

IMPACTS OF WORK-RELATED DETERMINANTS ON
JOB SATISFACTION AND RETENTION INTENTIONS
IN THAI SPA INDUSTRY

By

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INTENTIONS IN THAI SPA INDUSTRY

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CHAPTER I

INTRODUCTION

The spa industry plays a critical role in Thailand's economic growth and has significant meanings for the hotel and tourism industry (Krungsri, 2005). A study undertaken by Intelligent Spas (Walden-Schertz, 2003:28) reported a growth of 64% between 2000 and 2002. In 2002, about 230 Thai spas attracted a total of 3.3 million users, contributing a total of US\$85 million to Thailand's foreign exchange revenue. In 2004, Thai spas continued to grow exponentially which generated \$133 million in revenue and exceeded the original target by nearly 10%. The 2005 revenue target was \$168 million, an increase of 26% from the previous year (MOPH, 2005).

As Thailand had settled into its status as the 'spa capital of Asia' in 2002, this notable achievement masked the sector's exponential growth. In 2005, 20,000 professionally-trained spa therapists and masseuses were employed in the industry (MOPH, 2005). However, 15% of them had been on Thailand's list of high turnover and "hot export" (TAT, 2005). Therefore, the issue of high employee turnover has become one of the major concerns for Thai spa managers. Further, the question of how to manage and keep spa employees working for their businesses is also a challenging pursuit.

It is costly to replace personnel, and often the individuals who leave take proprietary knowledge that is impossible to replace. A ripple effect may occur as well. When spa employees depart, they impact morale, spur rumors, and often open the door for others to leave the organization. Experienced hires are particularly costly. These individuals have several years of experience practicing their trade for other spas. Their knowledge, skills, insights and industry experience can often lend employers a competitive advantage. Because these individuals are so valuable, they receive ongoing job offers and are often difficult to assimilate and retain. Besides, turnover promotes a negative image of spa service. Therefore, it is important that spa managers know how their employees feel at work and what they want. Employee shortages aggravate the turnover by making the work environment more stressful and by providing more opportunities to well-trained employees to go elsewhere. Furthermore, constant turnover can have a negative effect on the remaining employees and customers, resulting in psychological and emotional damage (Ehrenberg & Smith, 2003). High employee turnover can have a devastating effect on a company, especially if the lost employees are high performers. According to the Saratoga Institute, which specializes in quantitative human resources measurement systems, the average company loses about \$1 million with every 10 professional employees who leave (Garger, 1999). Turnover costs are soaring and usually include "separation costs," "replacement costs," and "training costs." Some estimate these costs to be between \$3,000 and \$10,000 per hotel employee (Woods & Macaulay, 1989).

In addition to concerns with employee turnover, organizations must also address the fact that labor shortage is a real phenomenon. The US Bureau of Labor Statistics

reports that the growth rate in the labor force has been shrinking steadily and will actually turn negative by 2015 (Fullerton, 1999). The need for high performing personnel in a booming market and a shrinking labor market puts organizations in dire straits when turnover is high. These conditions create an attitude among companies that has reached commitment. So intense is the need to acquire and retain the best personnel, the situation has been dubbed the 'War for Talent' (Anders, 2001; Fast Company, 2001). As a result, firms are frequently faced with the financial burden of recruiting and training new employees.

Previous research reported that retention is related to job satisfaction perceived by employees (Lam, Zhang & Baum, 2001). There are multiple factors that influence job satisfaction, including workplace dynamics, relationships between coworkers, workload, level of supervision and/or training, years of experience, and roles and responsibilities (Liu et al, 2005), the supervisor's style, policies and procedure, work group affiliation, working conditions, fringe benefits (Gibson et al, 1991), and five crucial characteristics of pay, job, promotion opportunities, supervisor, and co-workers (Smith et al., 1969).

With the surge in demand for spa services in recent years, the secret is out. Investors, entrepreneurs and speculators spotted it as a promising business opportunity. Supply has followed at lightning speed. Since the dawn of this new millennium, new hands have jumped on the bandwagon igniting the exponential growth of Thailand's spa industry and spurring the 21st century spa boom. However, with the high growth rate of industry, a proper amount of qualified employees are required to balance the labor market and sustain the industry.

Spa business is very unique due to its close-customer contact service. As a people-oriented business, a spa depends on its employees to gain competitive advantages (Pfeffer, 1994). People are an organization's most valuable asset and the only source of lasting competitive advantage for business today. Everything else can be replicated—products, services, infrastructure—but not people (Effron et al., 2003). Therefore, retaining and motivating spa employees is becoming critical important to bettering the financial performance of organizations. Spa managers will have to become systematic in their views and approaches and take into account the many factors that influence the success of an organization. One of the driving factors will be understanding employees: what is meaning to them within their work environment and how does this contribute to their decision to stay with an organization? Investigating the values and beliefs of employees will also play an important role in understanding employee engagement and commitment to the organization, and will aid in its overall success.

To get these all answers and suggestions for spa businesses, there is a need to conduct this research. However, models of job satisfaction based on Western evidence run the risk that systematic group differences may reduce model generality and applicability. Therefore, it is questioned if existing causal models of job satisfaction in Western countries would also work well in Thailand. This is the reason that Thai employee data is needed to expand the database on job satisfaction by country.

Problem Statement

Retaining employee is an important and challenging issue in the workplace that spa managers in Thailand are now facing. It is critical that spa managers have an

understanding of their employees' feelings and needs at workplace. Then, the problem statement for this study is "what are the important factors in the workplace that retain employees in Thai spa businesses?"

Purposes of Study

This study aims to build a theoretical framework of collective impacts of work related determinants on employee retention intentions and test the proposed theoretical framework in Thai spa industry. Its findings will add to the current body of knowledge about Thai spa employees' job satisfaction and retention intentions.

Objectives of Study

1. To develop and test a theoretical framework to explain the impact of the bundle of workplace determinants on the job satisfaction of Thai spa employees;
2. To examine employees' perception towards workplace, and issues related behavioral intentions;
3. To determine if job opportunity, management determinants, and work structures predict spa employee retention and job satisfaction;
4. To seek inferences and explanations regarding environment, management, and work structures factors that are related to spa employee retention and job satisfaction;
5. To provide recommendations to spa operators and Tourism Authority of Thailand and Ministry of Public Health on ways to increase employee satisfaction and job retention and to promote Thailand as the 'spa capital of Asia.'

Significance of This Study

In 2004, Thailand embarked on a five-year strategic plan, spearheaded by the Ministry of Public Health, to establish a campaign for Thailand as a 'Centre of Excellent Health of Asia' (MOPH, 2005). Spa service is a leading product under the "Healthcare Services" category. Additionally, as the visibility of Thai spas spreads internationally, greater awareness of the distinctive qualities of Thai spas is driving up international interest and worldwide demand for Thai spa products and services. In response to this demand, therefore, research in finding ways to improve level of job satisfaction and retention intention will provide great benefit to the Thai spa industry.

Besides, a tremendous amount of research regarding job satisfaction, employee turnover, and employee retention intention has been conducted in nursing, hospitality, and other service organization, however, very few research has been conducted in the spa industry.

Definition of Terms

Some terminologies have been employed constantly throughout this study. They are defined as the following:

Job satisfaction: The affective orientation that an employee has towards his or her work. It can be considered as a global feeling about the job or as a related collection of attitudes about various aspects or facets of the job (Price, 2001).

Retention intention: The act or process of keeping a worker in his/her job or the power or capacity to keep an employee at his/her job (Tack & Patitu, 2000).

Spa: A facility where individuals can receive a variety of treatments to promote and enhance their overall health, beauty, and well being. Types of spas include: day spas, medical spas, destination spas, hotel & resort spas, health spas, and wellness spas.

- A day spa is a service site where clients may receive a variety of spa and salon treatments, but does not provide overnight accommodations.
- A hotel spa is a service site that is situated within a hotel. Hotel spa is much larger in size than day spas and offers its guests overnight accommodations (The Spa Association, 2005).

CHAPTER II

LITERATURE REVIEW

In any organization, human capital is a critical asset and tremendous investment. Securing and maintaining highly qualified personnel is tantamount to an organization's success. Recognizing this crucial component of organizational success, the work-related determinants which affect job satisfaction and retention intentions of spa employees will be examined.

1. The Spa Service

The term "spa" was derived from the Latin phrase "*solus per aqua*," or health through water. It is also the name of a town in Belgium where Roman legionnaires took advantage of natural mineral springs with therapeutic properties. The most modern meaning of the term "spa" is a facility where individuals can receive a variety of treatments to promote and enhance their overall health, beauty, and well-being. There is a clear consensus that while spas offer "look good" beauty treatments along with "feel good" treatments, spas go beyond superficial pampering. Holistic healing is central to the spa concept. Recreation and health have had a symbiotic relationship at spas (Wightman & Wall, 1985). Types of spas include: day spas, medical spas, hotel and resort spas, destination spas, health spas, and wellness spas (The Spa Association, 2005). In this

study, a spa is defined as a service facility that has been exploited for recreational purposes.

1.1 The Spa Industry

Today, much is being said about making life worth living. Thus, a concern with physical well-being is complemented by a reconsideration of mental welfare, and part of this reorientation is reflected in changed holiday behavior. Specially, the demographic and life expectancy development have produced rapid growth in the world's senior population, and this trend is predicted to continue during this century (National Research Council. (2001). This will play a crucial part in favor of health tourism. Today, classical spas are, thus, increasingly fulfilling the function of health centers.

The traditional concept of “taking the waters,” which contained essential social and creative elements, has developed into a modern form of spa and health tourism (Bergel, 2005); and the use of local cures (water) is also being brought into line with the tourists’ holiday requirements (Karplus, & Krakover, 2005). Tourists are more demanding for a spa activity to be included in their trip (García-Altés, 2005). Therefore, the growth of specialized tourist places such as spas has attracted much attention.

The International Spa Association (ISPA) (2005) estimated that there were about 12,100 spas throughout the United States (U.S.) and 2,100 in Canada. In 2003, there were approximately 136 million spa visits that generated an estimated \$11.2 billion in revenues in the U.S. Sixty percent of these visits were to day spas while 27% visited resort/hotel spas. On average, half (52%) of a spa’s revenue is derived from treatment rooms. Further, the U.S. spa industry occupies an estimated 86.7 million square feet of

indoor space. Geographically, the distribution of spas generally reflects the distribution of the population with the Northeast being the largest region. While in Canada, the distribution of spas is concentrated in Ontario, British Columbia, and Quebec (ISPA, 2005).

Regarding employment, ISPA estimated that 280,700 people were employed by the U.S. spa industry. Employee wages and salaries totaled approximately \$4.9 billion in 2003. Fifty-one percent of these employees are full-time, 34 percent are part-time, and 15 percent are on contract. However, the spa employee turnover rate was estimated between 60% and 300% annually (Foley, 1996).

In the spa community, ISPA is recognized worldwide as the leading professional organization and voice of the spa industry. Founded in 1991, ISPA's membership is comprised of more than 2,500 health and wellness facilities and providers from 73 countries. ISPA strives to advance the professionalism of the spa industry by providing invaluable educational and networking opportunities, to promote the value of spa experience to society and to be the authoritative voice of the spa industry (ISPA, 2005). ISPA defines the "Spa Experience" as being "Your time to Relax, Reflect, Revitalize and Rejoice." One of the stated ISPA objectives is to "revitalize humanity through the promotion of spa wellness "(TAT, 2005). Furthermore, the ISPA contented that "spas are entities devoted to enhancing overall well-being through a variety of professional services that encourage the renewal of mind, body and spirit."

In Europe, spas were places to recover from the excesses of good living as well as locations in which one could fraternize with members of an appropriately high level of society. The visitors spent their time in a predominantly manmade environment.

Promenades and formal gardens were built to make walking, a healthful activity, more enjoyable. Thus, there was a symbiotic relationship between health and recreation that could be seen in the structures at the spas and which led to the creation of settlements with distinctive morphologies (Wightman & Wall, 1985). Besides, Hungary, one of the richest countries of thermal waters in the world, has a bath culture dating back to the pre-Roman Celtic times. Budapest is a capital unique for its thermal waters. It is also renowned for Lake Hévíz, the second biggest hot lake in the world, following Rotorua, New Zealand (Bender et al., 2002).

1.2 Spa Development in Thailand

The evolution of spas in Thailand started in 1997 by the arrival of international operators and spa consultants who brought with them experience and expertise to establish and manage spas (Walden-Schartz, 2003). The reappearance of "back to nature" themes and consumer preference for natural health and beauty solutions has refocused attention on the healing power of indigenous herbs and plants. Thailand has been great in diversity of herbs and has been practiced by local people for centuries. Thai traditional healing is based on the use of herbal remedies and traditional practices such as massage and heat therapies. Many of the rejuvenating treatments offered in modern spas have evolved from these ancient recipes. For example, the use of herbal heat compresses the refreshing Thai herbal steam.

Service and hospitality are vital assets and are key differentiating factors attributed of Thai people. This is complemented by the friendly and caring nature and gentle ways of the Thai people. These characteristics are properly matched with the spa

industry need that requires service-minded staff. In 1999 Thai spas managed to consistently secure a place in the world's Top-Five overseas spas. In 2002 readers of *Condé Nast Traveler* voted Thailand the second best spa destination with an overall score of 93.67%, after Australia (93.87%) (TAT, 2003). Further, a recent report published by *Intelligent Spas* noted the Thai spa industry achieved 64% growth for the period 2000-2002. Between June 2001 and June 2002, there were 230 Thai spa operators attracting 2.5 million international spa patrons and generating a total of US\$85 million in revenue. Overseas spa patrons accounted for 79% of the country's total spa clientele. The operating results and economic performance far exceeds that of its counterparts in Singapore (US\$35 million) and Australia (US\$15 million). Comparatively in Singapore, international visitors accounted for 25% of the total spa customer base. In Australia, the contribution was only 5% (TAT, 2004).

In 2005, the Thailand Ministry of Public Health (MOPH) reported there were about 20,000 professionally trained spa therapists and masseuses employed in 450 spa centers throughout the country. The growing demand for Thai spa services is being reflected by an increase in demand for professionally trained and highly experienced spa therapists and masseuses, which resulted a high rate of spa staff turnover and fluctuation since 2002 (Thai Spa Association, 2005).

2. Retention Intention

Companies with stronger organization culture have higher retention rates (Sheridan, 1992). Mone (1994) suggests that it is not always the poorest performers who leave; in fact it is often the highest performing workers who find good alternatives and

are the first to leave. To improve retention, the company should adopt career development policies in alignment with the needs of the employees. This would motivate spa employees and overcome their job stress and fear of obsolescence.

Retention is a multi-dimensional construct rather than just one variable. For example, Muhammad (1990) found that stressors, such as work overload and role ambiguity, might cause an employee to have low job satisfaction, subsequently resulting in low organizational commitment, burnout, and high turnover. Thus, the researcher believes retention can manifest itself in three different ways:

1. The spa employee may develop an enhanced sense of loyalty and commitment to the organization;
2. The spa employee may decide that his or her needs can no longer be met by the organization and develop an intention to leave the firm or change career path; and
3. The employee may be so stressed, entering into “burn-out” mode that he or she may cease to contribute effectively to the organization.

2.1 Turnover

Employee turnover is a critical problem for spa businesses. The skills of their employees are hard to acquire and require substantial training. Staff experience is a necessity in maintaining quality work. Indeed, turnover may lead to a degradation of human resources resulting in a weakening of competitive positions. According to the U.S. Bureau of Labor Statistics, unhappiness with jobs is affecting an astonishing number of people. It is estimated that approximately one-fourth of the American work force is not satisfied with their jobs and because of this, the cost to employers can run into billions of

dollars annually in absenteeism, reduced output, and poor workmanship (Humphrey, 1998). Added to this is the fact that job dissatisfaction can be a serious stress inducing factors to cause various health-related problems (Cooper, 1998).

Gaertner and Nollen (1992) found while employees with low turnover tendency are characterized by high job satisfaction and job security perceptions, employees with high turnover intent may be filled with frustration and may not concentrate on their jobs. Lower employee turnover intent may indicate better employee retention.

2.2 Burnout

Iverson, Olekalns and Erwin (1998) summarized that burnout is a syndrome of specifically work-related distress consisting of three components: feeling emotionally over-extended by work (emotional exhaustion), treating customers in an unfeeling way (depersonalization), and feeling reduced levels of competence and achievement at work (low personal accomplishment). Burnout is related to turnover intent and is an indicator of the degree of employee contribution. When the employee is no longer committed to the work environment but is only going through the motions of work mechanics, there is extreme stress. Working within an organizational culture that becomes too stressful, abusive, and inconsistent with its employees' needs and desires, employees may experience personnel burnout. Physical and emotional exhaustion may increase this risk, which may become debilitating with depression, internal personal problems, and mental or physical illness.

Burnout is a problem for spa employees. The pressure to keep up with sanitation and service quality creates stress. Customer demands also challenge the spa group, giving

rise to more stress. Spa employees may find themselves forced to perform well while delivering high service quality and maintaining their professional discipline; otherwise new employees would be replacing them. Employees may misinterpret this change in personnel as a prelude to a reduction in workforce. This fear may render the employee insecure and stressed, which may eventually lead to burnout.

2.3 Loyalty

Loyalty loss is an antecedent of turnover intentions. Loyalty, or organizational commitment, has most commonly been studied as attitudinal or affective; it may be defined as a relative strength of individuals' identification with the involvement in a particular organization.

Commitment has also been studied from a behavioral perspective, as proposed by Salancik (1977). Behavioral commitment is tied to some future outcome and defined in terms of the cost to leave the organization. Salancik's view is derived primarily from the commitment model of Kiesler (1971), where the focus is on behavior. Essential conditions are explicitness, revocability, volition, and publicity.

3. Work-Related Attributes

Organizational climate typically includes a number of different individual evaluations of the work environment (James & James, 1989). These evaluations consist of assessments or cognitive appraisals of multiple core dimensions or characteristics of the workplace, such as, leadership, communication, participation, and innovation. When considered together, these assessments are thought to be highly influential in shaping a

wide variety of employee behaviors and expectations within the organization (Schneider, 1975). According to Hall (1996), "...organizational factors can account for most if not all of the variations in behavior in some circumstances, while in others, organizational factors interact with other behavioral determinants" (p.32). Similarly, Lundh's (1999) study showed that more than 90% of employees saw their work as interesting and most respondents also thought they received respect from their superiors (68%). Conversely, however, 55% of respondents reported that leadership within the organization was not seen to be particularly democratic and offered limited opportunities to influence the decisions of managers. In addition, nearly three quarters of respondents reported their levels of stress had increased over the last 12 months, while important aspects of their job satisfaction, such as satisfaction with pay and satisfaction with overall working conditions had fallen.

3.1 Environmental variables

Job opportunity is the only variable of the environmental variables which represents the external labor market conditions, emphasized by economics (Kalleberg & Sorensen, 1979). The impact of job opportunity on satisfaction is based on the assumption that an employee is free to seek employment elsewhere. It is also assumed that employees will become dissatisfied if they know similar employees elsewhere are getting more rewards.

Wright and Bonett (1992) found that employees who changed jobs and moved into a new occupation had higher levels of work satisfaction in the new job than employees who changed jobs and stayed in the same occupation and employees who did

not change jobs at all. Furthermore, Mathieu's (1991) test of the causal ordering of job satisfaction and organizational commitment found that the effects of a variety of antecedents on organizational commitment were mediated by their impact on job satisfaction.

3.2 Management Variables

Spa managers have always been concerned about job satisfaction among spa employees because of the strong positive relationship between satisfaction and staff retention. Administration is responsible for efficient and effective operations and procedures (Johannsen & Page, 1995). Management involves identifying what needs to be done, and organizing and supporting others to perform the necessary tasks (The Chartered Management Institute Dictionary, 2003). Management also refers to the structure of the organization, for example, management climate, job content, reward fairness, employee influence on work group, and promotion opportunities.

3.2.1 Administrative Practices and Administrative Competences

Facteau, Dobbins, Russell, and Ladd (1995) found that superior and top management are predictive of employee motivation. Babin and Boles (1996) contented that perceptions of management support could increase satisfaction and motivation, reduce stress, and improve job performance. On the other hand, dissatisfaction with extrinsic factors like management decisions were found to be strongly related to organizational stress (Tyson et al., 2002). Thus, management support has a significant impact on employee motivation.

Perceptions of employees about numerous aspects of their work environment explained job satisfaction (Zeitz, 1990). Schape (1998) defines fairness as a perception based on “the processes through which decisions are made.” For Stamps and Piedmonte (1986), fairness is the relationship between job performance and subsequent rewards and punishment. If managers can apply rules fairly and consistently to all employees and reward them based on performance and merit without personal bias, then employees will have a positive perception of procedural justice, which may lead to a higher satisfaction, commitment and involvement (Blegen, 1993; Tang & Sarfield-Baldwin, 1996).

