Factors Affecting Employee Turnover and Job Satisfaction: A Case Study of Amari Hotels and Resorts

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Abstract

The objective of this paper is to explore the factors affecting employee turnover, employee job satisfaction and the impact of satisfaction on employee turnover at Amari Hotel Resorts, Thailand. The survey instrument in the form of questionnaire was distributed to 11 Amari Hotels and Resorts out of 356 samples.

The result of the preliminary findings indicated that the highest influencing factors affecting employees' turnover was the insufficient tools and resources to do the daily job, followed by inadequate recognition and rewards for a job well done, the benefits received were not met with the employees' needs, the salary and responsibilities were not compatible and the career path advancement was not compensate for lack of salary increase. In contrast, the factors which influenced to employees' job satisfaction was the employee appreciation to the task achievement, followed by the relationship with the colleagues, the pride to work for Amari, the understanding of how the job aligns with the company's mission, and the balance between my job and families responsibilities, respectively.

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

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

1. Introduction

Tourism Industry is the important part supporting the progression, stabilities, social and economy of Thailand. Tourism has been playing the major role in bringing the foreign currency to Thai Economic system. Tourism accounts for 6% of Thailand's gross domestic product or GDP [1]. As tourism industry makes lots of benefits to the country each year empowered Thai government to establish various supporting policy to develop Thailand Tourism, continuously.

Hotel Industry is one the major source to support tourist and tourists require accommodation during their trip to Thailand. Watching the high competition, the hotel industry needs to expand in Thailand. Because of the high competition in the hotel market and mostly equal in facility standard, let most of the hotels to change their previous services making it unique and a strong point to face the competition. As human is the key issue in service process, most of the company established good training programs for their employees in order to add more value to their service.

Employee Turnover is one of the key issues in the world's hospitality. Worldwide researches have suggested that employee turnover is highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees in the US is about 50%, and about 25% for management staff. Estimates of average annual employee turnover range from around 60 to 300 percent, according, to the research conducted by the American Hotel and Motel Association [2].

The objective of this study is therefore to study the factors affecting employee turnover and job satisfaction for hotel industry by using the case study of Amari Hotels and Resorts, Thailand.

2. Literature Review
2.1 Definition and importance of turnover

Turnover refers to the amount of movement of employees in and out of an organization, normally present in terms of the turnover rate [3]. Mobley [4] gave the meaning of employee turnover as the discontinuance of membership in an organization by the person who received monetary compensation from the organization.

Tanke [5] has defined turnover as the movement of employees out of the organization. Carley [6] states that employees turnover means the rotation of workers around the labour market, between organizations, jobs and careers.

All the above mentioned turnover definition by different scholars helped the researcher in concluding that the movements of employees, who received monetary compensation from the organization, by rotating around the labour market, between organizations, jobs and careers, normally present in terms of the turnover rate.

The result of several business surveys has shown that the first issue facing business is searching and maintaining quality employees. In United States, the average annual employee turnover rate for all companies is 12 percent. Wisconsin state study 1996, helped us in finding that 75 percent of the requirement for new employees is to replace workers who have already left the company [7].

Some ways of employee turnover positively benefits the organizations. This happens when a poor performance employee is replaced by a more productive employee, and can occur when a senior retirement allows the promotion or acquisition to welcome 'fresh blood'. The more valuable the employees the more damaging the resignation, particularly when they move on to work for competitors. Moderate levels of staff turnover can also help to reduce staff costs in organizations where business levels are unpredictable month by month. When business is slack it is straightforward to hold off filling recently created vacancies for some weeks [8].

However, turnover costs of many organizations are very high and significantly affect the financial performance of an organization. Direct costs include recruitment, selection, and training of new people. Much time and expense go into this process. Indirect costs include specific things as increased workloads and overtime expenses for coworkers, as well as reduced productivity associated with low employee morale. Estimated costs vary from organization to organization. It has been also estimated that, on average, it costs a company one-third of a new hire's annual salary to replace an employee [9].

Hence it is the duty of the management to take employee turnover seriously as it could have both tangible and intangible impact on the financial position of the organization. Moreover, employee turnover could also bring negatively impact morale, employee training and transfers [10].

2.2 Staff turnover types

Turnover is unavoidable issue to the organizations as there are a range of reasons for employee to come and leave the organization [11]. Employee may involuntarily leave the organization, through layoff or discharge, or voluntarily leave the organization, through resignation or retirement [12].

