความลับและใช้ในการศึกษาเท่านั้น

*ขอขอบพระคุณเป็นอย่างสูงที่ท่านกรุณาสละเวลาในการให้ข้อมูลไว้ ณ โอกาสนี้ด้วย*

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ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย X ลงในช่อง ( ) และตอบคำถามตรงกับ ความเป็นจริง

1. โรงแรมที่ทำงานอยู่ในปัจจุบัน

( ) 1. อมารีแอร์พอร์ท ดอนเมือง ( ) 2. อมารีบูลเลอวาร์ด

( ) 3. อมารีวอเตอร์เกท ( ) 4. อมารีเอทรียม

( ) 5. อมารีรินคำ ( ) 6. อมารีออร์คิดรีสอร์ท

( ) 7. อมารีโนวาสูท ( ) 8. อมารีอิมเมอรัลโคฟรีสอร์ท

( ) 9. อมารีปาล์มรีฟรีสอร์ท ( ) 10. อมารีคอรัลบีชรีสอร์ท

( ) 11. อมารีโวครีสอร์ท

2. เพศ ( ) 1. ชาย ( ) 2. หญิง

3. อายุ ( ) 1. 15-24 ปี ( ) 2. 25-34 ปี ( ) 3. 35-44ปี ( ) 4. 45 ปีหรือมากกว่า

4. ระดับการศึกษา

( ) 1. ต่ำกว่าปริญญาตรี

( ) 2. ปริญญาตรี หรือสูงกว่า

5. สถาณภาพ ( ) 1. โสด ( ) 2. แต่งงาน ( ) 3. หย่าร้าง

6. แผนกที่ทำงานอยู่

( ) 1. บริการส่วนหน้า ( ) 2. บัญชี ( ) 3. บุคคล

( ) 4. แม่บ้าน ( ) 5. ช่าง ( ) 6. อาหารและเครื่องดื่ม

( ) 7. ครัว ( ) 8. สปา ( ) 9. ฝ่ายขาย

7. ระดับในการทำงาน ( ) 1. พนักงานทั่วไป

( ) 2. หัวหน้างาน

( ) 3. ผู้จัดการแผนกหรือสูงกว่านั้น

8. จำนวนปีที่ทำงานกับอมารี

( ) 1. 0 – 5 ปี ( ) 2. 6 – 10 ปี ( ) 3. 11 – 15 ปี

( ) 4. 15 ปี หรือมากกว่านั้น

<u>ตอนที่ 2</u>

ท่านคิดว่าท่านเห็นด้วยกับปัจจัยเหล่านี้มากน้อยเพียงใด โปรดทำเครื่องหมาย ( √ ) ตรงกับช่องระดับความเห็นของท่าน

| บริการที่ได้รับจากโรงแรม | ไม่ เห็นด้วยอย่างยิ่ง | ไม่ เห็นด้วย | ไม่มีความแตกต่าง | เห็นด้วย | เห็นด้วยอย่างยิ่ง |
|---|---|---|---|---|---|
| 1. สิ่งแวดล้อมในที่ทำงาน | | | | | |
| ฉันเข้าใจในวัตถุประสงค์ขององค์กรอย่างชัดเจน | | | | | |

| บริการที่ได้รับจากโรงแรม | ไม่ เห็นด้วยอย่างยิ่ง | ไม่ เห็นด้วย | ไม่มีความแตกต่าง | เห็นด้วย | เห็นด้วยอย่างยิ่ง |
|---|---|---|---|---|---|
| ฉันเข้าใจว่า งานของฉันมีส่วนสนับสนุนกับวัตถุประสงค์ขององค์กรอย่างไร | | | | | |
| หัวหน้างานของฉันเป็นผู้นำที่มีความเชี่ยวชาญและน่าเชื่อถือ | | | | | |
| ฉันเข้ากับเพื่อนร่วมงานได้ไม่ยาก | | | | | |
| เงินเดือนที่ฉันได้รับ เหมาะสมกับงานที่ฉันทำ | | | | | |
| ผลตอบแทนที่ฉันได้รับเหมาะสมกับความต้องการของฉัน | | | | | |
| ฉันเชื่อว่างานของฉันเป็นงานที่มั่นคง | | | | | |
| ฉันรู้สึกว่าสถานที่ทำงานของฉันปลอดภัย | | | | | |
| ฉันสามารถรักษาสมดุลระหว่าง ความรับผิดชอบต่องานในหน้าที่และความรับผิดชอบต่อครอบครัว | | | | | |
| ฉันมีอุปกรณ์และทรัพยากรที่จะต้องใช้เป็นเครื่องมือในการทำงานอย่างเพียงพอ | | | | | |
| 2. ความสำเร็จ | | | | | |
| ฉันรู้สึกได้ถึงความสำเร็จจากงานของฉัน | | | | | |
| บริษัทตระหนักถึงความสำเร็จในงานของฉัน | | | | | |
| บริษัทบอกให้ฉันทราบอย่างชัดเจนถึงขั้นตอนการประสบความสำเร็จในงาน | | | | | |
| ฉันรู้สึกว่าจุดมุ่งหมายในงานของฉันสามารถที่จะประสบความสำเร็จได้ | | | | | |
| 3. การยอมรับและการแสดงคุณค่า | | | | | |