Fairness issues investigated in this research involves the allocation of organizational rewards such as pay and promotions. Prior research suggests that, in determining who gets the rewards, an important fairness issue is the consistency of decisions across individuals. In other words, are the same standards used for all individuals? Or do decision-makers display bias?

Previous research has found that if employees perceive their manager values them and provides them with appropriate control and authority over their work, they will feel more positive about their jobs (Yoon et al., 2001; Babin & Boles, 1996). Further, superiors who employ procedures perceived as unfair are unlikely to be perceived as acting benevolently toward their subordinates. They are, therefore, likely to be distrusted by their subordinates (Lau & Sholihin, 2005). According to the theoretical framework proposed in this study, when employees perceive the firm is biased, negative consequences occur including lower organizational commitment, lower job satisfaction, and higher turnover.

Another related issue for spa service is sexual harassment. As mentioned earlier, spa service is very unique due to its close-contact service with each client. Some activities, for example, body wrapping and Thai massage, need to take place in private room. The settings can be active as facilitators, inhibitors, or triggers for sexually harassing behavior (Pryor et al., 1995). Therefore, management has to be a good role model in providing solutions to limiting harassment occurrence. For career women, these harmful reactions can result in job turnover, reduced productivity, loss of motivation, and absenteeism (Crull, 1982; O'Donohue et al., 1998). Furthermore, Pryor, Giedd, and Williams (1995) summarized the antecedents and consequences of sexual harassment in organizations in Figure 1.

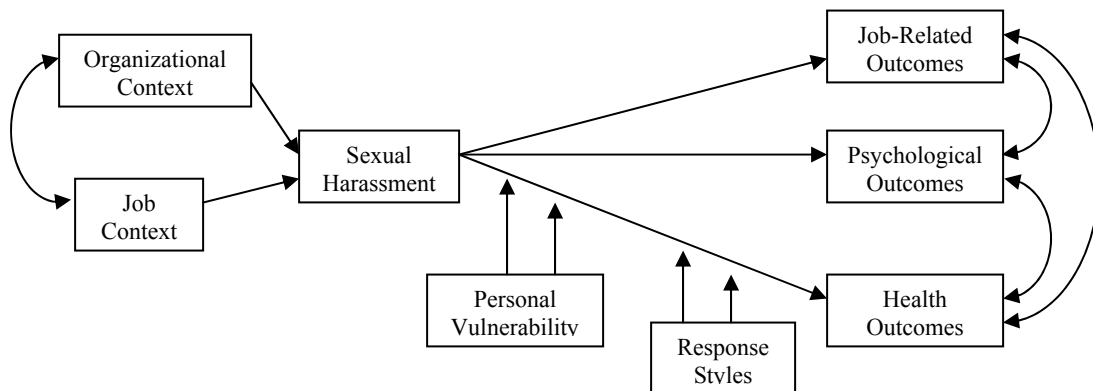


Figure 1 An Integrated Process Model of the Antecedents and Consequences of Sexual Harassment in Organizations

Source: Pryor, J. B., Giedd, J. L. & Williams, K. B. (1995). A social psychological model for predicting sexual harassment. *Journal of Social Issues*, 51, 73.

3.2.2 Promotion

Satisfaction with the facets of meaningful work and promotion opportunities were significant predictors of intentions to leave an organization (Fields, 2002). Promotional chance has long been a critical variable to sociologists, since it fits well with their traditional concern about vertical mobility. Labor market theorists distinguish between internal and external labor market. Job opportunity, an environmental variable, is part of an external labor market. Mobley and his colleagues (1979) emphasize the importance of future rewards as a determinant of organizational behavior. These future rewards are captured by promotional chances. The model indicates increases in promotional chances produce greater satisfaction.

3.3 Structural Variables

Empirical studies dealing with relationships between job characteristics, job attitudes, and numerous other types of criterion variables are numerous (Cranny & Smith, 1992). In this study the proposed research model has five structural variables: workload, co-worker support, job opportunity, training, and pay. Workload is a dimension of job stress, whereas co-worker support is a dimension of social support.

3.3.1 Workload

Workload is generally defined in terms of the amount of time that certain activities consume or the frequency that certain activities take place (Groenewegen & Hutten, 1991). The answer to the question of which activities to include in definition and

measurement of workload depends on what one sees as important aspects of the work of spa employees.

The burnout of experienced spa employees and the difficulty of recruiting new ones are partially due to a stressful and undesirable work environment. A combination of several factors lead to stressful work conditions for employees (Baumann et al., 2001). Among those conditions are heavy workloads, long hours, low professional status, difficult relations in the workplace, difficulty in carrying out professional roles, and a variety of workplace hazards. While a shortage of spa employees may result in short-term bargaining opportunities for therapists, it is a highly dependent market and likely to fluctuate. Some spa therapists tend to advocate for themselves by leaving an undesirable work environment. Spa therapists often migrate to other countries where signing bonuses, educational support and full-time work are all incentives that can create a drain of therapists going abroad (TAT, 2005).

Graham, Ramirez, Field, and Richards (2000) found that work overload was perceived by employees working in four diverse specialties as the leading source of job stress. Employees who are working under conditions of overload may find themselves competing with the demands placed upon them by their own job duties.

3.3.2 Co-workers

Co-worker behaviors are an important determinant of employee job satisfaction. Several studies have analyzed the impact of working relationships upon employee satisfaction. Scandura and Graen (1984) identified low employee turnover, high job satisfaction, and high performance as consequences of member exchange. Furthermore,

Tanner and Castleberry (1990) found relationship type to be a strong predictor of sales force turnover, particularly amongst high performers.

Tepper, Duffy, Hoobler, and Ensley (2004) suggested that coworker behavior was positively related to fellow employees' job satisfaction and affective commitment. Additionally, employee perceptions of co-workers involvement and supervisory support can reduce stress and increase job satisfaction (Babin & Boles, 1996).

3.3.3 Training Opportunity

Training is a factor that has been much emphasized as a determinant of job satisfaction. Employees are important tangible assets of spas. Benefit of human capital investment is acquired by individual spa therapists through education, training, skills advancement, and experience that make them more productive. Numerous research studies, such as, Purcell, Kinnie, and Hutchison (2003) and Guest, Michie, and Sheehan (2000), have clearly demonstrated the general economic or business cases for effective people management and increased investment in human capital. This venture is defined by Armstrong and Baron (2005) as the “knowledge, skills and abilities held by the people employed by the organization” (p. 83).

Hackman and Oldham (1980) asserted that work which allows employees to grow and develop knowledge and provides them with a sense of personal progress and meaningfulness increases their satisfaction. Additional empirical research reported that opportunities for the acquisition of new knowledge and for continuing education are important sources of satisfaction (Mangelsdorff, 1989).

Promoting career development opportunities has also been advocated as a staff retention strategy (Curry et al., 1994). Training and development programs have often been recommended as staff retention interventions without adequate evidence of their effectiveness (Curry & Chandler, 1999). However, in support of training as a retention strategy, career growth, learning, and development are primary reasons for retention (Kaye & Jordan-Evans, 2000).

3.3.4 Benefits and Pay

The role of pay as an important incentive for employees has long been investigated in the study of organization management. Scientific management theory has insisted that pay is the most important means to get employees to work hard (Aitken, 1985), whereas the Western Electric research tradition has tended to downplay its importance (Landsberger, 1985). Although pay may not be as important as suggested by scientific management theory, it is commonly accepted as a valid determinant of work orientations and organizational behavior (Lawler, 1973). Lovett, Coyle and Adams (2004) found that satisfaction with pay was more important, or more closely associated with overall satisfaction. Further, dissatisfaction with extrinsic factors like monetary compensation was found to be strongly related to organizational stress (Tyson et al., 2002) and predicted depression, health risks, and intention to quit (Tyler & Cushway, 1992; Tzeng, 2002). However, Tang, Kim, and Tang (2000) argued that attitudes toward money affect intrinsic job satisfaction.

3.4 Job Satisfaction and Job Retention

The negative consequences of staff turnover are well documented throughout human resources and organizational literature. Similar to the spa industry, the private business sector is also struggling with a turnover problem that has been described as a bedrock business issue that is pervasive and costly often resulting in a brain drain that negatively affects innovation and causes major delays in service delivery. The best and brightest of employees are often disproportionately most likely to leave resulting in less effective service delivery and consumer dissatisfaction (Abbasi & Hollman, 2000; Galvin, 2004).

4. Job Satisfaction

Job satisfaction has been considered in a variety of ways and is defined differently in various studies. Job satisfaction is of interest because it is a measure of overall well-being (Clark, 1996; 1997) as well as an important predictor of individual behaviors. In particular, the psychology literature provides evidence that low job satisfaction is correlated with increased absenteeism (Clegg, 1983), lower worker productivity (Mangione & Quinn, 1975), and increased incidence of mental and physical health problems (Locke, 1976).

The work of Maslow (1987) is seminal and suggested human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985). However, this approach has become less popular with increasing

emphasis on cognitive processes rather than on underlying needs so that the attitudinal perspective has become predominant in the study of job satisfaction (Spector, 1997). Thus job satisfaction is the effective orientation an employee has toward his or her work (Price, 2001). It can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. The global approach is used when the overall attitude is of interest while the facet approach is used to explore which parts of the job produce satisfaction or dissatisfaction. Based on the review of the most popular job satisfaction instruments, Spector (1997) summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision.

4.1 Relationship between Job satisfaction and Work-Related Determinants

Overall job satisfaction indicates how employees feel about their work. Churchill, Ford, and Walker (1979) highlighted the importance of job satisfaction as a driver of sales force retention. These authors conceptualized job satisfaction as a multidimensional construct, including satisfaction with one's job, supervisor, co-workers, payment conditions, promotional programs, company policy, and feelings of job security. Similarly, Mobley and Locke (1970) conducted five studies to explore the relationship between the importance of a job aspect and the degree of satisfaction toward that aspect. The results indicated that value attainment and frustration produce, respectively, more satisfaction and dissatisfaction when the value was more important than when it was less

important. However, Ewen (1967) and Mikes and Hulin (1968) have found that the sum of the weighted scores of importance did not predict ratings of overall job satisfaction any better than the sum of un-weighted satisfaction ratings.

In most previous studies of the importance of job aspects, results showed that facet satisfaction or overall job satisfaction can be predicted from a combination of facet importance and facet-description variables (e.g. Butler, 1983; Mastekaasa, 1984; Locke et al., 1983). That is, there is a stronger relationship between, on the one hand, facet-description, and on the other, facet satisfaction or overall job satisfaction for employees who rated aspects of the job high than those who rated them low. Rice, Gentile, and McFarlin (1991) also supported findings that relationship between the levels of importance attached to aspects of job and facet satisfaction was generally stronger among employees placing high importance on the job facet than among those placing low importance on it.

4.2 Relationship between Job Satisfaction and Retention Intention

Reflecting the importance of interactions among individuals, and grounded in the notion of social exchange, organizational support theory suggests employees develop perceptions about the extent to which their employing organization values their contributions and cares about their welfare (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). According to ingrained norms of reciprocity and exchange, as an employee's perceptions of organizational support increasing, so do the employee's commitment and attachment to the organization (Meyer & Allen, 1997; Mowday et al., 1982; Shore & Wayne, 1993). Studies testing this framework have found higher levels of

perceived organizational support are associated with increased organizational commitment and, indirectly, with reduced job turnover (Rhoades et al., 2001; Wayne et al., 1997; Rhoades & Eisenberger, 2002). This indicates that greater exchange between co-workers creates a sense of organizational support and thereby results in higher employee commitment.

The apparent importance of social exchange in the workplace has led researchers to explore particular workplace exchange relationships, such as the relationship between supervisors and frontline staff. Theory suggests that, just as notions of reciprocity affect employees' perceptions of their organization, notions of reciprocity also affects the interpersonal relationships employees develop with their supervisors. When employees perceive supervisors to be supportive, they become more committed to the supervisor and, perhaps, to the organization. Studies have found supportive supervision is associated with organizational support, organizational commitment, and job retention (Balfour & Wechsler, 1991; Gerstner & Day, 1997; Leiter & Maslach, 1988); and that low levels of supervisor support are linked to turnover (Malatesta, 1995).

A qualitative study by Bussing and Bissels (1998) suggested that job satisfaction is developed through assessment of the match among expectations, needs, motives, and work situation. Based on the assessment, a person builds up satisfaction or steady feelings of relaxation as a result of met expectations with his or her work. In the case of dissatisfaction, employees may maintain or reduce their level of aspiration. Maintaining aspirations in the face of work dissatisfaction can result in pseudo work satisfaction, fixated dissatisfaction, and constructive dissatisfaction.

5. Literature Synthesis

A review of the literature demonstrates a complete understanding of the constituents of job satisfaction has not been achieved. Since job satisfaction can directly and indirectly have an impact on an organization's success, it is crucial to gain greater understanding of this phenomenon. With this realization, determining what may lead spa employees to increased performance and job satisfaction becomes a crucial issue for tourism and hospitality firms. Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job (Price, 2001). The global approach is used when the overall attitude is of interest while the facet approach is used to explore which parts of the job produce satisfaction or dissatisfaction. Although strategies have varied, three types of variables have received the most attention.

First, most of the attention has focused on the relationship between objective job characteristics and satisfaction. In the study conducted by Hackman and Oldham (1975), it was postulated that job satisfaction could be measured as the overall degree of how happy an employee was with his job as a whole, as well as how satisfied he was with individual job characteristics. These characteristics include job security, pay, autonomy, routine, and opportunity for personal growth. The Job Characteristics Model suggests that these are the job characteristics which most influence an employee's level of satisfaction by affecting an individual's emotional state as impacted by work activities.

Second, based on the review of the most popular job satisfaction instruments, Spector (1997) summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the

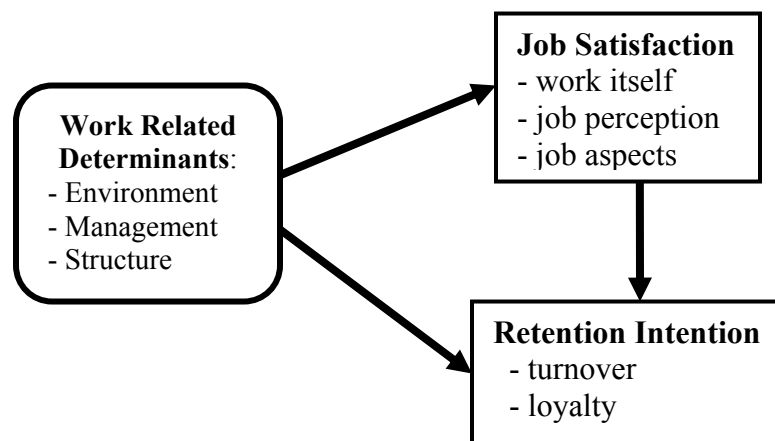
nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision.

Third, some scholars (Aldrich, 1979; Pfeffer & Salancik, 1978), seeking to further quantify independent variables, have taken an ecological approach to stress the impact of environment on organizational characteristics. They noted that increasing evidence suggests that environment may also have a direct impact on employee satisfaction. For example, it has been shown that the higher the number of alternative jobs for which an employee is qualified, the lower the level of satisfaction is (Blegen & Mueller, 1987).

6. Theoretical Framework and Research Model

Based on the literature review, a theoretical framework was proposed as following in Figure 2. This framework aims to identify the impacts of work-related variables on overall job satisfaction and job retention intention. The relationship between job satisfaction and retention intentions is also examined.

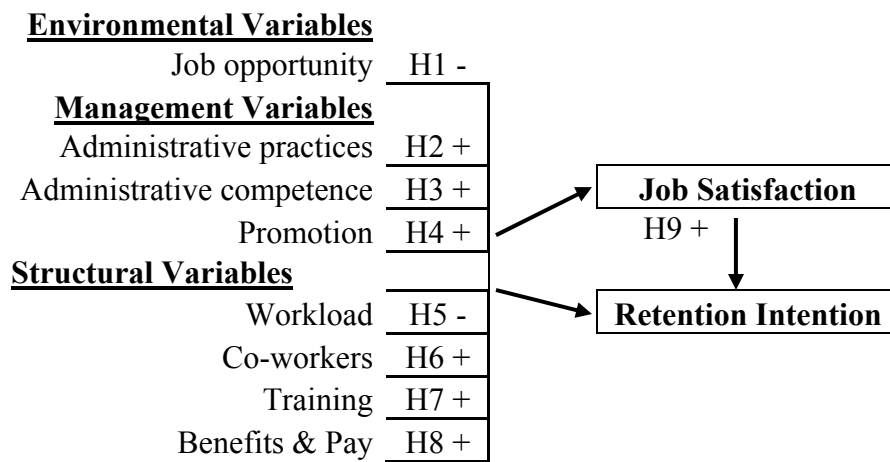
Figure 2 Theoretical Framework



Research Model

The research model is illustrated in Figure 3. The model investigates the influence of job characteristics on employee's level of satisfaction leading to job retention intention.

Figure 3 Research Model



Note: + Positive Influence;

- Negative Influence

Table 2.1 Definitions of Variables in the Research Model

Variable	Definition
Job satisfaction	Degree to which employees like their job
Job opportunity	Availability of alternative jobs in the environment
Administrative practices	Degree to which management provides good support and actions
Administrative competence	Degree to which management has adequate experience, knowledge and capability to manage
Promotion	Degree to which vertical opportunities exist for an individual within an organization
Workload	Degree to which workload demands are excessive
Co-workers	Degree to which employees have close friends in the immediate work unit
Training	The opportunity provided by the organization to increase work-related skill and knowledge
Benefits & Pay	Money and its equivalents received by employees for their services

Source: Adapted from Liu et al, 2005; Gibson et al, 1991; and Hackman & Oldham, 1975.

Based on the literature review, the following hypotheses are proposed:

H1: Job opportunity is negatively related to job satisfaction;

H2: Administrative practice is positively related to job satisfaction;

H3: Administrative competence is positively related to job satisfaction;

H4: Promotion is positively related to job satisfaction;

H5: Workload is negatively related to job satisfaction;

H6: Co-workers are positively related to job satisfaction;

H7: Training is positively related to job satisfaction;

H8. Benefits and pay are positively related to job satisfaction; and

H9. Job satisfaction is positively related to spa employees' retention intentions.

CHAPTER III

METHODOLOGY

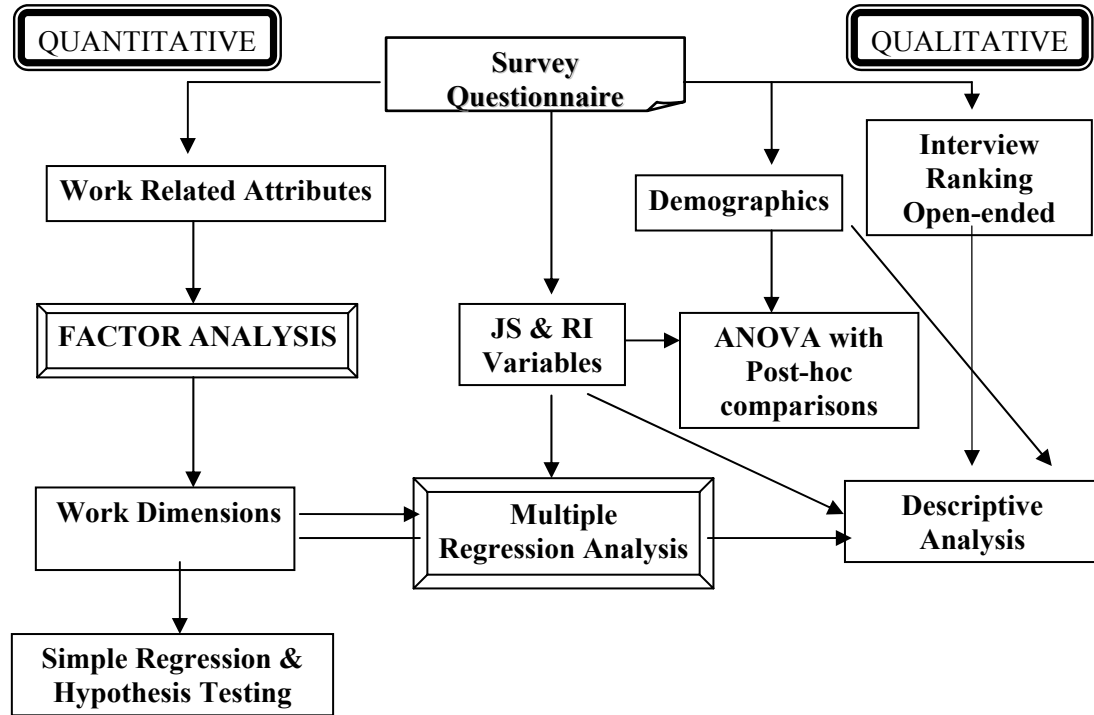
This chapter describes the research background, research design, sampling, and data collection methods. An analysis of the instrument and the statistical procedures are also discussed.