Voluntary Turnover: Gomez-Mejia, Balkin & Cardy [13] described that voluntary separations is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. In most of the case, the decision to leave is associated with being unsatisfied with the features of current job and having attractive alternative from other organization.

Voluntary turnover is the turnover that commenced by employees. This turnover type is often occurring with the capable employees or the employees that the company would prefer to keep [14]. There are 2 types of voluntary turnover that includes Resignation or Quit and Retirement.

Involuntary Turnover: Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay [15].

An involuntary separation occurs when manager decides to terminate its relationship with an employee due to (1) economic necessity or (2) a poor fit between the employee and the organization. Voluntary separations are the result of very serious and painful decision that can have a profound impact on the entire organization, especially on the employee those who loses his or her job [16].

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

2.3 Factors affecting staff turnover

General, the factors affecting employee turnover is particularly considered in terms of "pulled", "pushed" and "outside" factors [17]. Employees are "pulled" to resign by number of attractive alternatives outside the organization or whether they are "pushed" due to the level of job dissatisfaction in the organization [18] or resign by "outside" factors which are not related to work or organization [19].

Pull Factors: Pull factors are the series of reasons that attract the employees to a new workplace. In this category the employees satisfy with better paying job, a career advancement opportunity that they would not receive in the short term when they stayed with their present employer [20]. Employee leaves their current job in order to improve their life standards and also concerning to the new benefits package which they expect to receive. In addition there are broader notions of career development, the wish to move into new areas of work for which there are better practical questions commuting time [21].

Push Factors: Employees are 'pushed' due to dissatisfaction in their current jobs to seek alternative employment [22]. Employees start thinking about other choices, talking to recruiters, looking at the job advertisement in the newspaper, on the internet or to others

advertisement sources. In some case employees will even leave without having a new job prepared [23]. A wide range of problems can be mentioned to explain such resignations. Insufficient development opportunities, boredom, ineffective supervision, low levels of employee involvement and straightforward personality's conflicts are the most common accelerating factors for the employees to leave their job [24].

Previous research suggests that "push" factors are more significant in most situations that managers and supervisors appreciate their employees. Front line manager behavior has been found to be particularly risky to the level of commitment, motivation and satisfaction reported by employees and a poor relationship with a manager is often a significant factor in employee turnover [25].

Outside factors: Outside factors associate to the situation in which someone leaves the organization for reasons that are mainly not related to their work. In most common cases, people involve moving away or resign when a spouse or family is relocated. Others factor includes the wish to carry out a long-term ambition to travel, pressures associated with juggling the needs of work, family and illness. To an extent this type of turnover is unavoidable, although it is possible to reduce it through the provision of career breaks, forms of flexible working and/or childcare facilities [26].

2.4 Measuring employee turnover

According to Acas [27], the way of measuring employee turnover is to measure the number of leavers in a particular period as a percentage of the number of total employees during the same period. The organization will usually calculate employee turnover rate on a quarterly or annual basis. Turnover rate is sometimes called the separation rate, and it is revealed as below:

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

This formula will present a percentage rate of employee turnover for the organization, and can also be used for a comparative relation over the time. This method too can be used as the indicator to compare particular organization to the industry's average turnover rate. This is known as benchmarking [28].

2.5 Cost of employee turnover

Various researches confirmed that the total cost for replacing an employee is estimated to be 50 percent to 150 percent of annual salary of the position, with higher percentage for managerial staff [29]. Both direct and indirect cost occurs with employee turnover.

Direct costs are actual dollars spent each time by the employer. An employer has to attract, select, and induct a replacement for an employee who leaves the organization. Indirect costs are those expenditures attributable to turnovers affects on production that is costs for incomplete or disrupted work, loss of quality. [30]

According to Wiliam H., Pinkovitz, Moskal & Gray [31], cost of turnover might include the following item.

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

- Performance Differential that include differential in performance costs and benefits.

2.6 Definition and importance of job satisfaction

Job satisfaction is an important factor for the organization success. Job satisfaction has defined in various contexts by various authors are mentioned below:

Lock [32] has defined job Satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Spector [33] gave the meaning of job satisfaction as "how people feel about their jobs and different aspects of their jobs".

Robbins [34] defines job satisfaction as "a collection of feelings that an individual holds towards his or her job."

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

Job satisfaction can be an important indicator of the employees' feeling about their job and a predictor of work behavior such as organizational citizenship [35], absenteeism [36], and turnover [37].