| บริการที่ได้รับจากโรงแรม | ไม่ เห็นด้วยอย่างยิ่ง | ไม่ เห็นด้วย | ไม่มีความแตกต่าง | เห็นด้วย | เห็นด้วยอย่างยิ่ง |
|---|---|---|---|---|---|
| ฉันรู้สึกภาคภูมิใจเมื่อฉันทำงานสำเร็จ | | | | | |
| ผู้จัดการมักจะกล่าวคำขอบคุณเสมอเมื่อฉันทำงานได้สำเร็จเป็นอย่างดี | | | | | |
| ฉันได้รับการยกย่องและได้รับรางวัลอย่างเพียงพอเมื่อฉันทำงานสำเร็จ | | | | | |
| ฉันพอใจเมื่อได้รับการยกย่องที่ฉันได้รับเมื่อฉันทำงานได้ดี | | | | | |
| 4. ความเจริญเติบโตและโอกาสในการเจริญเติบโต | | | | | |
| ฉันภูมิใจที่ได้ทำงานกับบริษัทนี้ | | | | | |
| ในบริษัทนี้มีโอกาสที่ฉันจะสามารถเจริญเติบโตได้ | | | | | |
| บริษัทมีความยุติธรรมและให้โอกาสกับพนักงานทุกคนอย่างเท่าเทียมกัน ขึ้นอยู่กับประสบการณ์, ความเชี่ยวชาญ และ ผลการทำงาน | | | | | |
| บริษัทมักจะให้โอกาสกับพนักงานโดยเมื่อมีตำแหน่งว่าง ก็มักจะคัดสรรพนักงานในบริษัทก่อน | | | | | |
| 5. ความก้าวหน้า | | | | | |
| ฉันเลือกความก้าวหน้าในการงานมากกว่าตัวเงินที่ได้รับ | | | | | |
| ฉันได้รับการเลื่อนตำแหน่งและความก้าวหน้าในงานอย่างเหมาะสม | | | | | |
| ตำแหน่งของฉันมีความสำคัญกว่าผลประโยชน์ที่ได้รับ | | | | | |
| บริษัทบอกฉันอย่างชัดเจนว่าอยากให้เราพัฒนาไปในทิศทางใด | | | | | |

| บริการที่ได้รับจากโรงแรม | ไม่ เห็นด้วยอย่างยิ่ง | ไม่ เห็นด้วย | ไม่มีความแตกต่าง | เห็นด้วย | เห็นด้วยอย่างยิ่ง |
|---|---|---|---|---|---|
| 6. หน้าที่ความรับผิดชอบ | | | | | |
| ฉันได้รับอำนาจอย่างเพียงพอในการทำงาน | | | | | |
| ฉันสามารถตัดสินใจได้ด้วยตนเองในการทำงาน | | | | | |
| ฉันทำงานหนักมากกว่าที่ได้รับมอบหมาย | | | | | |
| ฉันรู้สึกว่าฉันมีส่วนช่วยที่จะทำให้บริษัทบรรลุแผนงานและวัตถุประสงค์ | | | | | |
| 7. ตัวงาน | | | | | |
| งานของฉันมักจะทำให้ฉันรู้สึกท้าทาย | | | | | |
| ฉันเข้าใจชัดเจนและเห็นด้วยกับรายละเอียดหน้าที่งานที่ฉันต้องทำ | | | | | |
| ฉันได้รับอิสระในการเลือกวิธีการปฏิบัติงาน | | | | | |
| ฉันรู้สึกว่าปริมาณงานที่ฉันได้รับมีความเหมาะสม | | | | | |
| งานของฉันเป็นงานที่มีความหลากหลาย | | | | | |