Research Design

The research design in this study combines quantitative and qualitative instruments using a self-administered questionnaire (Bradburn et al., 2004) and in-depth interviews (Denzin & Lincoln, 2000), which are illustrated in Figure 4. Data collection via interviews and surveys were administered solely by the researcher in order to maintain consistency.

The selection of work related variables for this study was based on previous research on job satisfaction. Attributes used in this study are extracted from works by Connolly and Connolly (2005), Fields (2002), the short version of the Minnesota Satisfaction Questionnaire, MSQ (Weiss, Dawis, England, and Lofquist, 1967), and Seo, Ko and Price (2003). The questionnaire was designed to be self-explanatory and close-ended.

Figure 4 Research Framework



Population and Sampling

The population for this study consisted of all the employees working in the 238 spas certified by the Thailand Ministry of Public Health (MOPH) in 2005. As shown in Table 3.1, 187 out of the 238 certified spas locate in five major spa destinations in Thailand— Bangkok, Chiang Mai, Phuket, Surat Thani, and Krabi (MOPH, 2005). A spa is defined as a facility where individuals can receive a variety of treatments to promote and enhance their overall health, beauty, and well-being. There are four types of spas— day spa (DS), hotel or resort spa (HS), destination spa, and medical spa. A day spa is a service site where clients can receive spa and salon treatments on a day-use basis. A hotel or resort spa is owned by and located within a resort or hotel property and provides

professionally administered spa services, fitness and wellness components, and spa cuisine menu choices. A destination spa is designed to provide guests with lifestyle improvement and health enhancement through professionally administered spa services, physical fitness, educational programming, and on-site accommodations. At a destination spa, cuisine is served exclusively. At a medical spa, comprehensive medical and wellness care in an environment which integrates spa services and conventional and complimentary therapies and treatments is provided (International Spa Association, 2006).

In this study, hotel spas and day spas were selected because they represent the vast majority of existing spa facilities in Thailand. Other types of spas, such as, medical spas and destination spas, are rare in Thailand (TAT, 2005).

Table 3.1 Certified Spa Operators in Thailand

Major Spa Destinations	Spa Types		Total	Sampled Spas (25%)		
	Hotel / Resort Spa (HS)	Day Spa (DS)		HS	DS	Total
BANGKOK	10	75	85	3	14	17
CHIANG MAI	5	12	17	2	3	5
PHUKET	34	17	51	10	5	15
SURAT THANI	21	8	29	5	3	8
KRABI	5	0	5	3	0	3
Sub-total	73	112	187	23	25	48

Source: Thailand Ministry of Public Health (MOPH, 2005)

This study selected one province to represent each region in Thailand because of time and budget constraints. Surat Thani and Krabi provinces were not considered. Three major spa destinations—Chiang Mai, Phuket, and Bangkok—were selected to represent

the North, South, and Central regions of Thailand respectively. A list of 153 certified spas located in Bangkok, Chiang Mai, and Phuket was obtained from the Thailand Ministry of Public Health. 25% of the population in each destination was set as the sample size. The number of spas sampled for this study totals to 37 including 5 properties in Chiang Mai, 15 in Phuket, and 17 in Bangkok.

Instruments

The questionnaire is self-administered with four sections of a total of 64 items. It took approximately 20 to 25 minutes to complete. This instrument was constructed from a selection of surveys to measure job satisfaction, retention intention, and certain demographic variables. Each selected items was considered based on its reliability and validity. For example, the reliability of the Employee Opinion scale by Connolly and Connolly (2005) was tested in 140 surveys of 60,000 people. The job satisfaction survey of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) and the job satisfaction survey by Fields (2002) were also well established.

In section 1, each item is measured by a 5-point Likert scale, ranging from “1—strongly disagree” to “5—strongly agree.” Section 2 asks the respondents to rank the top three factors that have an impact the respondents’ decision to remain employed at their current workplaces. Section 3 includes open-ended questions regarding what employees like about their jobs. The last part consists of questions on demographic and background information, such as gender, age, education, marriage status, job position, average work hours per week, and the year they started working in their current spa.

For the qualitative procedure, the questionnaire was also used as a structured interview for 20 interviewees. In the orientation at each spa, employees were asked to volunteer as an interviewee. For front line employees, the interview took place in a quiet corner of the lobby, while managers were interviewed in his/her office. There were open-ended questions asking for suggestions to improve managerial conducts.

For the survey instrument, a reverse translation from Thai to English was conducted to ensure validity of the survey. The instrument was initially developed in English, and then translated into Thai by a bi-lingual Thai scholar not involved in the study. Then, the Thai version was translated back into English by another bi-lingual Thai scholar. The original English survey and reversely translated survey were compared to identify any discrepancies that may have occurred during the process of translation.

Measurement of Work-Related Determinants

Work related determinants in this study include three sets of variables—*environmental variables, management variables, and structural variables.*

Environmental Variables

In this study, job opportunity is the only environmental variable which represents the external labor market conditions. The impact of job opportunity on satisfaction is based on the assumption that an employee is free to seek employment elsewhere. It is also assumed that employees will become dissatisfied if they know of similar employees working elsewhere getting better rewarded. As shown in Table 3.2, the environmental variable is measured by using three items of *job opportunity.*

Originally, the first two items were selected from the study by Seo, Ko, and Price (2004). This scale was selected because of its high internal reliability of .88 in previous studies (Price & Mueller, 1986a; b). They employed a 5-point Likert-type answering format with verbal anchors (1=strongly agree, 5=strongly disagree). Question 3 was extracted from the study by Lovett, Coyle, and Adams (2004) which concerned line workers at two factories in Mexico. Its original turnover intention measurement was on job to job opportunity with 1 being completely in agreement and 5 being completely in disagreement.

Table 3.2 Environmental Variables

Survey Question	Variable Assessment
I-1.This similar job is available in many other spa companies.	
I-2.My skills and abilities are in high demand in this industry.	
II-1.If I had the opportunity to change to a similar job which I have now, and at the same salary, but with another company, I would go.	Job Opportunity

Management Variables

To assess an employees' satisfaction with management aspects, as shown in Table 3.3, three factors—*management practice*, *management competence*, and *promotion*—are selected.

The management practice items that were originally drawn from Connolly and Connolly (2005) are: “*management in this organization behaves in an ethical manner*,” “*management in my organization treats me with dignity and respect*,” “*this organization values its employees*,” “*management acts consistently; they do as they say*,” and “*our*

organization provides work assignments in a way that is fair to all employees.” Their measurements were on a 5-point Likert scale ranging between 1—strongly disagree and 5—strongly agree.

For management competence, four items were originally developed by Connolly and Connolly (2005): *“this organization is well managed,” “management has the ability to identify new business opportunities,” “I have trust and confidence in the leadership of this organization,”* and *“my manager is competent in doing his/her job.”* Their survey was designed to obtain feedback from employees regarding work experiences and to identify areas that needed improvement. The item, *“there is competency of my manager in making decisions,”* was chosen from the short version of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967).

Promotion opportunity is related to the individuals' perception of his/her opportunity for promotion in the organization. This opportunity was measured by four items. The first two were chosen from the scale developed by Connolly and Connolly (2005) to survey employee engagement. They include *“I believe my career aspirations can be achieved at this organization”* and *“this company provides clear promotional steps for a career path.”* The other two items, which were modified by Fields (2002) were *“I am satisfied with my chances for promotion”* and *“there are opportunities for advancement to higher-level jobs in this company.”* They also measured career advancement by using a 5-point Likert scale ranging between 1—strongly disagree and 5—strongly agree.

Table 3.3 Management Variables

Survey Question	Variable Assessment
I-3. Management behaves in an ethical manner.	
I-4. This company values its employees.	
I-5. Management are not fair in work assignments.	Administrative Practice
I-7. Management helps to think about sexual harassment.	
II-2. Management treats me with dignity and respect.	
II-3. Management acts consistently; they do as they say.	
II-6. Management agrees and supports me in solving sexual harassment cases.	
I-6. I have trust and confidence in the leadership of this company.	
I-8. There is competency of my manager in making decisions.	Administrative Competence
II-4. This company is well managed.	
II-5. Management has the ability to identify new business opportunities.	
II-7. My manager is competent in doing his/her job.	
I-9. I am satisfied with my chances for promotion.	
I-10. There are opportunities for advancement to higher-level jobs in this company.	Promotion
II-8. I see my clear career path in this company.	
II-9. This company provides clear promotional steps for a career path.	

Structural Variables

To assess work structural satisfaction, *workload, co-workers, training, and benefits and pay* variables were utilized.

The *workload* variables adapted from the study of Fields (2002) include “*I have been given too much responsibility,*” “*my workload is too heavy,*” “*I feel overburdened in my job,*” “*there is a need to reduce some parts of my job,*” and “*each day of work seems like it will never end.*” Fields purposely tried to find out the impact of workload on employee job satisfaction and turnover.

The *co-worker* variables were originally developed by Connolly and Connolly (2005) in their Opinion Survey on Co-worker Relations. These items are “*the people I work with are friendly and helpful,*” “*employees in my organization generally trust one another and offer support,*” “*the level of competitiveness within our organization is appropriate,*” and “*my coworkers have adequate training for the jobs they do.*”

The *training* variables used in this study were selected from Field’s study in 2002. They include “*my job provides for a secure future,*” “*I am given opportunities to improve my skills,*” “*my job offers me the opportunity to gain work experience in challenging new areas,*” and “*the job allows opportunities for learning and growth in competence and proficiency.*”

Lastly, the *benefits and pay* variables were assessed by using the following five items originally developed by Connolly and Connolly (2005)—“*my total earnings are fair considering my duties and responsibilities,*” “*my total pay is adequate compared to other’s in this company,*” “*I understand how my compensation is determined,*” “*I am satisfied with the benefits package this company offers,*” and “*I am satisfied with the consistency of the company’s pay policy.*”

Table 3.4 Structural Variables

Survey Question	Variable Assessment
I-11.I have been given too much responsibility.	Workload
I-12.Each day of work seems like it will never end.	
II-10.My workload is too heavy.	
II-11.I feel overburdened in my job.	
II-12.There is a need to reduce some parts of my job.	
I-13.The people I work with are friendly and helpful.	Co-workers
I-14.My co-workers have adequate training for the jobs they do.	
II-13.Employees generally trust one another and offer support.	
II-14.The level of competitiveness within our company is appropriate.	
I-15.My job provides for a secure future.	Training
I-16.The job allows opportunities for learning and growth in competence and proficiency.	
II-15.I am given opportunities to improve my skills.	
II-16.My job offers me the opportunity to gain work experience in challenging new areas.	
I-17.My total earnings are fair considering my duties and responsibilities.	Benefits & Pay
I-18.I am satisfied with the benefits package this company offers.	
II-17.My total pay is adequate compared to others' in this company.	
II-18.I understand how my compensation is determined.	
II-19.I am satisfied with the consistency of the company's pay policy.	

Measurement of Dependent Variables

Job Satisfaction

Job satisfaction was measured by using the following seven items as shown in Table 3.5. The first four items were adapted from the research conducted by Connolly and Connolly (2005), which include “*I really feel I accomplish something each day,*” “*my job is challenging and interesting,*” “*I am doing something I consider really worthwhile,*” “*the work I do is very important to the success of my organization.*” The remaining three items were selected from the work by Fields (2002) including “*I am satisfied with my job for the time being,*” “*I am happy with this job in this company*”, and “*in general, I don't like my job.*” These items were measured by a 5-point Likert scale ranging between 1—strongly disagree and 5—strongly agree.

Table 3.5 Job Satisfaction Variables

Survey Question	Variable Assessment
I-19. My job is challenging and interesting.	
I-20. I am doing something I consider really worthwhile.	
I-22. I am satisfied with my job for the time being.	
I-23. I am happy with this job in this company.	Job Satisfaction
II-20. I really feel I accomplish something each day.	
II-21. The work I do is very important to the success of my company.	
II-24. In general, I don't like my job.	

Job Retention Intention

The construct of *job retention intention* was measured by three items as shown in Table 3.6. The first item, “*I feel very much loyalty to this company*” was chosen from the work of Fields (2002). The other two items were selected from the scale of Employee Opinion Survey on Employee Morale developed by Connolly and Connolly (2005). Their original statements were “*I see myself working for this organization 3 years from now*” and “*I am proud to be part of this organization.*”

Table 3.6 Job Retention Variables

Survey Question	Variable Assessment
I-21.I feel very much loyalty to this company.	Job Retention Intention
II-22.I am proud to be working for this company.	
II-23.I would love to work here for 2-3 more years.	

Work Enjoyment

This study intends to investigate why spa employees enjoy their work. Two open-ended questions developed by Connolly and Connolly (2005) were asked— “*please identify at least 2-3 things that you like about working for this company*” and “*how long would you work in this current company?*” These questions were designed to obtain feedback from the employee’s experiences and suggestions in order to identify areas that may need improvement. In addition, the number of years employees work at their current workplaces reflected how successful management are.

The respondents were also asked to rank the factors that affect their decision to remain at their current spa. Section 3 which was adapted from the study of Clark (2001)

measures the respondent's intent to remain at their current workplace. In his original study, Clark intended to discover the most powerful cause of job resignations by using job characteristic rankings.

Demographic Characteristics

Section 4 consists of seven questions on respondents' demographics. Respondents were asked to identify their gender, age, education level, marital status, job position, average hours worked per week, and the year they started working for their current employer.

Interview Questions

As mentioned earlier, the questionnaire was also used as a structured interview instrument for 20 volunteer interviewees. However, to obtain in-depth understanding of the sample's work perceptions, an additional open-ended question was asked, "*please identify at least 2-3 suggestions for the management at this company.*" This question was adapted from "*please identify 2 or 3 things that we should be doing to improve as an organization*" in the Employee Opinion Survey on Fairness and Diversity developed by Connolly & Connolly (2005).

Pretest of the Instrument

After the initial questionnaire was developed, a pretest was conducted to examine its validity and consistency in April 2006. Three hotel spas and one day spa in Phuket were selected for this test. Four spa managers were contacted via phone and expressed their interests in participation. The researcher visited each spa to conduct onsite surveys. In each spa, five employees volunteered to complete the survey. The researcher had an overview of the project and offered an orientation before the volunteers conducted the survey. Out of the 20 surveys returned, two were unusable because of its incompleteness. Upon viewing the results and comments, further actions were taken, such as word revising for the items that were unclear or misleading.

Reliability

The reliability of a measure refers to its consistency in what it is intended to measure (Hair et al., 1998). One of the most commonly used index to examine reliability is Cronbach's alpha (Crowl, 1996), which is a correlation coefficient ranging in value from 0 to 1. The closer a reliability coefficient is to the absolute value of 1.00, the more reliable it is. The closer the reliability coefficient is to 0, the less reliable it is. According to Aryee, Jacobs, and Razavieh (1996), if the results are used for decision-making in an experimental research, reliability coefficients in the range of .50 and .60 are acceptable. Nunnally and Bernstein (1994) recommended that reliability estimates of .70 or greater were considered acceptable.

The questionnaire developed in this study was constructed based on items from previous studies with acceptable reliability coefficients. The Cronbach's alpha reliability

coefficient of the instrument in this study was .8402, which displayed acceptable reliability.

Validity

Validity is concerned with how well the concept is defined by the measures (Hair et al., 1998). This study's instrument demonstrates concurrent validity because it contains test items of studies that measure the relationship between employee job satisfaction and employee retention.

Section 1 and 3 of this research are drawn from the studies by Connolly and Connolly (2005), Fields (2002), the Minnesota Satisfaction Questionnaire (Weiss et al, 1967), and Lovett, Coyle and Adams (2004). Section 2 was adapted from Cicero-Reese and Clark's research (1998) which had been used by numerous organizations and subjected to a variety of empirical tests indicating its reliability. The demographic questions were drawn from Huey's study in 2003 which examined employee retention. This adds to the instrument's validity when it comes to its applicability to employees in Thai spa businesses.

Data Collection

Data collection in this study involved two parts—questionnaire surveys and interviews. Survey data were collected from May 01, 2006 through June 30, 2006. Out of 110 spa managers the researcher contacted by telephone—50 in Bangkok, 10 in Chiang Mai, and 50 in Phuket, 46 spas (41.81%) responded and expressed interest in participation. A cover letter, a copy of the survey, and an IRB approval letter were then

faxed to these spa managers. A total of 37 spas were selected as a convenient sampling for this study. Onsite meetings were scheduled. In each spas sampled, the researcher had a brief overview of the project with the spa manager and spa employees. Then two employees among those who volunteered to participate were randomly selected. A copy of the questionnaire, a participant consent form, and an envelope were delivered to each participant. All respondents were asked to provide honest answers to the questions, complete the survey within 20 minutes, and return the sealed envelope containing the completed survey and the signed consent form to ensure confidentiality. Upon return of the envelope, the participant received a drawing number. In order to increase response rates, incentive gifts were given to two lucky respondents upon drawings.

For the interview process, participants and spa manager were asked for volunteer interviewees during the survey orientation. Ten managers and ten front-line employees in the 37 spas were interviewed. This was intended to explore the view point and position of 'the insiders' (Denzin & Lincoln, 2000). The interview took place in a quiet corner of the spa, such as an office, a corner of the lobby, or at a spa dining facility.

Data Analysis

As shown in Table 3.7, the survey was distributed to 811 employees on duty in 37 conveniently sampled spas in the three spa destinations in Thailand. A total of 747 completed surveys were returned, which gives a response rate of 92.11%. The response rates in the three spa destinations of Bangkok, Chiang Mai, and Phuket were 92.84%, 92.04%, and 91.46% respectively. Incomplete surveys were excluded from further

analysis. Eight questionnaires were found unusable because of incomplete and blank answers. Thus, 739 surveys were used in this study.

Table 3.7 Research Sample

Sample Areas	No. of surveys distributed	No. of Surveys Returned	Response Rate (%)
Bangkok	335	311	92.84
Chiang Mai	113	104	92.04
Phuket	363	332	91.46
	811	747	92.11

Data was analyzed using SPSS for Windows version 11.5. A level of significance of $p = 0.05$ was used. The data analysis has four stages. Details and purposes of each statistical procedure were described as following:

Descriptive Statistics

Descriptive statistics were used to determine the frequency distribution for demographics, employment characteristics, and the general opinions of the employees. They include means, standard deviations (S.D.), and frequency distributions. Description of the sample's demographic characteristics, ranking items and all open-ended questions were also presented.

ANOVA with Post-hoc Comparisons

ANOVA with post-hoc comparisons was utilized to examine the mean differences in job satisfaction and retention intention based on various demographic profiles. A significant F value indicates that the population means are probably not all equal

(Coakes, 2005). Post-hoc pairwise comparisons are made after the ANOVA to test for any significant differences in the samples based on a significant overall F value (Black, 2004). This is to locate where the significant differences lie in the entire set of comparisons.

Factor Analysis

The goal of factor analysis is to identify a relatively small number of factors for the purpose of representing relationships among sets of many interrelated variables (Hair et al, 1998; Coakes, 2005). The data was evaluated with regards to the governing three statistical assumptions including: 1) independence of observations; 2) a normal distribution of variables (Stevens, 1992); and 3) exclusion of outliers (Coakes, 2005). Then, factor analysis was employed to condense the information contained in the 37 original work related attributes into a smaller set of factors with minimal loss of information.

The factor analysis procedure was started by computation of the correlation matrix. The correlation matrix for each scale was examined to determine the appropriateness of employing factor analysis. Kaiser-Meyer-Olkin (KMO) estimate of sampling adequacy and Bartlett's test of sphericity (Tabachnick & Fidell, 1989; Norusis 1988) were used. The matrix was inspected for correlations in excess of .30 (Coakes, 2005). According to Stevens (1992), Kaiser's rule (Eigenvalues > 1.00) has proven to be quite accurate when the sample size is greater than 250 and the mean communality is more than .60.

The second step was an initial factor extraction method using the principal components approach. The component analysis is a model in which the factors are based on

total variance (Hair et al., 1998). This method was appropriate for this study because it formed factors which were uncorrelated with each other and because of its ability to explain as much of the total variance in the data as possible with as few factors as possible (Kleinbaum, 1996).

The final step for factor analysis was rotation. The factor solutions were orthogonal rotated using the varimax approach in order to identify the underlying factors of job satisfaction in general on 37 work-related attributes. Within these 37 attributes, some that overlapped with other factors were eliminated in this study. In particular, .32 was used as a cut-off point for the low end of each factor. After eliminating the double loading attributes (5 items), 32 attributes were used for factor analysis and seven factors were extracted. Derived factors were named according to the theoretical background of this study and, finally, Cronbach's alpha coefficient of each factor was computed to examine the internal consistency of measures (Hair et al., 1998; Coakes, 2005).