Rain, Lane & Steiner [38] states that job satisfaction is correlated to life satisfaction which means that people who satisfied with life will tend to be satisfied with the job and people who satisfied with job will tend to satisfied with their life.

The satisfied workers will be more productive and stay with the organization longer, while dissatisfied workers will be less productive and will have more tendency to quit the work in between [39]. Productivity results looking at how hard employees work and how smartly they work [40]. According to Reichheld, three are three criteria that impetus how hard employees are working. They work hard when: (1) they have job pride, (2) when they find their jobs interesting and meaningful, and (3) when they are recognized for their work and benefit from the work they have accomplished.

He states that employees work smart when they are adequately trained and have been on the job long enough to reap the benefits from their training.

Satisfied employees tend to provide higher level of external service quality and the service experience to the customers leads to the customer satisfaction. Arnett, Laverie and McLane [41] found that employee satisfaction is linked to positive employee behavior such as having a customer orientation. Job satisfaction can be a leading contribution factor for the success of a service industry employer. It is axiomatic that satisfied employees tend to lead to satisfied guests.

Another benefit of job satisfaction is reduced turnover. Previous researches have shown that satisfied employees are more likely to stay in the organization than those who are dissatisfied [42][43]. So, by focusing on what contributes to job satisfaction, an organization can reduce turnover.

By evaluating job satisfaction an organization can possibly increase positive outcomes such as employee performance and satisfaction, and may also decrease absenteeism and turnover. Investigating the employee or employee's value-perception can aid in managers building and creating work environments that help them to achieve high levels of employee satisfaction. The intention of investigating employee job satisfaction is a step toward creating a healthy psychological contract for people at work [44].

2.7 Job satisfaction and employee turnover

High turnover and absenteeism are reported to be related to job dissatisfaction, while low absenteeism is associated with high job satisfaction [45]. The Mobley model [46] was a landmark conceptual piece that persuasively explained the process of how job dissatisfaction can lead to employee turnover. The model proposes that an employee normally

experiences seven sequential and intermediate stages between job dissatisfaction and eventual turnover. Specifically, Mobley theorized that job dissatisfaction likely leads an employee (1) to think about quitting, which may help that employee to lead in. (2) to evaluate the expected usefulness of searching for another job and the costs associated with quitting the current job. From the evaluation, (3) an intention to search for alternative jobs may occur, which in turn likely leads the employee (4) to the intend searching for alternative jobs and (5) to the evaluation of the acceptability of any specific alternatives. From that second evaluation, the employee would likely (6) to compare the new alternatives to the current job, which in turn can lead to (7) an intention to quit, and eventual employee turnover.

Recent studies completed, too shows a consistent relationship between leadership support and job satisfaction and which is also affecting employee turnover. [47][48].

2.8 Theories related to satisfaction

Hierarchy of Needs Theory (Maslow, 1954): Marslow's Hierarchy of Needs Theory contends that individuals have five basic needs. This theory states that all people experience these five needs at different times, depending on individual [49].

In essence, Maslow's theory is based on three assumptions. First, that people must satisfy lower- order needs before moving on to the next need in the hierarchy. Second, that behavior (or motivation) is only stimulated by unsatisfied needs. Third, that humans needs range from the very basic to the more complex [50].

Maslow's theory identifies the following five categories of needs [51]:

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

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

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

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

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

Two - Factor Theory (Herzberg, 1959): Herzberg's Two- Factor Theory divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors [52].

Hygiene factors are characteristics of the work environment, which minimize discomfort, and in security [53]. Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" [54].

According to Hartel et al., [55], Motivation factors are the characteristics of work environment, which promotes employee

growth and development. On the other hand, the motivating factors are explained as the six 'job content' factors including achievement, recognition, work itself, responsibility, advancement, and possibility of growth by [56].

Hygiene Factors are the environmental related factors associated with negative feelings. On the other hand, the motivation factors are the factors associated with positive feeling [57]. Although hygiene factors do not motivate employees, and that's the reason their absence increases dissatisfaction. In contrast, motivation factors encourage effort; however, an absence of these will not increase dissatisfaction as will the hygiene factors, rather, it will lead to dissatisfaction [58].

Therefore, the basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or coworker, then they need to address those factors that effect one's job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving encouragement and recognition to the employee helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility [59].