<u>ตอนที่ 3</u>

ความพึงพอใจของท่านกับการทำงานในอมารีในภาพรวมเป็นอย่างไร

( ) 1. ไม่พึงพอใจอย่างยิ่ง

( ) 2. ไม่พึงพอใจ

( ) 3. ไม่มีความแตกต่าง

( ) 4. พึงพอใจ

( ) 5. พึงพอใจอย่างยิ่ง

คุณคิดว่าจะลาออกจากอมารีในวันใดวันหนึ่งหรือไม่

( ) 1. ใช่ ( )2. ไม่ใช่

คุณวางแผนว่าจะลาออกจากอมารีภายในระยะเวลาเท่าไร

( ) 1. เร็วที่สุด ( ) 2. ภายใน 6 เดือน ( ) 3. ภายใน 1 ปี

( ) 4. ภายใน 2 ปี ( ) 5. มากกว่า 2 ปี

<u>ตอนที่ 4</u> ความคิดเห็นอื่น ๆ

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## Appendix B: Questionnaires English version

**Questionnaire**

**Thesis Topic "Factor Affecting Staff Turnover and Job Satisfaction: A Case Study of Amari Hotels and Resorts"**

Dear respondents,

This research is a part of curriculum in Master of Business Administration in Field of Hospitality and Tourism Management (International Program), Faculty of Hospitality and Tourism, Prince of Songkla University, Phuket Campus.

This research aims to study employees' level of job and working environment satisfaction with Amari Hotel & Resort Group.

The findings will help Amari Hotels & Resorts Group to improve staff task, service and welfare in order to prevent staff from leaving the company or reduce company staff turnover rate.

All information provided by respondents would be kept confidential and used for this research purpose only. Please accept my appreciation for your time to fill in this questionnaire.

Sincerely yours,

Boondarig Ronra
Researcher
IMBA student - Faculty of Hospitality and Tourism
Prince of Songkla University, Phuket Campus

**Part I.** **Questions about the personal data of the questionnaire respondent. Please tick ( √ ) the respective box before the word or sentence which is true to you.**

1. Hotel Name

☐ 1. Amari Airport Hotel ☐ 2. Amari Boulevard Hotel
☐ 3. Amari Watergate Hotel ☐ 4. Amari Atrium Hotel
☐ 5. Amari Rincome Hotel ☐ 6. Amari Orchid Resort & Tower
☐ 7. Amari Nova Suite ☐ 8. Amari Emerald Cove Resort
☐ 9. Amari Palm Reef Resort ☐ 10. Amari Coral Beach Resort
☐ 11. Amari Vogue Resort

2. Gender ☐ 1. Male ☐ 2. Female

3. Age ☐ 1. 15-24 years old ☐ 2. 25-34 years old ☐ 3. 35-44 years old
☐ 4. 45-54 years or over

4. Education Level
☐ 1. Below bachelor's degree
☐ 2. Bachelor's degree or higher

5. Status ☐ 1. Single ☐ 2. Married ☐ 3. Divorce

6. Department

☐ 1. Front Office ☐ 2. Accounting ☐ 3. Administration
☐ 4. Housekeeping ☐ 5. Engineering ☐ 6. Food & Beverage
☐ 7. Kitchen ☐ 8. Spa ☐ 9. Sales & Marketing

8. Year of service in this organization

☐ 1. 0-5 years ☐ 2. 6-10 years ☐ 3. 11-15 years
☐ 4. 15 years or over

Part II: Please tick ( √ ) in the box that matches your opinion or experience. Choose one field per line only. None of these questions are right or wrong they depend on your point of view.