Multiple Regression Analysis

Multiple regression analysis was employed to examine the relationship between work related determinants and job satisfaction and employee retention intentions. The purpose of multiple regression analysis (MRA) is to predict the changes in the dependent variable in relation to changes in the independent variables (Hair et al., 1998). In other words, it is a system for examining the relationship of a collection of independent variables to a dependent variable (Cohen et al., 2003). In this study, the dependent variables are job satisfaction and job retention. The independent variables are work

related determinants including environmental variables, management variables, and structural variables.

The stepwise procedure was employed. The forward procedure that sequentially selects the independent variables that contributed most to the prediction of the criterion variable was used. Variables that did not contribute significantly ($p < .05$) to the equation were not included. In brief, the MRA was engaged to measure the relative impact of the causal dimensions on job satisfaction and retention intention of Thai spa employees.

CHAPTER IV

FINDINGS

This chapter presents descriptive statistics of the demographic profiles and the results of a series of statistical analysis to examine work-related factors in Thai spas, and their impacts on job satisfaction and retention intention. The findings are divided into the following seven sections: (1) instrument analysis, (2) demographic analysis, (3) work-related findings, (4) hypotheses testing, (5) qualitative analysis, (6) job satisfaction analysis, and (7) retention intention analysis.

PART ONE: INSTRUMENTAL ANALYSIS

This study used items mainly from questionnaires developed by Connolly and Connolly (2005), Fields (2002), the short form of Minnesota Satisfaction Questionnaire (Weiss et al., 1967), and Seo, Ko, and Price (2003). By adopting pre-established questions and scales, the reliability and validity of an instrument is enhanced. The predictor variables used in this study are *environmental variable*, *management variable*, and *structural variable*. Each is a composite of 3, 16, and 18 items respectively.

The reliability of this instrument was examined to determine the internal consistency by employing the reliability coefficient of Cronbach's alpha. As shown in Table 4.1, the alpha coefficients of the scales ranged from .31 in *job opportunity* to .83 in

benefits and pay. The total satisfaction score of all 47 items yielded an alpha of .90. Given the high alpha coefficients, the questionnaire used in this particular study was considered reliable (Bryman & Cramer, 2005). Details of items' correlation are highlighted in Appendix 1. However, there was a striking difference for the job opportunity whose alpha score was .31. This can be interpreted in terms of regional differences of the respondents and the economic downturn situation in Thailand (Kusluvan, 2003) during the time of study. The respondents in different areas of Thailand may have different perceptions on the labor market situation. Specially when there is a time of economic downturn, the respondents in this study may get confused about the career opportunity and job market situation. Therefore, their job satisfaction measurement on job opportunity was found at a low reliable score.

Table 4.1 Reliability of Instrument

Predictor	Item	Alpha Coefficient
Environmental Variables		
Job Opportunity	3	0.31
Management Variables		
Administrative Practice	7	0.72
Administrative Competence	5	0.82
Promotion	4	0.71
Structure Variables		
Workload	5	0.75
Co-workers	4	0.71
Training	4	0.70
Benefits & Pay	5	0.83
Job Satisfaction	7	0.58
Retention Intention	3	0.76

PART TWO: DEMOGRAPHIC ANALYSIS

The respondents were requested to provide demographic information including job position, years experience, workload, marriage status, education level, age, and gender. As shown in Table 4.3, 80.1% of respondents were females, consistent with the report that the spa industry is dominant with female employees (Wetprasit & Chaikunrat, 2004). Approximately one-third of them (32.48%) were in the age range of 26 to 30 years old. It shows that 83.20% of the respondents were younger than 36 years old. Half of the respondents (49.40%) were single. Among the married respondents, 32.21% had children under 15 years old. For education, more than one-third of the respondents' (34.8%) highest educational level was high school. Some respondents which accounted for 25.4% completed their bachelor degree. Further, the table also illustrated that half of the respondents (51.69%) who participated in this study were therapists. Respondents (62.38%) had been working in their current spa for one to two years. More than half of respondents (53.18%) work approximately 51-60 hours per week.

Table 4.2 Demographic Characteristics

	Variables	Frequency	Percent (%)
Job Position	Manager	10	1.35
	Deputy manager	13	1.76
	Supervisor	66	8.93
	Senior employee	9	1.22
	Therapist	382	51.69
	Skin specialist	3	0.41
	Thai masseuse	79	10.69
	Oil masseuse	32	4.33
	Reception	54	7.31
	Fitness club	28	3.79
	General work	49	6.63
	Office staff	16	2.17

Table 4.2 Demographic Characteristics (Cont.)

Variables		Frequency	Percent (%)
Years Experience	1-2 years	461	62.38
	3-4 years	204	27.60
	> 4 years	74	10.01
Work weekly hours	< 40 hrs/wk	23	3.11
	40-50 hrs/wk	277	37.48
	51-60 hrs/wk	393	53.18
	61-70 hrs/wk	41	5.55
	> 70 hrs/wk	5	0.68
Marriage Status	Single	365	49.39
	Married couple no children	76	10.28
	Married with children < 15 years old	238	32.21
	Married with children > 15 years old	60	8.12
Educational Level	Graduate level	11	1.49
	Bachelor's degree	188	25.44
	Two-year college	135	18.27
	High school	257	34.78
	Lower than high school	148	20.03
Age	21-25 years	168	22.73
	26-30 years	240	32.48
	31-35 years	207	28.01
	36-40 years	84	11.37
	41-45 years	29	3.92
	Older than 45 years	11	1.49
Gender	Female	592	80.10
	Male	147	19.90

Within each sub-category of the demographic profiles, there are interesting figures that need further investigation. This is to determine whether there are mean differences of each demographic characteristic exist for job satisfaction and retention intention. Therefore, the one-way analysis of variance (ANOVA) with Tukey post-hoc test was conducted.

Job satisfaction was statistically different among demographic groups with different genders ($F = 5.319, p = .021$) and job positions ($F = 2.071, p = .036$). Female employees were more satisfied with jobs than their male colleagues. For job positions,

post-hoc analysis revealed that managers and skin specialists had significantly different mean job satisfaction. No significant difference in mean job satisfaction was found among groups of year experience, working hours per week, marriage status, level of education, and age.

Table 4.3 Demographic Mean Comparisons on Job Satisfaction

Variable	Sub-Characteristic	N	Mean	S.D.
Position	Manager	10	25.00 ^b	2.81
	Deputy manager	13	22.62 ^a	3.10
	Supervisor	66	23.89 ^a	3.86
	Senior employee	9	23.33 ^a	3.87
	Therapist	382	23.69 ^a	3.47
	Skin specialist	3	18.67 ^b	3.93
	Thai massuer	79	22.78 ^a	3.36
	Oil massuer	32	24.41 ^a	3.66
	Other	145	23.12 ^a	3.74
	Total	739	23.50	3.61
F = 2.071, df = 730, p = .036				
Years Experience	1-2 years	461	23.41 ^a	3.53
	3-4 years	204	23.59 ^a	3.74
	More than 4 years	74	23.82 ^a	3.82
	Total	739	23.50 ^a	3.61
F = .494, df = 736, Sig. = .610				
Working hours/week	Less than 40 hrs/wk	23	23.17 ^a	3.26
	40-50 hrs/wk	277	23.54 ^a	3.65
	51-60 hrs/wk	393	23.51 ^a	3.55
	61-70 hrs/wk	41	22.88 ^a	3.73
	More than 70 hrs/wk	5	27.40 ^a	2.94
	Total	739	23.50 ^a	3.61
F = 1.824, df = 734, Sig. = .122				
Marriage Status	Single	365	23.45 ^a	3.76
	Married couple no children	76	23.55 ^a	3.70
	Married with children under 15 years old	238	23.58 ^a	3.30
	Married, with children over 15 years old	60	23.47 ^a	3.85
	Total	739	23.50 ^a	3.61
F = .073, df = 735, Sig. = .974				
Education	Graduate level	11	23.64 ^a	3.11
	Bachelor degree	188	23.38 ^a	3.03
	2-year college	135	23.57 ^a	3.81
	High school	257	23.30 ^a	2.50
	Lower than high school	148	23.96 ^a	3.00
	Total	739	23.50 ^a	3.61
F = .873, df = 734, Sig. = .480				

Table 4.3 Demographic Mean Comparisons on Job Satisfaction (Cont.)

Variable	Sub-Characteristic	N	Mean	S.D.
Age	21-25 years of age	168	23.32 ^a	3.37
	26-30 years of age	240	23.70 ^a	3.77
	31-35 years of age	207	23.38 ^a	3.60
	36-40 years of age	84	23.19 ^a	3.64
	41-45 years of age	29	24.10 ^a	3.52
	Older than 45 years	11	25.45 ^a	2.96
	Total	739	23.50 ^a	3.61
$F = 1.206, df = 733, Sig. = .304$				
Gender	Female	592	23.66	3.60
	Male	147	22.89	3.62
	Total	739	23.50	3.61
$F = 5.319, df = 737, Sig. = .021$				

* Means with the same letter are not significantly different.

For the *retention intention*, results are shown in Table 4.4. Each of the Levene's test was not significant. Therefore, it is confident that the population variances for each group are approximately equal (Morgan et al., 2001). This indicates that there was no significant mean difference among groups of job position, years of experience, working hours per week, marriage status, level of education, and gender for the *retention intention* variable. However, one significant mean difference was found among ages of respondents ($F = 2.483, p = .030$). Post-hoc analysis of ages revealed that employees with 31-35 years of age and employees with 41-45 years old had significantly different mean job retention intention.

Table 4.4 Demographic Mean Comparisons on Retention Intention

Variable	Sub-Characteristic	N	Mean	S.D.
Position	Manager	10	11.80 ^a	3.26
	Deputy manager	13	10.08 ^a	2.25
	Supervisor	66	11.09 ^a	2.50
	Senior employee	9	10.44 ^a	2.51
	Therapist	382	10.76 ^a	2.31

Table 4.4 Demographic Mean Comparisons on Retention Intention (Cont.)

Variable	Sub-Characteristic	N	Mean	S.D.
Position (cont.)	Skin specialist	3	8.00 ^a	1.73
	Thai massuer	79	10.25 ^a	1.98
	Oil massuer	32	11.38 ^a	2.50
	Other	145	10.90 ^a	2.27
	Total	739	10.78 ^a	2.32
<i>F</i> = 1.941, <i>df</i> = 730, <i>p</i> = .057				
Years Experience	1-2 years	461	10.71 ^a	2.33
	3-4 years	204	10.74 ^a	2.26
	More than 4 years	74	11.28 ^a	2.44
	Total	739	10.78 ^a	2.32
<i>F</i> = 1.961, <i>df</i> = 736, <i>p</i> = .141				
Working hours/week	Less than 40 hrs/wk	23	10.52 ^a	2.47
	40-50 hrs/wk	277	10.91 ^a	2.35
	51-60 hrs/wk	393	10.66 ^a	2.29
	61-70 hrs/wk	41	10.88 ^a	2.26
	More than 70 hrs/wk	5	13.00 ^a	2.45
	Total	739	10.78 ^a	2.32
<i>F</i> = 1.731, <i>df</i> = 734, <i>p</i> = .141				
Marriage Status	Single	365	10.74 ^a	2.35
	Married couple no children	76	10.91 ^a	2.20
	Married with children under 15 years old	238	10.63 ^a	2.29
	Married, with children over 15 years old	60	11.45 ^a	2.35
	Total	739	10.78 ^a	2.32
<i>F</i> = 2.133, <i>df</i> = 735, <i>Sig.</i> = .095				
Education	Graduate level	11	10.18 ^a	2.48
	Bachelor degree	188	10.76 ^a	2.42
	2-year college	135	10.67 ^a	2.35
	High school	257	10.60 ^a	2.32
	Lower than high school	148	11.26 ^a	2.11
	Total	739	10.78 ^a	2.32
<i>F</i> = 2.226, <i>df</i> = 734, <i>p</i> = .065				
Age	21-25 years of age	168	10.80 ^a	2.33
	26-30 years of age	240	10.69 ^a	2.23
	31-35 years of age	207	10.63 ^b	2.37
	36-40 years of age	84	10.77 ^a	2.39
	41-45 years of age	29	11.97 ^b	2.35
	Older than 45 years	11	12.09 ^a	1.87
	Total	739	10.78 ^a	2.32
<i>F</i> = 2.483, <i>df</i> = 733, <i>p</i> = .030				
Gender	Female	592	10.75	2.32
	Male	147	10.88	2.35
	Total	739	10.78	2.32
<i>F</i> = .336, <i>df</i> = 737, <i>p</i> = .562				

* Means with the same letter are not significantly different.

PART THREE: WORK-RELATED FINDINGS

As discussed in Chapter 3, there were 37 work-related attributes comprising the survey instrument. Therefore, the scale measured conceptually distinct facets of job satisfaction, and the individual work-related items were factor analyzed using principal components analysis. Factor analysis can identify a relatively small number of factors to represent relationships among sets of interrelated variables. These underlying constructs are identified by observed correlations between variables that reflect the commonality of the constructs. Hence, the grouping of such items into each factor may indicate underlying constructs or values possessed and shared by spa employees.

Examination of outliers and assumption checks were performed. The correlation matrix was examined and .30 was used as the reference (Coakes, 2005). Results found that the two items: *management is unfair in work assignment* and *if I had the opportunity to change to a similar job which I have now, and at the same salary, but with another company, I would go* yielded the highest correlation coefficient of .220 and .236 respectively, which were lower than the reference level of .30. This indicated that the strength between these two variables and others were not sufficient. Therefore, they were removed from further analysis.

Variables with a Measure of Sampling Adequacy (MSA) below the acceptable level of .7 are suggested to be excluded from analysis (Coakes, 2005). Table 4.5 shows that Bartlett's test of sphericity was statistically significant. Also, the Kaiser-Meyer-Olkin measure of sampling adequacy was higher than .60, indicating that application of factor analysis is adequate.

Table 4.5 KMO and Bartlett's Test

<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	10411.838
	df.	496
	Significance	.000
<hr/>		

As shown in Appendix 2, the MSA of the 35 items in the anti-image correlation matrix revealed that most measures of sampling adequacy were well above the acceptable level of .70. There were three items that failed to meet this requirement; *similar job is available in other spas* (.69), *I have been given too much responsibility* (.65), and *each day of work seems like it will never end* (.65). This finding was also supported by the reliability coefficient which was shown earlier in the Table 4.1. It revealed that the job opportunity items were not reliable for further analysis. The rest of the variables were in the range of .58 and .83 which were acceptable. Thus, only 32 items were considered for further factor analysis.

With respect to the correlation matrix, Table 4.6 shows the results of the Pearson Product-Moment correlation computed for the nine items of job satisfaction, retention intention and seven work-related factors. The results indicate that training yielded the highest score of $r = .635$ ($p < .01$) on job satisfaction while the administrative competence was the highest score on retention intention ($r = .598$, $p < .01$). Furthermore, workload is the only factor that had a reverse relationship with job satisfaction (-0.059 , $p > .01$) and retention intention ($-.208$, $p < .01$).

Table 4.6 Matrix Correlations of Dependent Variables and Derived Work-Related Factors

Variable	JS	RI	1	2	3	4	5	6
Job Satisfaction	1.000							
Retention Intention	.594**	1.000						
1.Administrative Practice	.491**	.541**	1.000					
2.Administrative Competence	.448**	.598**	.636**	1.000				
3.Benefits & Pay	.412**	.488**	.524**	.568**	1.000			
4.Training	.635**	.454**	.437**	.373**	.257**	1.000		
5.Workload	-.059	-.208**	-.167**	-.151**	-.171**	-.043	1.000	
6.Co-workers	.363**	.353**	.418**	.398**	.380**	.367**	-.039	1.000
7.Sexual Harassment Support	.321**	.354**	.447**	.384**	.243**	.286**	.008	.225**

** Correlation is significant at the 0.01 level (1-tailed).

Factor analysis with VARIMAX rotation produced seven factors with 60.84% of the variance explained. Table 4.7 shows the results of factor analysis and the reliability coefficient of job satisfaction. Variables that did not either fit in the factor conceptually or increase the reliability alpha value when deleted were removed after exploratory analysis. Hence, it was reasonable to summarize that seven factors comprised the best construct for the overall job satisfaction measurement. The extracted seven job satisfaction factors were named according to theoretical background and their main composition. The seven factors are as follows:

Factor 1, administrative practice, explained 12.961% of total variance with an Eigenvalue of 9.110 and alpha coefficient of 0.867. Eight attributes, with factor loadings ranging from .516 to .775, were included in Factor 1. They are management behaves in ethical manner; company values its employees; there is competency of my manager in making decision; I am satisfied with my chances for promotion; there are opportunities

for advancement to higher-level jobs; management acts consistently—they do as they say; management treats me with dignity and respect; and I have trust and confidence in the leadership of this company.

Factor 2, administrative competence, accounted for 11.678% of the total variance explained with an Eigenvalue of 2.401 and alpha coefficient of 0.840. It included five attributes: my manager is competent in doing her job; this company is well-managed; management has the ability to identify new business opportunities; I see my clear career path in this company; and this company provides clear promotional step for my career path.

Factor 3, benefits and pay, represented 9.464% of the total variance explained with an Eigenvalue of 2.039 and alpha coefficient of 0.834. Attributes in Factor 3 are: I am satisfied with the benefits package this company offers; my total earnings are fair considering my duties and responsibilities; my total pay is adequate compared to others' in this company; I understand how my compensation is determined; and I am satisfied with the consistency of the company's pay policy. The factor loadings ranged from .561 to .793.

Factor 4, training, represented 7.984% of the total variance explained with an Eigenvalue of 1.771 and alpha coefficient of 0.710. Five attributes included in Factor 4 are: my job allows opportunities for learning and growth in competence and proficiency; my job offers me the opportunity to gain work experience in challenging new areas; my job provides for a secure future; my skill and experience are on high demand in this industry; and I am given opportunities to improve skills.

Factor 5, workload, accounted for 7.057% of the total variance explained with an Eigenvalue of 1.584 and alpha coefficient of 0.801. It included three attributes: my workload is too heavy; I feel overburdened in my job; and there is a need to reduce some parts of job. Its factor loading ranged from .764 to .871.

Factor 6, co-workers, justified 6.750% of the total variance with an Eigenvalue of 1.403 and alpha coefficient of 0.710. Four job satisfaction attributes are: the people I work with are friendly; employees generally trust one another and offer support; my co-workers have adequate training for the jobs they do; and the level of competitiveness within our company is appropriate.

Factor 7, Sexual harassment support, was derived as a new factor. This factor explained 4.944% of the total variance with an Eigenvalue of 1.160 and alpha coefficient of 0.558. Two attributes included in Factor 7 are: management agrees and supports how I handle sexual harassment and management helped me think of ways to deal with sexual harassment.

Details of variance explained and rotated component matrix can be seen in Appendix 3 and 4 respectively. Further, an analysis of the internal consistency for each factor's subscale revealed reasonably high coefficient alphas, ranging from .558 in sexual harassment support to .867 in administrative practice. This means each derived factor is reliable and the instrument is considered a reliable tool (Ary et al., 1996).

Table 4.7 Factor Analysis Results of Work-Related Attributes

	Work Attributes	Factor Loading	Eigen value	V %	Alpha
Factor 1 Administrative Practice	Management behaves in ethical manner.	.775	4.148	12.961	0.867
	Company values its employees.	.719			
	Competency of my manager...	.653			
	I am satisfied with my chances for promotion.	.641			
	There are opportunities for advancement to higher-level jobs.	.614			
	Management acts consistently; they do as they say.	.605			
	Management treats me with dignity and respect.	.554			
Trust and confidence in the leadership.	.516				
Factor 2 Administrative Competence	My manager is competent in doing her job.	.696	3.737	11.678	0.840
	This company is well-managed.	.667			
	Management has ability to identify new business opportunities.	.667			
	I see my clear career path.	.656			
	This company provides clear promotional step for career path.	.600			
Factor 3 Benefits & Pay	I am satisfied with the benefits packages.	.793	3.029	9.464	0.834
	Total earnings are fair.	.790			
	My total pay is adequate compared to others'.	.673			
	I understand how my compensation is determined.	.597			
	I am satisfied with the consistency of the company's pay policy.	.561			
Factor 4 Training	My job allows opportunities for learning...	.700	2.555	7.984	0.710
	My job offers me the opportunity to gain work experience...	.649			
	My job provides for a secure future.	.630			
	My skill & experience are on demand.	.630			
	I am given opportunities to improve skills.	.554			
Factor 5 Workload	My workload is too heavy.	.871	2.258	7.057	0.801
	I feel overburdened in my job.	.864			
	There is a need to reduce some parts of job.	.764			
Factor 6 Co-workers	People I work with are friendly...	.772	2.160	6.750	0.710
	Employees generally trust one another...	.727			
	My co-workers have adequate training.	.691			
	The level of competitiveness is appropriate.	.479			
Factor 7 Sexual Harassment Support	Management agrees and supports....	.591	1.582	4.944	0.558
	Help to think about sexual harassment.	.578			

(a) Obtained by factor analysis with orthogonal rotation (VARIMAX) n = 739.