Expectancy Theory (Vroom, 1964): According to expectancy theory, motivation is a function of an individual's "expectancy" that a certain amount of effort will lead to a certain level of performance that in turn, will lead to desired outcomes or rewards. Each potential outcome has a valence, with its degree of attractiveness or value to a specific individual. These valences vary for different people because of individual needs and perceptions. To be highly motivated, a person must expect the rewards that are available, must believe that these rewards are linked to performance, and should believe that his or her own effort can result in the necessary performance [60].

The key elements to this theory are referred to as Expectancy (E), Instrumentality (I), and Valence (V). This force can be 'calculated' via the following formula: Motivation = Valance x Expectancy (Instrumentality), [61].

A person's preference for a particular outcome or objective can be expressed as a valence. A valence describes how much someone likes or dislikes something. This preference can range from +1 (highest preference) to -1 (lowest preference) [62].

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

Instrumentality may range from a probability of 1.0 (meaning that the attainment of the second outcome, the reward is certain if the first outcome, excellent job performance is attained) through zero (meaning there is no likely relationship between the first outcome and the second). An example of zero instrumentality would be exam grades that were distributed randomly (as opposed to be awarded on the basis of excellent exam performance). Commission pay schemes are designed to provide employee perceiveness for the acquisition of money by giving [63].

The formula can be used to indicate and predict the job satisfaction, one's occupational choice, the likelihood of staying in a job, and the effort one might expend at work [64].

2.9 Amari Hotels and Resorts

Amari Hotel was established in 1965 under the original name "Siam Lodge Group of Hotels". In general, "Lodge" is used for small hotels or bungalows with less or no facilities for customers. It is also known as countryside hotels or motels in English. Therefore, the word "Lodge" might give a customer the impression that the hotel lacked facilities and

less budget or low class accommodation. In 1997 the name of the Amari group was changed from "Siam Lodge Co., Ltd." to "Amari Hotel and Resort Co., Ltd."

Amari Hotels and Resorts is one of Thailand's most respected hotel chains with two styles of properties:

Amari Hotels and Resorts – the four or five star properties of an international standard hotel chain with many facilities.

There are 11 Amari Hotels & Resorts and which consist of [65]:
- Amari Airport, Bangkok
- Amari Boulervard, Bangkok
- Amari Watergate, Bangkok
- Amari Atrium, Bangkok
- Amari Rincome, Chaingmai
- Amari Orchid, Pattaya
- Amari Nova Suite, Pattaya
- Amari Emerald Cove, Koh Chang
- Amari Palm Reef, Samui
- Amari Coral Beach, Phuket
- Amari Vogue, Krabi

3. Methodology

The target population of this research refers to the 3,247 employees who are currently working for 11 Amari Hotels and Resorts. Taro Yamane's theory (1967) was applied to calculate the sample sizes for the Amari Hotels and Resorts employees, which is equal to 356 samples. The stratified sampling was first applied in order to identify the number of sample employee selected from each 11 of Amari hotels and resorts and the stratified sampling was also used again to identify the employees from 9 departments of each 11 Amari Hotels and Resorts.

Tools for data collecting processes were designed as questionnaires. The questionnaires were designed in both Thai and English languages. The data was collected from 15th April to 7th May 2009. All 11 Amari Hotels and Resorts were contacted and asked for their support to gather data. 356 questionnaires were sent to the Human Resources Manager of each hotels and resorts after their confirmation to fill the questionnaire. Finally, all the 356 complete questionnaires were returned.

The analysis is based on quantitative features. The SPSS (frequency, percentage, mean, t-test and ANOVA) was employed to analyze the final result of quantitative method.

4. Result

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

Out of 356 employees' the sample respondents, shown below in table 1.1 states that the Social-demographic profiles of respondents as per following details.

Table 1.1 Social-demographic profiles of respondents

Personality		Respondent	Percentage (%)
Hotel	Amari Airport	23	6.46
	Amari Boulervard	27	7.58
	Amari Watergate	65	18.26
	Amari Atrium	55	15.45
	Amari Rincome	19	5.34
	Amari Orchid	66	18.54
	Amari Nova Suite	3	0.84
	Amari Emerald Cove	22	6.18
	Amari Palm Reef	33	9.27
	Amari Coral Beach	31	8.71
	Amari Vogue	12	3.37
	Total	356	100.00