| Hotel Service | Strongly Disagree | Disagree | Agree nor Disagree | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 1. Working Environment | | | | | |
| I understand the mission of the company, clearly. | | | | | |
| I understand how my job aligns with the company's mission. | | | | | |
| My supervisors are strong, trustworthy leaders. | | | | | |
| It is easy to get along with my colleagues. | | | | | |
| I believe my salary is fair to my responsibilities. | | | | | |
| The benefits I received are practical and address my needs. | | | | | |
| I believe my job is secure. | | | | | |
| I feel safe at my worksite. | | | | | |
| I can balance between my job and family responsibilities. | | | | | |
| I have sufficient tools and resources to do my job daily. | | | | | |
| 2. Achievement | | | | | |
| My job gives me a feeling of achievement. | | | | | |
| The company recognizes my achievements. | | | | | |
| My company tells me clearly on the step for achievement. | | | | | |

| Hotel Service | Strongly Disagree | Disagree | Agree nor Disagree | Agree | Strongly Agree |
|---|---|---|---|---|---|
| I feel that the goals setting for my task are achievable. | | | | | |
| 3. Recognition | | | | | |
| I feel appreciate when I achieve or complete a task. | | | | | |
| My manager always thanks me for the job well done. | | | | | |
| I receive adequate recognition and rewards for a job well done. | | | | | |
| I like the recognition I get for doing my job well. | | | | | |
| 4. Growth and possibility of growth | | | | | |
| I am proud to work for this company. | | | | | |
| There are opportunities for me to grow in this company. | | | | | |
| Our company is fair and offers the same opportunities to all employees based on experience, skills and performance. | | | | | |
| My company always gives priority for existed employee by hiring from within. | | | | | |
| 5. Advancement | | | | | |
| I will choose career advancement against money. | | | | | |
| I have received promotion/ career advancement appropriately. | | | | | |

| Hotel Service | Strongly Disagree | Disagree | Agree nor Disagree | Agree | Strongly Agree |
|---|---|---|---|---|---|
| My position is more important than benefits. | | | | | |
| My company clearly tells me what is expected for advancement. | | | | | |
| 6. Responsibilities | | | | | |
| I am empowered enough to do my job. | | | | | |
| I can make my own decision in my job. | | | | | |
| I go extra miles to do my job. (doing more than what it takes) | | | | | |
| I feel I contribute to the facility's plan and mission. | | | | | |
| 7. Work itself | | | | | |
| My job challenges me frequently. | | | | | |
| I am clear and agree with my job description. | | | | | |
| I am free to choose my own method of working. | | | | | |
| I feel that the amount of work I am expected to do is reasonable. | | | | | |
| There are varieties of tasks in your work. | | | | | |

Part III.

How would you describe the level of your overall job satisfaction with your work at Amari?

- ☐ 1. Very Dissatisfied
- ☐ 2. Dissatisfied
- ☐ 3. Satisfied nor Dissatisfied
- ☐ 4. Satisfied
- ☐ 5. Very Dissatisfied

Have you ever think for resigning from Amari Hotel & Resort Group

☐ 1. Yes ☐ 2. No

Period of time you plan to leave

☐ 1. As soon as possible ☐ 2. Within 6 months ☐ 3. Within 1 year
☐ 4. Within 2 years ☐ 5. 2 years above

Part IV. Other comments

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-Thank you for your time and suggestions-

# VITAE

**Name** Miss Boondarig Ronra

**Birth Date** 9 June 1980

**Educational Attainment**

| Degree | Name of Institution | Year of Graduation |
|---|---|---|
| Bachelor's Degree of Service Industry | Prince of Songkla University | 2002 |

**Work Position and Address**

Executive Secretary to General Manager

Amari Coral Beach Phuket

2 Muen-Ngern Road, Patong Beach, Katoo District, Phuket

Tel: (66) 7634 0106 - 14

Fax: (66) 7634 0115

E-mail: boondarig.r@coralbeach.amari.com

boondarig.r@gmail.com

**List of Publication and Proceeding**

Boondarig Ronra and Manat Chaisawat (2010). *Factors Affecting Employee Turnover and Job Satisfaction: A Case Study of Amari Hotels and Resorts.* 3rd International Colloquium on Business & Management, January 25-28, 2010, Bangkok, Thailand.

Boondarig Ronra and Manat Chaisawat (2009). *Factors Affecting Employee Turnover and Job Satisfaction: A Case Study of Amari Hotels and Resorts.* The 2nd PSU Phuket Research Conference, p. 82, November 18-20, 2009, Phuket, Thailand.