(b) df = 496

(c) Cumulative Variance Explained= 60.84%

(d) Bartlett's Test: Chi-square = 10411.838 at $p = 0.000$

PART FOUR: RELATIONSHIP BETWEEN WORK-RELATED VARIABLES AND JOB SATISFACTION AND RETENTION INTENTIONS

The purpose of this section is to assess whether sample data is consistent with the research statements made about the population (Everitt, 2002). This was to predict job satisfaction or job retention from the knowledge of each work-related factor. Simple regression procedures were utilized to test the hypotheses.

Job opportunity and job promotion were not derived from factor analysis. As a result, the hypotheses related to the two factors— H1 and H4—were excluded for further analysis. Therefore, seven hypotheses proposed originally and a newly developed hypothesis on sexual harassment support were tested.

Testing Hypothesis 2

Hypothesis 2 proposed administrative practice is positively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H₀: The administrative practice does not significantly impact the level of job satisfaction.

H_a: The administrative practice significantly impacts the level of job satisfaction.

In testing the H_a, the dependent variable was the level of job satisfaction and the independent variable was the administrative practice factor. Both scales range from 1—strongly disagree to 5—strongly disagree. The overall job satisfaction was obtained by adding the responses of the seven items of job satisfaction variables (I-19, I-20, I-22, I-

23, II-20, II-21, and II-24) as shown in Table 3.5. The administrative practice was obtained from the responses of eight items as shown in Table 4.7, added together.

The analysis result was presented in Table 4.8. The model has an adjusted R^2 of .240, indicating that 24% of the variation in job satisfaction was explained by administrative practice. The F -value of 233.50 was significant at p value of .000, indicating that the results of the equation hardly could have occurred by chance. The Dubin–Watson statistic value was 1.739 indicating that there was no residual correlation in the model.

The result of the regression analysis showed that administrative practice was associated with job satisfaction. According to the line of best fit, B value, the equation model is:

$$\hat{Y} = b_0 + b_1X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Administrative Practice,

$$b_0 = \text{Intercept} = 16.002, b_1 = \text{Regression Coefficient} = 0.293$$

Therefore, the equation model for this case is:

$$\hat{Y} = 16.002 + 0.293X_1$$

This implied that for every increment of administrative practice, OJS increased by 0.293. The t value and its p -value indicated that administrative practice is a significant predictor of job satisfaction. Further, the standardized coefficient β was used to indicate the impact. The result predicts the probability of spa employees' job satisfaction level to

increase according to administrative practice ($\beta=.491, p=.000$). Therefore, the H2 was supported.

Table 4.8 Regression Results of Administrative Practice Affecting Overall Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	<i>t</i>	Sig.
Overall Job Satisfaction	Administrative Practice	.293	.491	15.281	.000

$R^2 = .241$, Adjusted $R^2 = .240$, D.F. = 738, $F = 233.50$,
Significant at .000, Durbin Watson = 1.739, $p < .001$

Testing Hypothesis 3

With respect to H3—administrative competence is positively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H₀: The administrative competence does not significantly impact the level of job satisfaction.

H_a: The administrative competence significantly impacts the level of job satisfaction.

In testing the H_a, the dependent variable was the level of job satisfaction and the independent variable was the administrative competence. The item for administrative competence was obtained by adding together the responses of five items as shown in Table 4.7. The same procedures were employed as the previous hypothesis testing.

The results, as can be seen in Table 4.9, showed that the adjusted R^2 was .200 indicating that 20% of the variance in job satisfaction was explained by the variance in administrative competence. The equation of this model is:

$$\hat{Y} = 17.08 + 0.409X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Administrative Competence,

$$b_0 = 17.08, b_1 = 0.409$$

This implied that for every increment of administrative competence, OJS increased by 0.409. The t value and its probability (Sig.) indicated that the regression coefficient for administrative competence was greater than zero of 13.621 and was highly significant at $p = .000$. The standardized coefficient β was .448, indicating that the probability of an employee's job satisfaction level increased according to administrative competence. The regression indicates that the administrative competence significantly affects job satisfaction ($p < .001$). Thus, the H3 was supported.

Table 4.9 Regression Results of Administrative Competence Affecting Overall Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Administrative Competence	.409	.448	13.621	.000
$R^2 = .201$, Adjusted $R^2 = .200$, D.F. = 738, $F = 185.542$, Significant at .000, Durbin Watson = 1.757, $p < .001$					

Testing Hypothesis 5

With respect to H5—workload is negatively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H₀: The workload does not significantly impact the level of job satisfaction.

H_a: The workload significantly impacts the level of job satisfaction.

In testing the H_a , the dependent variable was the level of job satisfaction and the independent variable was the workload. The item for workload was obtained by adding together the responses of three items. In fact, as can be seen in Table 4.10, the adjusted R^2 value of .002 indicates very little explanation for this model. The same procedures were employed as the previous hypothesis testing and the regression model is:

$$\hat{Y} = 24.279 - 0.087X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Workload, $b_0 = 24.279$, $b_1 = -0.087$

This implies that for every increment of workload, OJS declined by 0.087. The t value and its probability (Sig.) indicates that the regression coefficient for workload was less than zero of 1.616 and was not significant at $p = .106$. The standardized coefficient β was -.059 which indicated that there was probability of employee's job satisfaction level decreasing according to workload. Also, the significance of change at .106 indicated that there was not a significant relationship between workload and job satisfaction. Therefore, it can be concluded that workload was negatively related to job satisfaction.

Table 4.10 Regression Results of Workload Affecting Overall Job Satisfaction

(N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Workload	-.087	-.059	-1.616	.106
$R^2 = .004$, Adjusted $R^2 = .002$, D.F. = 738, $F = 2.612$, Significant at .000, Durbin Watson = 1.734, $p < .001$					

Testing Hypothesis 6

In this study, H6 proposes that co-workers are positively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H₀: The co-workers do not significantly impact the level of job satisfaction.

H_a: The co-workers significantly impact the level of job satisfaction.

In testing the H_a, the dependent variable was the level of job satisfaction and the independent variable was the co-workers. The item for co-worker was obtained by adding together the responses of four items as shown in Table 4.7. The same procedures as the previous hypothesis testing were employed. The regression from SPSS is reported in Table 4.11 and the equation is:

$$\hat{Y} = 17.357 + 0.45X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Co-workers, $b_0 = 17.357$, $b_1 = 0.45$

The equation implies that for every increment of co-workers, OJS increased by 0.45. The t value and its probability (Sig.) indicated that the regression coefficient for co-workers was greater than zero of 10.568 and was highly significant at $p = .000$. The standardized coefficient β was 0.363 with $p < .001$ indicating that there is a probability of employee's job satisfaction level increasing according to co-workers. Further, the adjusted R^2 of .130 indicated that only 13% of the variance in job satisfaction was explained by the variance in co-workers. Overall, these results indicate that there is a

significant positive relationship between co-workers and job satisfaction. Therefore, the H6 was supported.

Table 4.11 Regression Results of Co-workers Affecting Overall Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Co-workers	.450	.363	10.568	.000

*R*² = .132, Adjusted *R*² = .130, D.F. = 738, F = 111.677, Significant at .000, Durbin Watson = 1.804, *p* < .001

Testing Hypothesis 7

With respect to H7—training is positively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H₀: The training does not significantly impact the level of job satisfaction.

H_a: The training significantly impacts the level of job satisfaction.

In testing the H_a, the dependent variable was the level of job satisfaction and the independent variable was the training. The item for training was obtained by adding together the responses of five items as shown in Table 4.7. The equation is:

$$\hat{Y} = 11.493 + 0.667X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Training, $b_0 = 11.493$, $b_1 = 0.667$

The equation implied that for every increment of training, OJS increased by 0.667. As shown in Table 4.12, the *t* value and its probability (Sig.) indicated that the

regression coefficient for training was greater than zero of 22.340 and is highly significant at $p = .000$. The indication of an adjusted R^2 of .403 indicated that 40.3% of the variance in job satisfaction was explained by the variance in training. The result of β also predicted the probability that overall job satisfaction would increase in accordance with training ($\beta=.635, p = .000$). Therefore, the research again offered H7 support.

Table 4.12 Regression Results of Training Affecting Overall Job Satisfaction

(N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Training	.667	.635	22.340	.000
$R^2 = .404$, Adjusted $R^2 = .403$, D.F. = 738, $F = 499.063$, Significant at .000, Durbin Watson = 1.853, $p < .001$					

Testing Hypothesis 8

H8 proposed that benefits and pay are positively related to job satisfaction. The null and alternative hypotheses are stated as the following:

H_0 : The benefits and pay do not significantly impact the level of job satisfaction.

H_a : The benefits and pay significantly impacts the level of job satisfaction.

In testing the H_a , the dependent variable was the level of job satisfaction and the independent variable was the benefits and pay. The item for benefits and pay was obtained by adding together the responses of five items shown in Table 4.7. The equation is:

$$\hat{Y} = 18.172 + 0.355X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Benefits and Pay, $b_0=18.172$,

$$b_1 = 0.355$$

The equation implied that for every increment of benefits and pay, OJS increased by 0.355. As shown in Table 4.13, the t value and its probability (Sig.) indicated that the regression coefficient for benefits and pay was greater than zero of 12.276 and is highly significant at $p = .000$. The regression equation also indicated an adjusted R^2 of .169. This means almost 17% of the variation of job satisfaction was explained by the variation in benefits and pay. The results also indicated a significant positive relationship between the benefits and pay and job satisfaction. This means there is a probability that overall job satisfaction would increase according to the benefits and pay factor ($\beta=.412, p = .000$). Therefore, the H8 was supported.

Table 4.13 Regression Results of Benefits and Pay Affecting Overall Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Benefits and Pay	.355	.412	12.276	.000
$R^2 = .170$, Adjusted $R^2 = .169$, D.F. = 738, $F = 150.698$, Significant at .000, Durbin Watson = 1.702, $p < .001$					

Testing Hypothesis 9

With respect to H9—job satisfaction is positively related to spa employees' retention intentions. The null and alternative hypotheses are stated as the following:

H_0 : The job satisfaction does not significantly impact the retention intention.

H_a: The job satisfaction significantly impacts the retention intention.

In testing the H_a, the dependent variable was the retention intention and the independent variable was the job satisfaction. The item for retention intention was obtained by adding together the responses of three items: I-21, II-22, and II-23, as shown in Table 3.6. The simple regression again was used to determine the impact of overall job satisfaction on an employee's retention to remain at the current spa. The equation is:

$$\hat{Y} = 1.794 + 0.382X_1$$

where, \hat{Y} = Retention Intention (RI), X_1 = Overall Job Satisfaction (OJS), $b_0 = 1.794$,
 $b_1 = 0.382$

The equation implied that for every increment of OJS, RI increased by 0.382. As shown in Table 4.14, the t value and its probability (Sig.) indicated that the regression coefficient for OJS was greater than zero of 20.068 and is highly significant at $p = .000$. The adjusted R^2 of .352 indicated that 35.20% of the variation in RI was explained by the variation in OJS. The results also demonstrate that there was a positive relationship between OJS and RI. Meaning, there is a probability that job retention would increase according to overall job satisfaction ($\beta=.594, p = .000$). Therefore, the H9 was supported.

Table 4.14 Regression Results of Overall Job Satisfaction Affecting Retention Intention (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Retention Intention at the Current Spa	Overall Job Satisfaction	.382	.594	20.068	.000

$R^2 = .353$, Adjusted $R^2 = .352$, D.F. = 738, $F = 402.739$, Significant at .000, Durbin Watson = 1.648, $p < .001$

Testing the Hypothesis on Sexual Harassment Support

Previous studies found that sexual harassment support can increase stress in a working environment (Laband & Lentz, 1998). As a newly derived factor in work related determinant, a hypothesis was proposed as follows:

Sexual harassment support is positively related to job satisfaction.

The null and alternative hypotheses are stated as the following:

H_0 : The sexual harassment support does not significantly impact the level of job satisfaction.

H_a : The sexual harassment support significantly impacts the level of job satisfaction.

In testing the H_a , the dependent variable was the level of overall job satisfaction and the independent variable was the sexual harassment support. The item for sexual harassment support was obtained by adding together the responses of two items shown in Table 4.7. The equation is:

$$\hat{Y} = 19.327 + 0.622X_1$$

where, \hat{Y} = Overall Job Satisfaction (OJS), X_1 = Sexual Harassment Support (SHS),

$$b_0 = 19.327, b_1 = 0.622$$

This implied that for every increment of SHS, OJS increased by 0.622. As shown in Table 4.15, the t value and its probability (Sig.) indicated that the regression coefficient for SHS was greater than zero of 9.211 and is highly significant at $p = .000$. The result of an adjusted R^2 of .102 indicated that 10.20% of the variation in OJS was explained by the variation in SHS. The results also indicated that there was a positive relationship between SHS and OJS. This means the management had provided employees good supports to handle this issue. Therefore, it could be said that there was a probability that overall job satisfaction would increase according to good sexual harassment support ($\beta=.321, p = .000$).

Table 4.15 Regression Results of Sexual Harassment Support Affecting Overall Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	Sexual Harassment Support	.622	.321	9.211	.000

$R^2 = .103$, Adjusted $R^2 = .102$, D.F. = 738, $F = 84.837$, Significant at .000, Durbin Watson = 1.759, $p < .001$

PART FIVE: QUALITATIVE ANALYSIS

In order to determine factors that have impacts on employees' intention to remain at their current workplace, respondents were asked to rank the importance of eight items which influence their decision-making in retention. Table 4.16 shows benefits and pay with a mean of 1.63 was the most important factor to consider when a spa employee makes employment change decisions, followed by training (mean = 1.91) and job opportunity (mean = 1.95). In addition, a significant number of respondents selected benefits and pay (n = 573), training (n = 438), and co-workers (n = 336) as the top three factors that influence job retention intention.

Table 4.16 Ranking of Factors Influencing Retention Decision (N = 739)

Variable	N	Sum	Mean	S.D.
Benefits and Pay	573	936	1.63	.814
Training	438	836	1.91	.812
Job Opportunity	165	321	1.95	.864
Administrative Competence	113	248	2.19	.778
Co-workers	336	738	2.20	.755
Workload	151	337	2.23	.668
Administrative Practices	289	665	2.30	.699
Promotion	152	350	2.30	.710

Respondents were also asked to specify the number of years they preferred to remain at their current spa. Results, as shown in Table 4.17, found that almost 38% of employees planned to remain at their current spa for one or two more years, while 33.3% were unclear about their future. However, about the same number of respondents (37.3%) compared to the first group, intended to remain at the current spa for three or more years. This indicated that spa employees were happy to remain working at their current spa.

Table 4.17 Years to Remain at the Current Spa (N = 739)

Variable	Frequency	Percent (%)
1-2 more years	280	37.9
Not sure	246	33.3
More than 4 years	120	16.2
3-4 more years	82	11.1
Forever	11	1.5

An open-ended question was asked to list “2-3 things that you like about working for this company.” As shown in Table 4.18, results indicate that employees were happy to remain at the current spa because of good management, income, benefits package, and the convenience of the work place. Additional reasons included good relationship with co-workers, facilities, team work, and opportunities to know more people. These revealed that management aspects, incomes, and benefits packages were the top three reasons that Thai employees remain working at the current spa.

Table 4.18 Reasons to Remain at the Current Spa

Reasons	Frequency	Percent (%)
Good management	198	19.58
Good incomes	149	14.74
Good benefits package	135	13.35
Close to home	117	11.57
Good co-workers	95	9.40
Good facilities	74	7.32
Opportunity to know more people	69	6.82
Good team working	48	4.75
Love service career	47	4.65
Foreign languages learning opportunity	42	4.15
Good brand name	29	2.87
Get standard wages	8	0.79
Total	1,011	100.00

Employees' Suggestions from Interviews

Apart from completing the questionnaire, the 20 interviewees were asked to “*please identify at least 2-3 suggestions for management at this company.*” Table 4.19 shows issues of respect and recognition, compensation, facility, participative management, and supervisor’s leadership skill development were the main concerns of spa employees. Human resource development, including in-house training and foreign languages training were also suggested to the spa manager.

Table 4.19 Employees’ Suggestions for Management Improvement

Suggestions	Frequency	Percent (%)
Respect and recognition improvement	12	20.00
Compensation	10	16.67
Facility development	8	13.33
Increase in participative management	8	13.33
Supervisor's leadership skills	7	11.67
HR development	6	10.00
In-house training	5	8.33
Foreign language learning	4	6.67
Total	60	100.00

PART SIX: JOB SATISFACTION ANALYSIS

Job satisfaction was measured by nine items, whose mean scores are presented in Table 4.20. A five-point Likert scale was employed with one as strongly disagree and five as strongly agree. The spa employees had a mean job satisfaction score of 3.36 on a five-point scale with a standard deviation of 3.61. A score of 3.36 would indicate a neutral position on job satisfaction; the spa employee was neither satisfied nor dissatisfied with

the job. However, there was a large standard deviation score of 3.61 in job satisfaction. This can be explained by the range of its mean dispersion. The standard deviation calculates the average amount of deviation from the mean (Bryman & Cramer, 2005). Therefore, there was a high variation in job satisfaction and retention intention among the respondents.

In comparing the means of job satisfaction and retention intention, Table 4.20 shows that the mean job retention is 3.59, implying that the spa employees are happy to remain at the current spa. Detail of each item mean can be seen in Appendix 5.

Table 4.20 Satisfaction Means of Job Satisfaction and Retention Intention (N=739)

Variables	Mean	S.D.
Retention Intention	3.59	2.32
Job Satisfaction	3.36	3.61

With respect to the work related factors, as shown in Table 4.21, the spa employees were most satisfied with how management handled sexual harassment support and rated it an average of 3.36. The mean scores for satisfaction with benefits and pay (3.00) and administrative competence (3.14) were much lower than the mean scores for satisfaction with sexual harassment support (3.36) and administrative practice (3.20). The lowest mean score was workload (2.96). Lastly, the result indicates training (3.60) and co-workers (3.42) were the most satisfying factors among all work-related factors. Detail of the subscales can be seen in Appendix 6.

Table 4.21 Satisfaction Means of Work-Related Factors (N = 739)

Variables	Mean	S.D.
Training	3.60	3.44
Co-workers	3.42	2.92
Sexual Harassment Support	3.36	1.87
Administrative Practice	3.20	6.04
Administrative Competence	3.14	3.96
Benefits and Pay	3.00	4.19
Workload	2.96	2.47

Relationship between Work Related Factors and Job Satisfaction

Multiple Regression Analysis (MRA); a form of general linear modeling, was used to examine the relationship between a single dependent variable and a set of independent variables (Hair et al., 1998). This study intended to predict spa employees' job satisfaction based on work related determinants. A multiple regression analysis was applied with employees' job satisfaction as the dependent variable and seven other work-related factors as the independent variables. A summated scale method was employed. For example, a summated scale of overall job satisfaction was an average of seven items. The assumptions were checked via linearity of the scales measured, constant variance of the error terms, independent of the error terms, and normality of the error term distribution. The residual plots showed a straight line of linearity and the histogram of the residuals gave a normal distribution figure. This indicates the appropriateness of the regression model (Hair et al., 1998).

The results of the regression analysis, as shown in Table 4.22, revealed that the model is statistically significant with F value of 102.211 and p value of .000. The coefficient of determination of R^2 was .495, implying about half of the variability in job

satisfaction can be predicted from the seven work-related factors. With respect to the variation value, the adjusted R^2 was used because it included a correction for shrinkage (Foster, 2001). An adjustment was also necessary because several independent variables were used (Morgan et al., 2001). The adjusted R^2 of .490 revealed that the seven work-related variables predicted 49% of the variance in job satisfaction. The standardized regression coefficients (β) indicated that the strongest predictor of job satisfaction among spa employees was training ($\beta = .492, p < .05$). Another two work-related factors: benefits and pay ($\beta = .167, p < .05$) and administrative practice ($\beta = .107, p < .05$) were the next strongest predictors. Furthermore, workload, co-workers, and administrative competence were not significant predictors of job satisfaction ($p > .05$).