Gender	Male	145	40.73
	Female	211	59.27
	Total	356	100.00
Age	15-24 years old	33	9.27
	25-34 years old	195	54.78
	35-44 years old	104	29.21
	45-54 years old	23	6.46
	55 years or over	1	0.28
	Total	356	100.00
Education Level	Below Bachelor's degree	190	53.37
	Bachelor's degree	161	45.22
	Master's degree or higher	5	1.40
	Total	356	100.00
Status	Single	199	55.90
	Married	140	39.33
	Divorce	17	4.78
	Total	356	100.00
Department	Front Office	50	14.04
	Accounting	46	12.92
	Administration	22	6.18
	Housekeeping	94	26.40
	Engineering	23	6.46
	Food & Beverage	59	16.57
	Kitchen	45	12.64
	Spa	8	2.25
	Sales & Marketing	9	2.53
	Total	356	100.00
Year of service in this organization	0-5 years	150	42.13
	6-10 years	117	32.87
	11-15 years	65	18.26
	16-20 years	20	5.62
	More than 20 years	4	1.12
	Total	356	100.00

With regard to the number of employees from each of Amari Hotels and Resorts, the result showed that Amari Orchid Resort respondents were the first with highest ratio at 18.54 percent whereas Amari Watergate Hotel 18.26 percent, Amari Atrium Hotel 15.45 percent, Amari Palm Reef Resort 9.27 percent, Amari Coral Beach Resort 8.71 percent, Amari Boulervard Hotel 7.58 percent, Amri Airport Hotel 6.46 percent, Amari Emerald Cove Resort 6.18 percent, Amari Rincome Hotel 5,34 percent, Amari Vogue Resort 3.37 percent, and Amari Nova Suite 0.84 percent, respectively.

The highest percentage of respondent in the Amari Hotels and Resorts were female with 59.27 percent comparing to male with 40.73 percent.

With regard to age groups the respondents of Amari Hotels and Resorts were mostly between 25-35 years with 54.78 percent, 35-44 years with 29.21 percent, and 15-24 years with 9.27 percent, 45-54 years with 6.46 percent, and the respondents with least percentage of 0.28 were mostly between 55 years or over.

The educational qualification of the respondents of Amari Hotels and Resorts shows that they had an education below than bachelor degree at 53.37 percent, bachelor degree 45.22 percent and master degree or higher at 1.40 percent respectively.

With regard to the marital status of respondents, the result showed that single status respondents with the highest percentage of single at 55.90 percent, whereas married were at 39.33 percent and divorced were with only 4.78 percent.

Most of Amari Hotels and Resorts respondents were from House Keeping department at 26.40 percent, whereas Food and Beverage department 16.57 percent, Front Office department 14.04 percent, Accounting

department 12.92 percent, Kitchen department 12.64 Administration department 6.18 percent, Sales & Marketing Department 2.53 percent, and Spa department 2.25 percent, respectively.

Regarding the year of service in the organization for Amari Hotels and Resorts respondents, most of Amari Hotels and Resorts respondents were 0-5 years at 42.13 percent, whereas 6-10 years 32.87 percent, 11-15 years 18.26 percent, 16-20 years 5.62 percent, and more than 20 years 1.12 percent.

Table 1.2 Overall Employee agreement to the hotel service of Amari Hotels & Resorts Group

Hotel Service	Overall Amari	F	p
1. Physical Environment	3.75	7.664	.006*
I understand the mission of the company, clearly.	3.85	28.643	.000*
I understand how my job aligns with the company's mission.	4.04	5.878	.016
My supervisors are strong, trustworthy leaders.	3.93	0.212	.645
It is easy to get along with my colleagues.	4.15	0.018	.893
I believe my salary is fair to my responsibilities.	3.47	0.119	.730
The benefits I received are practical and address my needs.	3.4	0.628	.429
I believe my job is secure.	3.7	0.005	.946
I feel safe at my worksite.	3.84	4.079	.044*
I can balance between my job and family responsibilities.	3.96	0.002	.961
I have sufficient tools and resources to do my job daily.	3.15	21.618	.000*
2. Achievement	3.67	12.156	.001*
My job gives me a feeling of achievement.	3.74	6.030	.015*
The company recognizes my achievements.	3.56	9.356	.002*
My company tells me clearly on the step for achievement.	3.59	6.526	.011*
I feel that the goals setting for my task are achievable.	3.79	10.191	.002*
3. Recognition	3.70	4.218	.041*
I feel appreciate when I achieve or complete a task.	4.18	11.596	.001*
My manager always thanks me for the job well done.	3.63	0.541	.462
I receive adequate recognition and rewards for a job well done.	3.3	1.182	.278
I like the recognition I get for doing my job well.	3.67	2.131	.145
4. Growth and possibility of growth	3.85	4.459	.035*
I am proud to work for this company.	4.13	0.104	.747
There are opportunities for me to grow in this company.	3.8	9.943	.002*
Our company is fair and offers the same opportunities to all employees based on experience, skills and performance.	3.61	0.850	.357