Based on the estimated regression coefficients, therefore, a regression equation model for overall job satisfaction is:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7$$

where, \hat{Y} = overall job satisfaction, X_1 = administrative practice, X_2 = administrative competence, X_3 = benefits and pay, X_4 = training, X_5 = workload, X_6 = co-worker, X_7 = sexual harassment support, b_0 = intercept, and b_n = regression coefficients

Then,

$$\begin{aligned} \hat{Y} = & 1.118 + 0.073X_1 + 0.046X_2 + 0.103X_3 + 0.369X_4 + 0.012X_5 \\ & + 0.024X_6 + 0.032X_7 \end{aligned}$$

Table 4.22 Regression Results of Work-Related Factors on Job Satisfaction (N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Overall Job Satisfaction	(constant)	1.118		10.646	.000
	Administrative Practice	.073	.107	2.783	.006
	Administrative Competence	.046	.070	1.869	.062
	Benefits and Pay	.103	.167	4.952	.000
	Training	.369	.492	16.217	.000
	Workload	.012	.020	.731	.465
	Co-workers	.024	.034	1.129	.259
	Sexual Harassment Support	.032	.058	1.921	.055

$R^2 = .495$, Adjusted $R^2 = .490$, df. = 731, $F = 102.211$, Significance at .000

In relation to acquiring a proper multiple-regression equation, a stepwise procedure was employed. Detail can be seen in Appendix 7. Results show that Model 4 provided the F ratio of 176.775 which was highly significant at the level of 0.05. This can be summarized into an equation model as following:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

where, \hat{Y} = overall job satisfaction, X_1 = training, X_2 = benefits and pay,

X_3 = administrative practice, X_4 = sexual harassment support, b_0 = intercept, and

b_n = regression coefficients

Then,

$$\hat{Y} = 1.206 + 0.380X_1 + 0.119X_2 + 0.094X_3 + 0.038X_4$$

Clearly, training was the strongest predictor of job satisfaction. With respect of work-related factors, it could be said that training, benefits and pay, administrative practice, and sexual harassment support were significant predictors of job satisfaction in Thai spas.

PART SEVEN: RETENTION INTENTION

This study intends to predict spa employees' job retention intention from work-related factors. Multiple regression analysis was employed. The independent variables included seven work-related variables: administrative practices, administrative competence, training, benefits and pay, co-workers, workload, and sexual harassment support.

The assumptions of multiple regression analysis were checked. As shown in Table 4.23, the model is significant with F value of 94.366 and p value of .000. R^2 of .475 and adjusted R^2 of .470 indicated that about half of the variation in retention intentions can be explained by the variations in the seven work related factors. Administrative competence ($\beta = .302, p < .05$), training ($\beta = .216, p < .05$), benefits and pay ($\beta = .156, p < .05$), workload ($\beta = -.109, p < .05$), administrative practice ($\beta = .104, p < .05$), and sexual harassment support ($\beta = .087, p < .05$) are statistically significant predictors. Relationship with co-workers was not found significant in predicting job retention intention.

Based on the equation model, the regression equation of retention intention is:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7$$

where, \hat{Y} = retention intention, X_1 = administrative practice, X_2 = administrative competence, X_3 = benefits and pay, X_4 = training, X_5 = workload, X_6 = co-worker, X_7 = sexual harassment support, b_0 = intercept, and b_n = regression coefficients

Then,

$$\hat{Y} = 0.978 + 0.107X_1 + 0.296X_2 + 0.144X_3 + 0.244X_4 - 0.102X_5$$

$$+ 0.028X_6 + 0.072X_7$$

Table 4.23 Regression Results of Work-Related Factors on Retention Intention

(N=739)

Dependent Variable	Independent Variable	B	β	t	Sig.
Retention Intention	(Constant)	.978		6.084	.000
	Administrative Practice	.107	.104	2.666	.008
	Administrative Competence	.296	.302	7.935	.000
	Benefits and Pay	.144	.156	4.561	.000
	Training	.244	.216	7.004	.000
	Workload	-.102	-.109	-3.950	.000
	Co-workers	.028	.026	.847	.397
	Sexual Harassment Support	.072	.087	2.828	.005

$R^2 = .475$, Adjusted $R^2 = .470$, df. = 731, $F = 94.366$, Significance at .000

A stepwise regression analysis was employed. As shown in Appendix 8, in Model 6, administrative competence, training, benefits and pay, administrative practice, workload, and sexual harassment support were highly significantly predictors of job retention intention ($F = 110.017$, $p < .05$). The final model of retention intention is:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6$$

where, \hat{Y} = retention intention, X_1 = administrative competence, X_2 = training, X_3 = benefits and pay, X_4 = administrative practice, X_5 = workload, X_6 = sexual harassment support, b_0 = intercept, and b_n = regression coefficients

Then,

$$\hat{Y} = 1.011 + 0.299X_1 + 0.250X_2 + 0.149X_3 + 0.111X_4 - 0.101X_5 + 0.072X_6$$

CHAPTER V

CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS

A basic assumption of this study is that spa employee turnover is a complex and diverse issue, which can create enormous obstacles to business continuity and performance (Ramsay et al., 2000; Wood, 1999), service quality (Choi & Chu, 2001), and human resource management (Alleyne et al., 2006). With the understanding that there is no single solution to solve this problem, this study takes a multidimensional approach to investigating workplace related constructs and spa employee job satisfaction with implications for their retention issues.

Summary

Nine research hypotheses were originally proposed. However, only seven factors were derived from factor analysis and their corresponding hypotheses were tested. In addition, sexual harassment support, a new dimension of work related determinant, was discovered. Its relationship with job satisfaction was explored. Furthermore, the relationship between work-related determinants and job satisfaction and retention intentions were examined. The research findings were summarized in this section.

Job Satisfaction

Job satisfaction is defined as the extent to which people enjoy their jobs (Fritzsche & Parrish, 2005). It indicates how employees feel about their work. Churchill, Ford and Walker (1979) highlighted job satisfaction as a driver of employee retention. These authors conceptualized job satisfaction as a multidimensional construct, including satisfaction with one's job, relationships with supervisors and co-workers, salary and benefits, promotion opportunities, company policies, and job security. Poulin (1995) found that in the context of frontline staff, work environment had a significant impact on social workers' overall job satisfaction. In their model of turnover behaviors, Irvine and Evans (1995) investigated the correlation between economical, sociological, and psychological variables and job satisfaction. Advancement opportunities, a sociological variable, had substantially higher correlation with job satisfaction than the others. Training was found to be the strongest predictor of job satisfaction, followed by benefits and pay, administrative practices, and sexual harassment support. The results indicated that the less satisfied employees are with their jobs, the more likely they are to look for other jobs or leave their current positions (Poulin, 1995).

This study found that job satisfaction is positively related to employee retention intention in the context of the Thai spa industry, which conforms to previous findings on the relationship between job satisfaction and intent to stay (Borda & Norman, 1997) or intent to leave (Lu et al., 2005; Tzeng, 2002). Previous research found that job satisfaction, with its significant negative correlation with the intention for job turnover, was the most significant predictor of the intention for job turnover. However, in a study

conducted by Kiyak and Namazi (1997) it was noted that “job satisfaction was found to be less important in predicting actual turnover than were employees expressed intention to leave”(p.232).

Job Retention Intention

Job retention typically refers to the amount of time a worker stays in a job (Kaye, 2000). Long-term job retention results in a steady income and fewer disruptions to a worker's daily life. Steady work can also demonstrate to an employer that the person is capable of maintaining a work schedule and is reliable; therefore, retention can sometimes lead to greater job opportunities and can result in job promotions (Strawn & Martinson, 2000). Research shows that most people who have barriers to steady work lose their jobs in the first three months (Holzer & Lalonde, 2000). Smith, Gregory and Cannon (1996) also found that overall satisfaction dropped for employees of more than six months, and the greatest level of job turnover occurs during this period.

Throughout the extensive literature available, one common theme is that turnover is a costly organizational problem that should be reduced. The economic cost of turnover includes expenses connected with recruitment, selection, training, and a portion of administrative overhead. Mano-Negrin and Kirschenbaum (1999) suggested that turnover reflects the effect of the balance between organizational benefits (pull factors) and career aspirational attitude to work (push factors). In this regard, Mone (1994) stated that it is not always the poorest performers who leave; it is often the highest performing employees who find good alternatives and are the first to leave. This is why turnover

costs the spa industry a substantial amount annually and adversely affects business efficiency and employee morale.

Allen and Meyer (1990) reported that turnover costs organizations approximately one third of a new hire's salary to replace an employee. Specially, turnover can have a major impact on the service quality of a spa because of its unique and intensive training prerequisites. Furthermore, additional costs of turnover can include increased overtime costs, additional shifts that must be covered, and a loss of progress for spa clients, who must get accustomed to new employees, not to mention the trust that must be considered with the clients. In addition, a rise in employee turnover leads to increased payments for recruiting, pre- screening, and training.

In this study, administrative competence, training, benefits and pay, administrative practices, workload, and sexual harassment support are significant predictors of job retention intention. The strongest factor that correlates with retention intention was administrative competence, followed by training, benefits and pay, administrative practice, workload, and sexual harassment support. A strong relationship was found between job satisfaction and retention intention. A majority of the respondents indicated high levels of satisfaction with their job, and intention to remain at their current spas for at least one to two more years.

The open-ended questions and in-depth interviews provided spa management with further insights on human resource strategies. Spa employees' concerns about long-term security and benefits indicated their interests in career development with a company. Retention is a multidimensional rather than single-dimensional concept. Mone (1994)

suggested that it is not always the poorest performers who leave; it is often the highest performing employees who find good alternatives and are the first to leave.

To improve retention, the company should adopt career development policies in alignment with the needs of the employees such as arranging training workshops and seminars or offering incentives for learning new skills of spa treatment and products, in order to help employees overcome fear of obsolescence and motivate them to contribute to the organization. Proactive assignments by the management can increase employee loyalty, decrease employee dissatisfaction, absenteeism and turnover leading to higher levels of internal work motivation (Hackman & Oldham, 1980). Some studies recommended realistic job previews, job enrichment, workspace characteristics or socialization practices (Pizam & Ellis, 1999). Boles, Ross, and Johnson (1995) also suggested the use of pre-employment application demographics to help reduce employee turnover. Once employees are motivated, they are more devoted to their job and the company's retention rate should improve.

Training

Training is a systematic process of attempting to develop knowledge, skills, and attitudes for current or future occupations (Blanchard & Thacker, 2004). Extensive research has been conducted on the importance of training. Through these career development opportunities, employees not only further their professional knowledge, but also enhance their sense of personal progress and meaningfulness, which may lead to higher levels of job satisfaction (Hackman & Oldham, 1980; Mangelsdorff, 1989). Training can also strengthen employee loyalty, self-esteem, and morale (Adamson,

2006). Lachnit (2001) found that companies that spend \$218 per employee in training and development have more than 16% annual voluntary turnover while companies that spend \$273 per employee have less than 7% annual voluntary turnover. This finding is consistent with the finding by Adamson (2006) that *"for every increase of approximately \$700 per employee training, there was a 6% improvement in total shareholder return in the following year"* (p. 48). For many newcomers to organizations, training programs are often the main process of their socialization. In fact, formal training programs are increasingly becoming a major part of the socialization process (Bolino & Feldman, 2002). Participation in training activities is perceived by employees as a way to increase skill levels, improve job performance, and elevate feelings of self-esteem (Blanchard & Thacker, 2004).

In this study, training exerted the most substantial impact on job satisfaction ($\beta = 0.492, p < 0.05$) and second most impact on retention intention ($\beta = 0.216, p < 0.05$). Statistically training is a significant predictor to enhance employees' job satisfaction and retention with their workplace. It also yielded the highest mean job satisfaction score of 3.36 on a scale of 1 to 5. In the spa industry, professional training becomes a necessity to improve employees' skills. Training, as a prerequisite of the spas, gives employees the ability to make decisions and help spa guests on the spot (Falbo, 1998), leading to improved customer services (Adamson, 2006). The additional training and education received by the spa employees may lead to an increase in their understanding of job duties and being competent when working with clients.

Benefits and Pay

Salary or wage is an important consideration when front-line employees make decisions of accepting or declining job offers and staying or leaving a workplace. Milkovich and Newman (1993) contended that organizations use benefits and pay strategies to attract, retain, and motivate employees and achieve business objectives. Scientific management theorists believe that pay is the most important means to get employees to work hard (Aitken, 1985). Pay is commonly accepted as a valid determinant of work orientation and organizational behavior (Lawler, 1981). To some, money is a motivator (Lawler, 1981), to others, money is a hygiene factor (Herzberg et al., 1957). Researchers have recently begun to incorporate variable pay plan features in the study of compensation attitudes and satisfaction (Dulebohn & Martocchio, 1998).

People's attitudes toward money are learned or affected by their primary and secondary socialization and monetary habits (Furnham, 1984). Money is an incentive and important composite of latent motivation (Judge & Church, 2000) which has an impact on retention (Mak & Sockel (2001). Employees should receive fair pay in exchange for doing the job well (Linz, 2004). Accordingly, Tang (1996) found that workers with low job satisfaction and high money ethic endorsement have the highest withdrawal cognitions and actual turnover behavior 18 months after being employed. According to a survey conducted by Gendron (1998), 89% of managers said they believe that employees leave or stay mostly for the money. Therefore, a competitive compensation and benefits package is one key factor to attract and retain high quality employees.

In this study, factors in *benefits and pay* are positively correlated with job satisfaction. The interviewees also ranked *benefits and pay* as the most important factors

in making decisions to remain at their current spa. Spa employees' attitudes toward money can be considered as their 'frame of reference' in which they examine their everyday lives (Tang, 1995). Some comments from open-ended questions reveal feelings of inadequate reward for employees' experience and expertise and unfairness of pay, which are similar with Cowin's Australian (2002) study. This contradicts with the study of Branham (2005) in cooperation with Saratoga Institute's survey of almost 20,000 workers from 18 industries which reported that 80% to 90% of employees leave for reasons NOT related to money, but to the job, the manager, the culture, or work environment. Cowin (2002) also stated pay was not a statistically significant indicator of intent to leave. Furthermore, Miceli and Mulvey (2000) concluded that satisfaction with pay *systems*, not pay levels, is what drives employee satisfaction and retention. Finally, for this topic, a job that provides a good income may be satisfying to one person who desires the many things that money can buy. Those with fewer material needs, however, may find pay to be less satisfying (Hackman & Oldham, 1980).

Administrative Practices and Competence

Previous studies in organizational behaviors implied that procedural fairness is likely to affect people's attitudes and behaviors (e.g. Rice, Gentile, & McFarlin, 1991; Lindquist, 2004). Tang and Sarfield-Baldwin (1996) argued that if managers can apply rules fairly and consistently to all employees and reward them based on performance and merit without personal bias, then employees will have a positive perception of procedural justice, which may lead to a higher satisfaction, commitment, and involvement. Hopwood (1972) suggested that performance evaluation process viewed by subordinates as 'unjust'

will be a source of conflict, tension and anxiety. Kaplan and Norton (1996) noted that there are important behavioral considerations that the performance measurement system must reflect. First, and above all, the individual must believe that the system is fair and equitable.

Previous research revealed that fairness in the performance evaluation process affects employees' attitudes. Job satisfaction is based on the premise that people want fair procedures not unfair procedures (Brockner & Siegel, 1996) whether in self-interest (Thibaut & Walker, 1975) or group based (Lind & Tyler, 1988). Similarly, the analysis by Yin and Yang (2002) revealed that internal environmental factors such as stress resulting from leadership style, supervisory relations, and inflexible administrative policies were significantly related to turnover. Scandura and Graen (1984) identified low employee turnover, high job satisfaction, and high performance as consequences of high-quality leader-member exchange (LMX). In addition, Durett (2006) reported that a survey of 370,378 employees showed that employees who do not feel their employers treat them with respect are more than three times likely (63%) to leave their positions within a two-year timeframe than those who feel their employers treat them like adults (19%).

In this study, administrative practices and competence had a positive relationship with job satisfaction and intention to stay. Some interviewees mentioned that spa employees do have some conflict at work. They indicated that personality and behaviors of the manager was one major factor in their job satisfaction and retention intention. There were some difficulties between spa employees and managers, particularly amongst high performers. Comments indicate a lack of trust in their managers, lack of manager

visibility, and lack of recognition or support from the manager. Some interviewees named administrators who were very difficult to work with, and gave examples of the types of behaviors that eroded willingness to stay.

Findings from in-depth interview reports showed many differences between spas on job stress, group cohesion, conflict, job satisfaction, and anticipated turnover. The levels of stress from work, group cohesion, conflicts, job satisfaction, and turnover intention were found to be strikingly different among spas. The reason that some spas are “happier places” to work at than others might be explained by the role of their managers, organization culture, compensation, recognition, autonomy in spa practices, and participation in decision-making. Leadership style related to recognition and management practices may be influencing these results.

Based on the above discussion, it is reasonable to conclude that when subordinates perceive their performance evaluation procedures as fair, they are likely to experience high job satisfaction. In contrast, if they perceive their performance evaluation procedures as unfair, they are likely to experience low job satisfaction. Hence, regardless of which explanation prevails, fairness in procedures and administration are important to people and they experience higher satisfaction with fair procedures.

Sexual Harassment Issues

The complexity of harassment issues for spa employees can be even more complicated than that of the public service environment. Once the correlation in the observed factors associated with reporting sexual harassment and job satisfaction are

taken into account, experiencing sexually harassing behavior significantly increases dissatisfaction with spa employment.

Spa employees are mostly employed on an hourly-paid basis, work longer hours, are in extremely close contact with customers, and occupy the lower positions in the organizations for which they work. This kind of organizational settings are corresponding with the study of Hulin, Fitzgerald, and Drasgow (1996) who argue that the organizational settings in which harassment occurs can be conceptualized very generally as comprising technical systems (which determine task characteristics and work flow) and social systems (which comprise individuals, work groups, and their interrelations). Spa work settings are exactly in this kind of organization which the climate is perceived as sensitive to sexual harassment. This means the spa organization itself is generally most critical in determining whether harassment will occur. It is no doubt that the sexual harassment support derived from the factor analysis procedure.

The sexual harassment support, in this study, was positively related to job satisfaction and was one of many factors in predicting job satisfaction and retention intention. Other studies found a strong positive relationship between experiencing sexually harassing behavior, unwelcome conduct (Samuels, 2003) and dissatisfaction with employment and intention to leave the organizations (Faley et al., 2006; Cortina & Wasti, 2005). Much of the research on sexual harassment has focused on the workplace (see, for example, McDowell, 1997, Rospenda et al., 1998, and Timmerman & Bajema, 1999). The psychological reactions from sexual harassment can be seen as increased tension and anxiety, boredom, procrastination—all of which can lead to productivity decreasing (Robbins & Decenzo, 2004).

The Thai hospitality industry currently faces a more demanding type of guests, customers who go to spas in the hope of being serviced by receiving individual physical care leading to mind relaxation. According to Anders (1993) and (Coeyman (1998), the hospitality industry is particularly vulnerable to sexual harassment problems. Almost of the front-line employees are females, therefore, there is always a risk of sexual harassment in the workplace. This is probably because the informal nature of these industries' workplaces often causes the line between work and social interaction to be easily blurred. Woods and Kavanaugh (1994) reported that more than 80% of the people they surveyed perceived sexual harassment as an ongoing problem in the hospitality industry.

In this study, seven interviewees (35%) reported to have experienced certain forms of sexual harassment. However, only 14.3% had attempted to report these situations to their friends or the authorities. Those who did not report these instances indicated, in general, that (1) they felt that they would not be believed, (2) they did not want to cause trouble and/or be labeled as troublemakers, or (3) they had either dealt with the situation themselves or had not deemed it serious enough to report it.

Workload

Previous research showed that workload was associated with job satisfaction and intent to stay (i.e., Price, 2001; Tzeng, 2002; Yin & Yang, 2002; and Hayes et al., 2006). An examination of the number of work hours per week by spa employees and their job satisfaction in this study confirmed previous findings with a negative relationship. However, this relationship was not found statistically significant, which might be

explained by the reduced number of working hours and workload due to the tourism recession in Thailand after the 2004 tsunami and other adverse circumstances (TAT, 2006).

It was noted that more than half of the front-line spa employees surveyed reported that they usually worked between 51 and 60 hours per week and only about 40% of employees worked 40-50 hours or less per week. From a work-life balance perspective (Cullen & McLaughlin, 2006; Lowe, 2002), this study revealed that about 60% of the employees work more than 50 hours per week and just under 6% work in excess of 60 hours per week. Further, the work schedule of a day normally is 8-10 hours and on the make-up day, however, can include no more than 11 hours of work (Seal, 1999). From this perception, hence, the proper workload for spa employees should not exceed 60 hours per week on the 6-day working based. Management should be aware that workload is one of many key factor related to job stress, job burnout, quality of service, and so on. Management should, therefore, try to administer the loading of work for each employee. For example, balance all work for each employee, task delegation, conduct work orientation and task perceptions for newcomers, apply a client appointment system in spa service, etc.

Co-workers

Relationship with co-workers is of particular importance to the spa employees, a work force dominant with females. Himle and Jayaratne (1990) suggested that employees may be less satisfied because barriers are present, such as lack of co-worker knowledge about roles, behaviors (Park & Deitz, 2006), and conflict in interpersonal relationships

(Lee et al, 2003). Interpersonal relationships have repeatedly been shown to be a major factor in job satisfaction and intent to stay (Lee et al, 2003; Konrad et al., 2000). New people need to feel welcomed and supported in a work group or they will not stay. A typical service employee orientation in a company is approximately one year (Inglehart, 1996). If a new employee leaves before two years of tenure, the return on the orientation investment is negative. Besides, relationships with co-workers can be a predictor of staff turnover (Cartledge, 2001), particularly amongst high performers (Tanner & Castleberry, 1990).

In this study, relationship with co-workers was one of the most satisfying factors among all work-related factors. This means spa employees who are happy with their co-workers and have good team work experience is one of the reasons they gave for staying in their jobs. However, in times of conflict, another research conducted by Freidmann, Tidd, Currall, and Tsai (2000) has shown that if two employees do not get along, rather than working out a conflict, avoidance is generally used and conflict is more likely to recur and less likely to be resolved effectively. Finally, co-workers conflict could be reduced via group-based training, team working and changed behavior approach (Robert, 1995). Therefore, management should try to find ways to enhance team-based working environment in spas with effective communication. It would be a good idea for management to have, once in a while, a small party or provide special refreshments for all employees.

Conclusion

This study investigated the factors affecting employee job satisfaction and retention intention in the context of spa services. The findings of this study showed how each of the proposed antecedents provided an opportunity to spa managers who should develop and implement human resource development strategies with the general goal of increasing employee retention and effectiveness. Especially, the sexual harassment support from management is a sensitive issue which reflects the nature of spa operations. Women who view their experiences as sexual harassment have significantly higher levels of overall job dissatisfaction and heightened intentions to leave the organization (Antecol, & Cobb-Clark, 2006). The estimated negative effect of the sexually harassing behavior itself on overall job satisfaction is substantially reduced once these views are taken into account. In addition, training, benefits and pay, administrative practice, and sexual harassment support were significant predictors of job satisfaction while administrative competence, training, benefits and pay, administrative practice, workload, and sexual harassment support were significant predictors of job retention intention.

Implications and Recommendations

This research was primarily diagnostic rather than prescriptive based on the type of data sought and gathered. The findings have implications for spa employees, for educators who want to prepare employees to work in the spa setting, and for administrators who hire and work with employees. The results should be useful to spa management in assessing the reasons of employee high turnover in the work settings. Management, however, does possess the capacity to measure the degree to which the

organizational climate potentially supports, or subtracts from, the delivery of quality service by the employees. The areas that provided the least satisfaction centered on workload, benefits and pay, and administrative competence. These factors should be the focal point for spa employers who want to improve their work environment and, hence, improve overall job satisfaction for spa employees. The spa management needs to develop certain organizational conditions that lead to higher levels of employee empowerment and can in turn increase employee affective commitment (Kazlauskaite et al, 2006). Jerome and Kleiner (1995) stated that companies which exhibited a high commitment to improving the employees' job satisfaction, motivation, and morale may realize the long-term benefits of corporate success, loyalty, productivity, and employee retention.

By reviewing the findings of this study, spa managers should be able to identify those factors that are identified as marginal satisfiers and work to rectify or change those factors to enhance retention of employees. It is also hoped that changes may be made in order to increase the level of employee satisfaction leading to higher retention rates. Again, the results suggest that 38% of the respondents have thoughts of remaining at the current spa for another 1-2 years. These ideas should serve as important findings for the spa management personnel in this setting. An in-dept look at employee job satisfaction levels, the reasons to remain, the ranking of important factor for employees in making a decision to remain at the current spa, and suggestions from interviewees concerning management practices may be in order.

The present study, furthermore, has important implications for the quality of human resources, especially for human capital development activities. In apparent

recognition of this, spa managers need to seek effective ways to be able to enhance the performance and job satisfaction of frontline employees. Training is one of the most effective tools for management to utilize. Spa management should remember that training is not an option; it is a prerequisite of successful spas. As mention before, the frontline employees are the most valuable asset that the spas have invested in. Therefore, the more knowledgeable spa employees are, the better able they are to take action in controlling, managing, guiding and inspiring themselves to accomplish the job and provide quality services. However, it appears that the pursuit of modern human resource practices by spas may in fact represent an unnecessary encumbrance on the pursuit of their competitive strategy. Hence, proper basic in-house training to offset skill losses should be sustained. This in turn will predominantly increase employee commitment. The spas that exhibited high commitment to improving the employees' job satisfaction, motivation, and morale may realize long-term benefits of corporate success, loyalty, productivity, and employee retention.

In discussion of the results of the sexual harassment support, however, researchers and practitioners should bear in mind that incidences of sexual harassment have been widely reported in various fields such as nursing and the military. The results presented herein should, therefore, be taken with a pinch of salt so as to not discourage newcomers from entering the field. The potential contributions of this and similar studies are not simply listing incidents perpetrated against members of the service industry as if they exist in a vacuum, but identifying potential problem areas so as to avoid future instances of sexual harassment. It is only by protecting those placed in potentially hazardous

situations when the need arises that we can keep the servers from being the “sexual providers”.

For the above reasons, the recommendations provided below are geared to promote greater employee job satisfaction in order to increase the potential of retention intention. The following recommendations were based on the findings and conclusions of this study:

1. Spa managers should provide frontline employees with continuous and specific feedback about their performance levels, since the delivery of service quality highly depends on the performance of frontline employees.
2. It is a most important task for spa managers to make spa clients satisfied and to create a higher level of the clients’ trust leading to positive word of mouth. Research in service quality in spas and job performance, then, should be considered.
3. The involvement of more male managers in making compensation decisions in spas may be an important factor to consider.
4. Spa providers should take an interest in what the service/hospitality academic and research community do, and recognize the potential value of the knowledge that is generated from these research reports to the successful operation of their businesses.
5. Considering the potential physical and psychological repercussions of sexual harassment on its victims, it is worthwhile to investigate these issues further in the context of other countries.

6. Spa employees should consider their options when seeking a job in the spa setting. This will help to reduce turnover in the first year of employment.

7. The prevention of harassment by aggressive intervention programs would appear to be the best defense organizations have to reduce their liability exposure.

By following the recommendations presented in this paper, the author argue that a spa can take thoughtful, progressive steps that will simultaneously accommodate the life patterns of the contemporary spa employee and the dynamic business needs of the firm. A few additional cautions should be listed here as well. For one thing, those who have retention problems might find it difficult to improve retention. Also, in a serious economic downturn, the resources available within the organization to deal with these problems will decrease as caseloads and cash payments rise.

Limitations of Research

There are several major limitations in this present research. Therefore, cautions should be taken into consideration when generalization of the findings is considered. The limitations include:

1. This study utilized only 811 spa employees in three Thai tourist destinations—Chiang Mai, Bangkok, and Phuket, therefore, care must be taken in the interpretation of present results. The degree to which these results may be generalized to other companies and in other parts of the world is uncertain. Further, the external validity of the present finding as related to the real world of spa or the hospitality industry should be investigated further. Future studies may want to further examine the spa industry with a new construct.

2. Another concern is the nature of self-reported data, especially when survey respondents are asked to estimate weekly hours in work activities. It is possible that even though this is an anonymous survey, employees may overestimate their hours to appear to be working hard or to encourage the company to hire more employees to share the workload. These limitations point to the need for robust research on the influence of work venue on aspects of work and personal/family life, instead of relying solely on self-reported data with its inherent mono-method bias.

3. Due to the fact that spa employees are not used to completing questionnaires, the perfect data expectation is relatively weak even if the author has provided a good orientation to employees prior to the on-site field survey.

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APPENDICES

APPENDIX A

Test Results

Appendix 1

Reliability of Instrument

Variables & Items	Item-total Correlation	Alpha
Job Opportunity		
	0.31	
Similar job's available in other spas	0.20	
My skill & experience are on demand	0.27	
If I had the opportunity to change to a similar job which I have now, and at the same salary, but with another company, I would go	-0.17	
Administration Practice		
	0.72	
Management behaves in ethical manner	0.57	
Company values its employees	0.62	
Management is unfair in work assignment	0.03	
Help to think about sexual harassment	0.48	
Management treats me with dignity and respect	0.45	
Management acts consistently; they do as they say	0.57	
Management agrees and supports me to solve the sexual harassment case	0.31	
Administration Competence		
	0.82	
Trust and confidence in the leadership of this company	0.60	
Competency of my manager in making decision	0.56	
This company is well managed	0.58	
Management has ability to identify new business opportunities	0.57	
My manager is competent in doing his/her job	0.54	
Promotion		
	0.71	
I am satisfied with my chances for promotion	0.45	
There are opportunities for advancement to higher-level jobs in this company	0.58	
I see my clear career path in this company	0.59	
This company provides clear promotional step for career path	0.53	
Workload		
	0.75	
I have been given too much responsibility	0.10	
Each day of work seems like it will never end	0.07	
My workload is too heavy	0.00	
I feel overburdened in my job	-0.08	
There is a need to reduce some parts of my job	-0.04	
Co-workers		
	0.71	
People I work with are friendly and helpful	0.39	
My co-workers have adequate training	0.46	
Employees generally trust one another and offer support	0.39	
The level of competitiveness within our company is appropriate	0.37	

Appendix 1

Reliability of Instrument (Cont.)

Variables & Items	Item-total Correlation	Alpha
Training		0.70
My job provides for a secure future	0.44	
My job allows opportunities for learning and growth in competence and proficiency	0.49	
I am given opportunities to improve my skills	0.43	
My job offers me the opportunity to gain work experience in challenging new areas	0.44	
Benefits and Pay		0.83
Total earnings are fair considering my duties and responsibilities	0.49	
I am satisfied with the benefits package this company offers	0.52	
My total pay is adequate compared to others' in this company	0.44	
I understand how my compensation is determined	0.47	
I am satisfied with the consistency of the company's pay policy	0.52	
Job Satisfaction		0.58
My job is challenging and interesting	0.45	
I am doing something I consider really worthwhile	0.45	
I am satisfied with my job for the time being	0.53	
I am happy with this job in this company	0.58	
I really feel accomplish something each day	0.50	
The work I do is very important to the success of my company	0.37	
In general, I don't like my job	-0.25	
Retention Intention		0.76
I feel very much loyalty to this company	0.54	
I am proud to be working for this company	0.55	
I would love to work here for 2-3 more years	0.56	
Overall		0.90

Appendix 2

Measure of Sampling Adequacy of Work Related Variables

Item	MSA
1 There are opportunities for advancement to higher-level jobs in this company	0.94
2 Competency of my manager in making decision	0.93
3 Company values its employees	0.93
4 Management acts consistently; they do as they say	0.93
5 I see my clear career path in this company	0.93
6 This company is well managed	0.92
7 Management has ability to identify new business opportunities	0.92
8 Trust and confidence in the leadership of this company	0.92
9 Management behaves in ethical manner	0.92
10 This company provides clear promotional step for career path	0.92
11 Management treats me with dignity and respect	0.91
12 My total pay is adequate compared to others' in this company	0.91
13 I am satisfied with the consistency of the company's pay policy	0.91
14 My manager is competent in doing his/her job	0.91
15 I am satisfied with my chances for promotion	0.89
16 Help to think about sexual harassment	0.88
17 I understand how my compensation is determined	0.88
18 My job offers me the opportunity to gain work experience in challenging new areas	0.88
19 The level of competitiveness within our company is appropriate	0.86
20 My job allows opportunities for learning and growth in competence and proficiency	0.85
21 I am satisfied with the benefits package this company offers	0.85
22 My co-workers have adequate training	0.85
23 Total earnings are fair considering my duties and responsibilities	0.85
24 My job provides for a secure future	0.84
25 Employees generally trust one another and offer support	0.84
26 I am given opportunities to improve my skills	0.84
27 People I work with are friendly and helpful	0.81
28 Management agrees and supports me to solve the sexual harassment case	0.77
29 My skill & experience are on demand	0.77
30 There is a need to reduce some parts of my job	0.76
31 I feel overburdened in my job	0.74
32 My workload is too heavy	0.72
33 Similar job is available in other spas	0.69
34 I have been given too much responsibility	0.65
35 Each day of work seems like it will never end	0.65

Appendix 3

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.110	28.470	28.470	9.110	28.470	28.470	4.148	12.961	12.961
2	2.401	7.503	35.973	2.401	7.503	35.973	3.737	11.678	24.639
3	2.039	6.372	42.345	2.039	6.372	42.345	3.029	9.464	34.104
4	1.771	5.535	47.880	1.771	5.535	47.880	2.555	7.984	42.088
5	1.584	4.949	52.829	1.584	4.949	52.829	2.258	7.057	49.145
6	1.403	4.383	57.212	1.403	4.383	57.212	2.160	6.750	55.894
7	1.160	3.626	60.839	1.160	3.626	60.839	1.582	4.944	60.839
8	.977	3.054	63.893						
9	.895	2.797	66.690						
10	.858	2.682	69.372						
11	.783	2.447	71.819						
12	.727	2.271	74.090						
13	.681	2.130	76.220						
14	.612	1.912	78.131						
15	.601	1.879	80.010						
.	.	.	.						
.	.	.	.						
.	.	.	.						
29	.262	.818	97.847						
30	.247	.773	98.619						
31	.243	.761	99.380						
32	.198	.620	100.000						

Note: Extraction Method: Principal Component Analysis.

**Appendix 4
Rotated Component Matrix**

Variable	Component						
	1	2	3	4	5	6	7
Management behaves in ethical manner	0.775						
Company values its employees	0.719						
Competency of my manager in making decision	0.653						
I am satisfied with my chances for promotion	0.641						
There are opportunities for advancement to higher-level jobs in this company	0.614						
Management acts consistently; they do as they say	0.605						
Management treats me with dignity and respect	0.554						
Trust and confidence in the leadership of this company	0.516						
My manager is competent in doing his/her job		0.696					
This company is well managed		0.667					
Management has ability to identify new business opportunities		0.667					
I see my clear career path in this company		0.656					
This company provides clear promotional step for career path		0.600					
I am satisfied with the benefits package this company offers			0.793				
Total earnings are fair considering my duties and responsibilities			0.790				
My total pay is adequate compared to others' in this company			0.673				
I understand how my compensation is determined			0.597				
I am satisfied with the consistency of the company's pay policy			0.561				
My job allows opportunities for learning and growth in competence and proficiency				0.700			
My job offers me the opportunity to gain work experience in challenging new areas				0.649			
My job provides for a secure future				0.630			
My skill & experience are on demand				0.630			
I am given opportunities to improve my skills				0.554			

Appendix 4
Rotated Component Matrix (Cont.)

Variable	Component						
	1	2	3	4	5	6	7
My workload is too heavy					0.871		
I feel overburdened in my job					0.864		
There is a need to reduce some parts of my job					0.764		
People I work with are friendly and helpful						0.772	
Employees generally trust one another and offer support						0.727	
My co-workers have adequate training						0.691	
The level of competitiveness within our company is appropriate						0.479	
Management agrees and supports me to solve the sexual harassment case							0.591
Help to think about sexual harassment							0.578

Note: Extraction Method: Principal Component Analysis.

Rotation Method: VARIMAX with Kaiser Normalization.

Rotation converged in 8 iterations.

Appendix 5

Satisfaction Means of Job Satisfaction and Retention Intention (N=739)

Variables and Items	Mean	S.D.
Job Satisfaction	3.36	3.61
The work I do is very important to the success of my company	3.79	0.97
I am satisfied with my job for the time being	3.58	0.91
I am doing something I consider really worthwhile	3.53	0.98
I am happy with this job in this company	3.49	0.96
My job is challenging and interesting	3.47	0.95
I really feel accomplish something each day	3.31	0.88
In general, I don't like my job (R)	2.33	1.10
Retention Intention	3.59	2.32
I am proud to be working for this company	3.66	0.90
I feel very much loyalty to this company	3.63	0.94
I would love to work here for 2-3 more years	3.49	0.98

Appendix 6

Satisfaction Means of Work Related Factors (N=739)

Variables & Items	Means	S.D.
Administration Practice	3.20	2.04
Help to think about sexual harassment	3.51	1.12
Management treats me with dignity and respect	3.20	0.98
Management agrees and supports me to solve the sexual harassment case	3.20	1.12
Company values its employees	3.17	1.07
Management behaves in ethical manner	3.07	1.01
Management is unfair in work assignment	2.94	1.06
Management acts consistently; they do as they say	2.88	1.02
Administration Competence	3.14	3.96
Trust and confidence in the leadership of this company	3.48	1.02
Management has ability to identify new business opportunities	3.34	1.02
My manager is competent in doing his/her job	3.28	1.01
Competency of my manager in making decision	3.26	1.08
This company is well managed	3.04	1.04
Workload	2.96	2.47
I have been given too much responsibility	3.04	0.93
I feel overburdened in my job	3.01	0.96
My workload is too heavy	2.95	0.99
There is a need to reduce some parts of my job	2.93	0.96
Each day of work seems like it will never end	2.91	1.10
Co-workers	3.42	2.92
People I work with are friendly and helpful	3.70	1.13
My co-workers have adequate training	3.53	1.00
Employees generally trust one another and offer support	3.39	1.00
The level of competitiveness within our company is appropriate	3.06	0.83
Training	3.60	3.44
My job allows opportunities for learning and growth in competence and proficiency	3.75	1.00
My job offers me the opportunity to gain work experience in challenging new areas	3.56	0.97
I am given opportunities to improve my skills	3.51	1.02
My job provides for a secure future	3.39	1.07
Benefits and Pay	3.00	1.19
I understand how my compensation is determined	3.06	1.07
My total pay is adequate compared to others' in this company	3.01	1.10
I am satisfied with the benefits package this company offers	2.99	1.12
I am satisfied with the consistency of the company's pay policy	2.99	1.03
Total earnings are fair considering my duties and responsibilities	2.96	1.08

Appendix 7

ANOVA Table of Work-Related Factors on Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.438	1	79.438	499.063	.000 ^a
	Residual	117.312	737	.159		
	Total	196.750	738			
2	Regression	92.498	2	46.249	326.512	.000 ^b
	Residual	104.251	736	.142		
	Total	196.750	738			
3	Regression	95.819	3	31.940	232.592	.000 ^c
	Residual	100.931	735	.137		
	Total	196.750	738			
4	Regression	96.539	4	24.135	176.775	.000 ^d
	Residual	100.211	734	.137		
	Total	196.750	738			

Note: a: Predictors: (Constant), Training

b: Predictors: (Constant), Training, Benefits & Pay

c: Predictors: (Constant), Training, Benefits & Pay, Administrative Practice

d: Predictors: (Constant), Training, Benefits & Pay, Administrative Practice,
Sexual Harassment support

Appendix 8

ANOVA Table of Work-Related Factors on Retention

Model		Sum of Squares	df	Mean Square	<i>F</i>	Sig.
1	Regression	158.573	1	158.573	411.113	.000 ^a
	Residual	284.272	737	.386		
	Total	442.845	738			
2	Regression	186.034	2	93.017	266.578	.000 ^b
	Residual	256.811	736	.349		
	Total	442.845	738			
3	Regression	198.194	3	66.065	198.477	.000 ^c
	Residual	244.651	735	.333		
	Total	442.845	738			
4	Regression	203.187	4	50.797	155.575	.000 ^d
	Residual	239.658	734	.327		
	Total	442.845	738			
5	Regression	207.437	5	41.487	129.181	.000 ^e
	Residual	235.408	733	.321		
	Total	442.845	738			
6	Regression	209.987	6	34.998	110.017	.000 ^f
	Residual	232.858	732	.318		
	Total	442.845	738			

Note: a: Predictors: (Constant), Administrative Competence

b: Predictors: (Constant), Administrative Competence, Training

c: Predictors: (Constant), Administrative Competence, Training, Benefits & Pay

d: Predictors: (Constant), Administrative Competence, Training, Benefits & Pay,
Administrative Practice

e: Predictors: (Constant), Administrative Competence, Training, Benefits & Pay,
Administrative Practice, Workload

f: Predictors: (Constant), Administrative Competence, Training, Benefits & Pay,
Administrative Practice, Workload, Sexual Harassment
Support

APPENDIX B

Job Retention Survey

(English Version)

Job Retention Survey

This survey was designed to get feedback from you regarding your work experiences in this company. The results of this survey will enable the researcher to identify the key factors that make you stay with the company and how can your company create a better working environment for you. Your response will remain completely confidential and your participation in this study is strictly voluntary.

SECTION 1: For each statement following, please indicate whether you 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree. You may notice that some of the questions in this section are similar to each other; this is not a mistake, so please provide a response to each question.