My company always gives priority for existed employee by hiring from within.	3.87	5.044	.025*
5. Advancement	3.55	8.265	.004*
I will choose career advancement against money.	3.48	4.005	.046*
I have received promotion/ career advancement appropriately.	3.54	9.199	.003*
My position is more important than benefits.	3.48	2.104	.148
My company clearly tells me what is expected for advancement.	3.71	4.949	.027*
6. Responsibilities	3.67	10.619	.001*
I am empowered enough to do my job.	3.58	11.620	.001*
I can make my own decision in my job.	3.54	7.233	.007*
I go extra miles to do my job. (doing more than what it takes)	3.62	0.036	.850
I feel I contribute to the facility's plan and mission.	3.92	9.357	.002*
7. Work itself	3.70	12.335	.001*
My job challenges me frequently.	3.76	9.680	.002*
I am clear and agree with my job description.	3.85	12.611	.000*
I am free to choose my own method of working.	3.57	3.807	.052
I feel that the amount of work I am expected to do is reasonable.	3.53	5.282	.022*
There are varieties of tasks in your work.	3.80	2.837	.093

From Table 1.2 An analysis comparing mean agreement values reveals that the top five factors were "I feel appreciate when I achieve or complete a task", follow by "It is easy to get along with my colleagues", "I am proud to work for this company", "I understand how my job aligns with the company's mission", "I can balance between my job and family responsibilities", respectively. In contrast, the last five factors were "I have sufficient tools and resources to do my job daily", follow by "I receive adequate recognition and rewards for a job well done", "The benefits I received are practical and address my needs", "I believe my salary is fair to my responsibilities", and "I will choose career advancement against money", respectively. ANOVA analysis gave further results that there were nineteenth agreement factors that had significant differences (p ≤ 0.05) between hotels and the agreement factors attribute: "I understand the mission of the company, clearly", "I feel safe at my worksite", "I have sufficient tools and resources to do my job daily", "My job gives me a feeling of achievement", "The company recognizes my achievements", "My company tells me clearly on the step for achievement", "I feel that the goals setting for my task are achievable", "I feel appreciate when I achieve or complete a task", "There are opportunities for me to grow in this company", "My company always gives priority for existed employee by hiring from within", "I will choose career advancement against money", "I have received promotion/ career advancement appropriately", "My company clearly tells me what is expected for advancement", "I am empowered enough to do my job", "I can make my own decision in my job", "I feel I contribute to the facility's plan and mission", "My job challenges me frequently", "I am clear and agree with my job description", and "I feel that the amount of work I am expected to do is reasonable".

5. Conclusions

The purpose of this study is to explore the factors affecting employee turnover of Amari Hotels and Resorts, the employee job satisfaction and the impact of satisfaction on employee turnover at Amari Hotels and Resorts, Thailand. The finding clarified that the highest influencing factors affecting employees' turnover was the insufficient tools and resources to do the daily job (mean = 3.15), followed by inadequate recognition and rewards for a job well done (mean = 3.30), the benefits received were not met with the employees' needs (mean = 3.40), the salary and responsibilities were not compatible (mean = 3.47) and the career path advancement was not compensate for lack of salary increase (mean = 3.48). In contrast, the factors that influence to employees' job satisfaction was the employee appreciation to the task achievement (mean = 4.18), followed by the relationship with the colleagues (mean = 4.15), the pride to work for Amari (mean = 4.13), the understanding of how the job aligns with the company's mission (mean = 4.04), and the balance between my job and families responsibilities (mean = 3.96), respectively.

Some limitations of this study are mentioned below:

This study used only questionnaire as a survey methos to collect the data. So, further study should have multiple survey methods to collect information in details.

Some of the respondents might not have honesty and seriousness to fill the questionnaire and hence this might have failed in giving the appropriate result.

Understanding of the factor affecting staff turnover and job satisfaction will be useful for the organization, in order to manage and maintain the potential employees within the organization and decrease employee turnover rate which will be costly to the organization as whole.

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