I: Please give your level of satisfaction according to the following Statement.	<u>Strongly Disagree</u>	<u>N</u>	<u>Strongly Agree</u>
1. There are similar jobs in many other spa companies.	1	2	3 4 5
2. My skills and abilities are on highly demand in this industry.	1	2	3 4 5
3. Management behaves in an ethical manner.	1	2	3 4 5
4. This company values its employees.	1	2	3 4 5
5. Management do not fair in work assignment.	1	2	3 4 5
6. I have trust and confidence in the leadership of this company.	1	2	3 4 5
7. Management helps to think about sexual harassment.	1	2	3 4 5
8. There is competency of my manager in making decision.	1	2	3 4 5
9. I am satisfied with my chances for promotion.	1	2	3 4 5
10. There are opportunities for advancement to higher-level jobs in this company.	1	2	3 4 5
11. I have been given too much responsibility.	1	2	3 4 5
12. Each day of work seems like it will never end.	1	2	3 4 5
13. The people I work with are friendly and helpful.	1	2	3 4 5
14. My co-workers have adequate training for the jobs they do.	1	2	3 4 5
15. My job provides for a secure future.	1	2	3 4 5
16. The job allows opportunities for learning and growth in competence and proficiency.	1	2	3 4 5
17. My total earnings are fair considering my duties and responsibilities.	1	2	3 4 5
18. I am satisfied with the benefits package this company offers.	1	2	3 4 5
19. My job is challenging and interesting.	1	2	3 4 5
20. I am doing something I consider really worthwhile.	1	2	3 4 5
21. I feel very much loyalty to this company.	1	2	3 4 5
22. I am satisfied with my job for the time being.	1	2	3 4 5
23. I am happy with this job in this company.	1	2	3 4 5

Please go to Next Page ⇒

II: Please give your level of satisfaction according to the following statement.

Strongly Disagree Strongly Agree
1 2 3 4 5

- | | | | | | |
|--|---|---|---|---|---|
| 1. If I had the opportunity to change to a similar job which I have now, and at the same salary, but with another company, I would go. | 1 | 2 | 3 | 4 | 5 |
| 2. Management treats me with dignity and respect. | 1 | 2 | 3 | 4 | 5 |
| 3. Management acts consistently; they do as they say. | 1 | 2 | 3 | 4 | 5 |
| 4. This company is well managed. | 1 | 2 | 3 | 4 | 5 |
| 5. Management has the ability to identify new business opportunities. | 1 | 2 | 3 | 4 | 5 |
| 6. Management agrees and supports me to solve the sexual harassment case. | 1 | 2 | 3 | 4 | 5 |
| 7. My manager is competent in doing his/her job. | 1 | 2 | 3 | 4 | 5 |
| 8. I see my clear career path in this company. | 1 | 2 | 3 | 4 | 5 |
| 9. This company provides clear promotional step for career path. | 1 | 2 | 3 | 4 | 5 |
| 10. My workload is too heavy. | 1 | 2 | 3 | 4 | 5 |
| 11. I feel overburdened in my job. | 1 | 2 | 3 | 4 | 5 |
| 12. There is a need to reduce some parts of my job. | 1 | 2 | 3 | 4 | 5 |
| 13. Employees generally trust one another and offer support. | 1 | 2 | 3 | 4 | 5 |
| 14. The level of competitiveness within our company is appropriate. | 1 | 2 | 3 | 4 | 5 |
| 15. I am given opportunities to improve my skills. | 1 | 2 | 3 | 4 | 5 |
| 16. My job offers me opportunity to gain work experience in challenging new areas. | 1 | 2 | 3 | 4 | 5 |
| 17. My total pay is adequate compared to others' in this company. | 1 | 2 | 3 | 4 | 5 |
| 18. I understand how my compensation is determined. | 1 | 2 | 3 | 4 | 5 |
| 19. I am satisfied with the consistency of the company's pay policy. | 1 | 2 | 3 | 4 | 5 |
| 20. I really feel accomplish something each day. | 1 | 2 | 3 | 4 | 5 |
| 21. The work I do is very important to the success of my company. | 1 | 2 | 3 | 4 | 5 |
| 22. I am proud to be working for this company. | 1 | 2 | 3 | 4 | 5 |
| 23. I would love to work here for 2-3 more years. | 1 | 2 | 3 | 4 | 5 |
| 24. In general, I don't like my job. | 1 | 2 | 3 | 4 | 5 |

SECTION 2: Please rank the first three factors that might have the most influence on your decision to remain working in this company which 1 is the most influence.

..... **Job Opportunity** (Availability of alternative jobs in the environment.)

..... **Administrative practices** (Degree to which management provides good support and actions.)

..... **Administrative competence** (Degree to which management have well experience, knowledge and capability to manage.)

..... **Promotion** (Degree to which vertical opportunities exist for an individual within an

organization.)

..... **Workload** (Degree to which workload demands are excessive.)

..... **Co-worker** (Degree to which employees have close friends in the immediate work unit.)

..... **Training** (The opportunity provided by the organization to increase work-related skill and knowledge.)

..... **Benefits & Pay** (Money and its equivalents received by employees for their services.)

..... **Other, please specify**

SECTION 3:

1. Please identify at least 2-3 things that you like about working for this company.

1. _____
2. _____
3. _____

2. How long would you work more in this current company? _____ years

SECTION 4: Personal profiles

1. What is your position in the company?

- | | |
|--|--|
| <input type="checkbox"/> Manager | <input type="checkbox"/> Assistant Manager |
| <input type="checkbox"/> Supervisor | <input type="checkbox"/> Senior Masseuse |
| <input type="checkbox"/> Spa Therapist | <input type="checkbox"/> Skin specialist |
| <input type="checkbox"/> Thai Masseuse | <input type="checkbox"/> Oil Masseuse |
| <input type="checkbox"/> Foot Masseuse | <input type="checkbox"/> Other (specify) _____ |

2. When did you start to work for your current company? 19__

3. How many hours do you work at your current company averagely? _____

4. Your life cycle is: Single Married couple no children
 Married, with children under 15 years old Married, with children over 15 years old

5. What is the highest educational level you have earned?

- | | | |
|---|---|---|
| <input type="checkbox"/> Graduate degree | <input type="checkbox"/> 4-year college | <input type="checkbox"/> 2-year college |
| <input type="checkbox"/> Lower than high school | <input type="checkbox"/> High school | |

6. Which year were you born? 19__

7. Gender: Female Male

We appreciate you spending your valuable time to participate in this research effort!!

APPENDIX C

Job Retention Survey

(Thai Version)

แบบสอบถามความพึงพอใจในการทำงาน

แบบสอบถามนี้จัดทำขึ้นเพื่อสำรวจความพึงพอใจในการทำงานของพนักงานในธุรกิจสปา ซึ่งผลจากการศึกษาจะเป็นประโยชน์ต่อการพัฒนาและปรับปรุงด้านการบริหารงานบุคคล ทั้งนี้ความเห็นของท่านจะถูกเก็บเป็นความลับ และใช้ประโยชน์ทางการวิจัยเท่านั้น

ตอนที่ 1 โปรดทำเครื่องหมายบนตัวเลขที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยตัวเลขแต่ละตัวเป็นระดับความเห็น ซึ่งมีความหมายดังนี้ 1 = ไม่เห็นด้วยอย่างยิ่ง , 2 = ไม่เห็นด้วย , 3 = เป็นกลาง , 4 = เห็นด้วย , 5 = เห็นด้วยอย่างยิ่ง

I. โปรดแสดงความเห็นตามระดับต่างๆ จากประสบการณ์ที่ได้ทำงานกับบริษัทแห่งนี้

	ไม่เห็นด้วย		เห็นด้วย		
	1	2	3	4	5
1. ตัวแทนงานที่ข้าพเจ้าทำอยู่ขณะนี้มิให้เลือกทำในหลายบริษัท	1	2	3	4	5
2. ประสบการณ์และความสามารถของข้าพเจ้าเป็นที่ต้องการอย่างมากในธุรกิจสปา	1	2	3	4	5
3. ฝ่ายบริหารมีจริยธรรมในการบริหารจัดการ	1	2	3	4	5
4. บริษัทมองเห็นคุณค่าของพนักงาน	1	2	3	4	5
5. บริษัทให้ความสำคัญเชิงในการมอบหมายงานให้พนักงานแต่ละคน	1	2	3	4	5
6. ข้าพเจ้าเชื่อมั่นในความเป็นผู้นำของบริษัท	1	2	3	4	5
7. ฝ่ายบริหารช่วยคิดในเรื่องวิธีการรับมือกับการถูกล่วงเกินทางเพศ	1	2	3	4	5
8. ผู้จัดการมีความสามารถในการตัดสินใจเรื่องต่างๆ ได้ดี	1	2	3	4	5
9. ข้าพเจ้าพึงพอใจกับการได้เลื่อนตำแหน่ง	1	2	3	4	5
10. บริษัทมีระบบการพัฒนางานสู่ระดับที่สูงขึ้นให้กับพนักงาน	1	2	3	4	5
11. ข้าพเจ้าได้รับมอบหมายความรับผิดชอบมากเกินไป	1	2	3	4	5
12. ในแต่ละวันข้าพเจ้ารู้สึกมีแรงงานไม่รู้จักจบสิ้น	1	2	3	4	5
13. เพื่อนร่วมงานของข้าพเจ้าเป็นกันเองและมีน้ำใจ	1	2	3	4	5
14. เพื่อนร่วมงานได้รับการฝึกอบรมอย่างเหมาะสมกับงานที่ทำ	1	2	3	4	5
15. งานของข้าพเจ้ามีอนาคตที่มั่นคง	1	2	3	4	5
16. ลักษณะงานของข้าพเจ้าส่งเสริมให้เกิดความก้าวหน้าด้านความรู้ ทักษะและความสามารถ	1	2	3	4	5
17. รายได้รวมของข้าพเจ้ามีความเหมาะสมกับงานและตำแหน่งหน้าที่แล้ว	1	2	3	4	5
18. ข้าพเจ้าพอใจกับรายได้และผลตอบแทนที่ได้รับจากบริษัท	1	2	3	4	5
19. งานที่ข้าพเจ้าทำอยู่ มีความท้าทายและน่าสนใจ	1	2	3	4	5
20. ข้าพเจ้ารู้สึกว่าตนเองมีคุณค่าอย่างมาก	1	2	3	4	5

โปรดทำต่อในหน้าถัดไป =>>

	ไม่เห็นด้วย		เห็นด้วย		
	อย่างถึง	เป็นกลาง	อย่างถึง	เป็นกลาง	อย่างถึง
21. ข้าพเจ้ารู้สึกจงรักภักดีต่อบริษัทอย่างมาก	1	2	3	4	5
22. โดยภาพรวม ข้าพเจ้าพอใจกับงานที่ทำได้	1	2	3	4	5
23. โดยสรุปแล้ว ข้าพเจ้ามีความสุขกับงานที่บริษัทนี้	1	2	3	4	5

II. โปรดแสดงความคิดเห็นตามระดับต่างๆ จากประสบการณ์ที่ได้ทำงานกับบริษัทแห่งนี้

1. ถ้ามีโอกาสย้ายงานในลักษณะเดียวกัน โดยได้เงินเดือนเท่ากันที่บริษัทอื่น ข้าพเจ้าจะไปที่ไหน	1	2	3	4	5
2. ฝ่ายบริหารปกครองข้าพเจ้าด้วยการให้เกียรติและเคารพในความคิดเห็น	1	2	3	4	5
3. ฝ่ายบริหารปฏิบัติตามคำมั่นสัญญาอย่างสม่ำเสมอ	1	2	3	4	5
4. บริษัทนี้มีการบริหารจัดการได้อย่างดี	1	2	3	4	5
5. ฝ่ายบริหารมีวิสัยทัศน์ทางด้านธุรกิจอย่างดี	1	2	3	4	5
6. ฝ่ายบริหารเห็นด้วยและสนับสนุนการปฏิบัติของข้าพเจ้ากรณีถูกล่วงเกินทางเพศ	1	2	3	4	5
7. ผู้จัดการมีความสามารถเหมาะสมกับตำแหน่ง	1	2	3	4	5
8. ข้าพเจ้ามองเห็นเส้นทางอาชีพอันสดใสในบริษัทแห่งนี้	1	2	3	4	5
9. บริษัทแห่งนี้มีระบบการเลื่อนตำแหน่งต่างๆ ตามสายงานอย่างมีขั้นตอนชัดเจน	1	2	3	4	5
10. ภาระงานของข้าพเจ้านักเกินไป	1	2	3	4	5
11. ข้าพเจ้ารู้สึกเหนื่อยล้ากับงานอย่างมาก	1	2	3	4	5
12. บริษัทต้องลดงานบางส่วนของข้าพเจ้าออกไป	1	2	3	4	5
13. พนักงานโดยทั่วไปมีความเชื่อมั่นต่อกันและช่วยเหลือเกื้อกูลกัน	1	2	3	4	5
14. ระดับการแข่งขันของพนักงานภายในบริษัทมีความเหมาะสม	1	2	3	4	5
15. ข้าพเจ้าได้รับโอกาสให้เข้ารับการฝึกอบรมเพื่อพัฒนาทักษะความสามารถ	1	2	3	4	5
16. ลักษณะงานของข้าพเจ้าทำให้เกิดประสบการณ์และมีความท้าทายใหม่ๆ	1	2	3	4	5
17. รายได้รวมของข้าพเจ้ามีความเหมาะสมดีแล้วเมื่อเทียบกับพนักงานอื่นๆ ในบริษัท	1	2	3	4	5
18. ข้าพเจ้ามีความเข้าใจดีเกี่ยวกับการคิดเงินค่าชดเชยต่างๆ ของข้าพเจ้า	1	2	3	4	5
19. ข้าพเจ้าพอใจกับความสม่ำเสมอของนโยบายการจ่ายค่าจ้าง	1	2	3	4	5
20. ในแต่ละวันข้าพเจ้ารู้สึกว่าตนเองประสบความสำเร็จไม่อย่างใดก็อย่างหนึ่งเสมอ	1	2	3	4	5
21. งานที่ข้าพเจ้าทำมีความสำคัญอย่างมากต่อบริษัท	1	2	3	4	5
22. ข้าพเจ้ามีใจที่ทำงานกับบริษัทนี้	1	2	3	4	5
23. ข้าพเจ้ายินดีที่จะทำงานกับบริษัทนี้ต่อไปเรื่อยๆ	1	2	3	4	5
24. โดยทั่วไปแล้ว ข้าพเจ้าไม่ชอบงานที่ทำได้	1	2	3	4	5

ตอนที่ 2 หากคิดว่าตัวแปรอะไรมีผลอย่างมากต่อการตัดสินใจที่จะทำงานกับบริษัทนี้ โดยบอกมาเพียง 3 อันดับ และกรณเขียนตัวเลข 1, 2, และ 3 หน้าข้อความเพื่อจัดลำดับความสำคัญ โดย 1= มีความสำคัญมากที่สุด 2= สำคัญอันดับสอง และ 3= สำคัญอันดับสาม

- โอกาสในการได้งานทำที่อื่นๆ
- ข้อปฏิบัติและเงื่อนไขต่างๆ ของฝ่ายบริหาร
- ความสามารถในการจัดการและบริหารงานของฝ่ายบริหาร
- โอกาสในการได้เลื่อนตำแหน่งให้สูงขึ้น
- ภาระงานที่ได้รับมอบหมายและจำนวนชั่วโมงทำงาน
- เพื่อนร่วมงาน
- โอกาสในการฝึกอบรมเพื่อพัฒนาทักษะและความสามารถให้สูงขึ้น
- ค่าจ้างและผลตอบแทนต่างๆ ที่ได้รับ
- อื่นๆ (ระบุ).....

โปรดทำต่อในหน้าถัดไป =>>

ตอนที่ 3

1. กรุณาระบายข้อดีหรือเหตุผลที่ท่านชอบทำงานที่บริษัทนี้ มา 2-3 ข้อ

- 1.1
- 1.2
- 1.3

2. ท่านคิดว่าจะทำงานต่อไปที่บริษัทนี้อีก ปี

ตอนที่ 4 ข้อมูลส่วนตัวของท่าน

1. ขณะนี้ท่านทำงานในตำแหน่งอะไร (โปรดทำเครื่องหมายหน้าข้อนั้น)
 - ผู้จัดการ
 - ผู้ช่วยผู้จัดการ
 - หัวหน้างานระดับกลาง (Supervisor)..... พนักงานอาวุโส
 - สปาเทอราปิสต์ (Spa Therapist)
 - ผู้เชี่ยวชาญด้านผิวหนัง (Skin Specialist)
 - พนักงานนวดแผนไทย
 - พนักงานนวดน้ำมัน
 - พนักงานนวดฝ่าเท้า
 - อื่นๆ (ระบุ).....
2. ท่านเริ่มเข้าทำงานกับบริษัทนี้เมื่อปี พ.ศ. 25.....
3. โดยเฉลี่ยแล้วท่านทำงานที่บริษัทนี้ สัปดาห์ละ..... ชั่วโมง
4. สถานภาพของท่านคือ
 - โสด
 - สมรสแล้ว แต่ยังไม่มียู
 - สมรสแล้ว และมีลูกอายุน้อยกว่า 15 ปี
 - สมรสแล้ว และมีลูกอายุมากกว่า 15 ปี
5. ระดับการศึกษาสูงสุดของท่าน
 -ปริญญาโทหรือสูงกว่า
 - ปริญญาตรี
 -อนุปริญญา
 - มีมัธยมศึกษาตอนปลาย
 - ต่ำกว่า มีมัธยมศึกษาปีที่ 4
6. ท่านเกิดในปี พ.ศ. 25.....
7. เพศของท่านคือ หญิง ชาย

ขอขอบคุณ ในความร่วมมือเป็นอย่างสูง

APPENDIX D

Cover Letter for Spa Employees

COVER LETTER

March 2006

Dear Spa Employees:

I am a graduate student at Oklahoma State University currently completing course requirements toward a Doctor of Philosophy in Hospitality Administration. In order to meet these requirements, I am conducting a research project entitled "Job Retention of Thai Spa Employees." The purpose of the study is to identify the key factors that affect employees' job retention and satisfaction in Thai spa businesses. The questionnaire will take you about 15 minutes to complete.

Your participation is voluntary and all information is kept confidential. No names or other identification is requested to ensure anonymity. Your completed survey will only be accessed by the researcher and his assistants for research purpose. After completing the questionnaire, please place it into the attached envelop and drop it in the Survey Drop-Box provided by the researcher. Return of the entire questionnaire is requested. Your action of returning the completed survey demonstrates your consent and willingness to participate in the study.

I would like to thank you for your time, cooperation and participation in this research project. We hope that this research results can improve the work environment for you in the near future.

Sincerely,

Prateep Wetprasit



APPENDIX E

Oklahoma State University Institution Review Board's Approval

Oklahoma State University Institutional Review Board

Date: Tuesday, March 14, 2006
IRB Application No: HE0548
Proposal Title: Job Retention Among Thai Spa Employees

Reviewed and Processed as: Exempt

Status Recommended by Reviewer(s): Approved Protocol Expires: 3/13/2007

Principal Investigator(s)

Prateep Welprasit Bo Hu
80 Wichitsongkram Road 210 HES
Kathu, Phuket, 83120 Stillwater, OK 74078

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in sections 43 CFR 46.

The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research, and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Beth McTernan in 415 Whitchurst (phone: 405-744-5700, beth.mcternan@okstate.edu)

Sincerely,



Sue C. Jacobs, Chair
Institutional Review Board

VITA

Prateep Wetprasit

Candidate for the Degree of

Doctor of Philosophy

Dissertation: IMPACTS OF WORK-RELATED DETERMINANTS ON JOB SATISFACTION AND RETENTION INTENTIONS IN THAI SPA INDUSTRY

Major Field: Human Environmental Sciences

Biographical:

Personal Data: Born in Songkhla, Thailand on June 9, 1960.

Education: Graduated from Hat-Yai Wittayalai School, Songkhla, Thailand, in February 1978; Received Bachelor of Education in Physical Education, Second class honor, from Chulalongkorn University, Bangkok, in 1982; Master of Education in Physical Education, Chulalongkorn University, Bangkok, in 1985; Diploma in Tourism Management from the Institute of Tourism and Hotel Management, Salzburg, Austria in 1990; Master of Business Administration from Griffith University, Australia in 1995; Advanced Certificate in Golf Management, Griffith University, Gold Coast Campus, Australia, in 1996; completed the Requirements for the Doctor of Philosophy Degree with major in Human Environmental Sciences at Oklahoma State University, Stillwater, in December 2006.

Experience: Working for Prince of Songkla University, Phuket Campus as Deputy Director for Academic Affairs, Faculty of Service Industries, 1997-1998; Deputy Director for Administration, 1998-1999; Assistant President for Student Development, 2003-2005.

Professional Memberships: Asia Pacific Tourism Association (APTA).