

**WORK HAPPINESS AND TURNOVER
INTENTION AMONG HOTEL EMPLOYEES
IN THAILAND**

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**WORK HAPPINESS AND TURNOVER
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IN THAILAND**

by

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF APPENDICES	xi
LIST OF ABBREVIATIONS	xii
ABSTRAK	xiii
ABSTRACT	xiv
CHAPTER 1 INTRODUCTION	
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	7
1.4 Research Questions	10
1.5 Research Objectives	11
1.6 Significance of the Study	12
1.7 Scope of Study	13
1.8 Definition of Key Terms	13
1.9 Summary and Organization	15
CHAPTER 2 LITERATURE REVIEW	
2.1 Introduction	16
2.2 Theoretical Background	16

2.2.1	Maslow's Hierarchy of Need's Theory	16
2.2.2	Herzberg's Motivation-Hygiene Theory	17
2.3	Turnover and Turnover Intention	19
2.3.1	Turnover	19
2.3.2	Turnover Intention	20
2.3.3	Previous Studies on Turnover Intention	22
2.4	Work Happiness	23
2.4.1	Dimensions of Work Happiness	28
2.4.2	Previous Studies on Work Happiness	30
2.5	Job Satisfaction	38
2.5.1	The Measurements of Job Satisfaction	39
2.5.2	Job Satisfaction as Mediator	40
2.5.3	Previous Research of Job Satisfaction	41
2.6	Social Support	42
2.6.1	Dimension of Social Support	44
2.6.2	Social Support as Moderator	46
2.6.3	Previous Studies of Social Support	47
2.7	Theoretical Framework	49
2.8	Hypotheses Development	51
2.8.1	Physical Happiness and Turnover Intention	52
2.8.2	Mental Happiness and Turnover Intention	54
2.8.3	Social Happiness and Turnover Intention	56
2.8.4	Work-Life Happiness and Turnover Intention	57
2.8.5	Physical Happiness and Job Satisfaction	59
2.8.6	Mental Happiness and Job Satisfaction	59

2.8.7	Social Happiness and Job Satisfaction	61
2.8.8	Work-Life Happiness and Job Satisfaction	63
2.8.9	Job Satisfaction and Turnover Intention	64
2.8.10	Mediating Role of Job Satisfaction on Work Happiness and Turnover Intention	65
2.8.11	Moderating Effect of Social Support on Job Satisfaction and Turnover Intention	67
2.9	Summary	70

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction	71
3.2	Research Design	71
3.3	Population	71
3.4	Sampling and Sample Size	72
3.5	Questionnaire Design	75
3.5.1	Turnover Intention	77
3.5.2	Work Happiness	77
3.5.3	Job Satisfaction	78
3.5.4	Social Support	78
3.6	Questionnaire Development Process	79
3.7	Pilot Study	81
3.8	Data Collection	82
3.9	Data Analysis	84
3.9.1	Structural Equation Model (SEM)	84
3.9.2	Partial Least Squares Path Modeling (PLS-PM) Approach	85

3.9.3	Measurement Model Analysis	89
3.9.4	Evaluation of Structural Equation Model	89
3.9.5	Descriptive Statistics	91
3.10	Summary	92

CHAPTER 4 DATA ANALYSIS AND FINDINGS

4.1	Introduction	93
4.2	Respondents Profile	93
4.3	Descriptive Statistics of the Latent Constructs	96
4.4	Common Method Variance	97
4.5	Goodness of Measurement Model	98
4.5.1	Construct Reliability	98
4.5.2	Construct Validity	99
4.6	Social Support as a Second Order Constructs	104
4.7	Revised Research Framework and Hypotheses	109
4.8	Assessment of Structural Model	110
4.8.1	Direct Effect Model	110
4.8.1 (a)	The Relationship between Work Happiness, Job Satisfaction and Turnover Intention	112
4.8.1 (b)	The Relationship between Work Happiness and Job Satisfaction	113
4.8.2	Mediating Effects	114
4.8.3	Moderating Effects	117
4.8.4	Summary of Hypotheses Testing	119

4.9	Predictive Relevance (R^2)	120
4.10	Effect Size (f^2)	121
4.11	Summary	122

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1	Introduction	124
5.2	Recapitulation of the Study	124
5.3	Discussion	126
5.3.1	The Relationship between Work Happiness and Turnover Intention	126
5.3.2	The Relationship between Work Happiness and Job Satisfaction	134
5.3.3	The Relationship between Job Satisfaction and Turnover Intention	138
5.4	Discussion of Findings on Mediation	141
5.4.1	The Mediating Effect of Job Satisfaction on the Relationship between Physical Happiness and Turnover Intention	141
5.4.2	The Mediating Effect of Job Satisfaction on the Relationship between Mental Happiness and Turnover Intention	142
5.4.3	The Mediating Effect of Job Satisfaction on the Relationship between Social Happiness and Turnover Intention	142

5.4.4	The Mediating Effect of Job Satisfaction on the Relationship between Work-Life Happiness and Turnover Intention	143
5.5	Discussion of Finding on Moderation	144
5.6	Contributions of the Study	145
5.7	Limitations of the Study	153
5.8	Recommendations for Future Study	154
5.9	Conclusion	154
	REFERENCES	156
	APPENDICES	189

LIST OF TABLES

		Page
Table 1.1	Gross Domestic Product (GDP) of Tourism Industry Categorized by Type of Business	5
Table 1.2	Number of Employment of Thailand's Tourism Industry Categorized by Types of Business	6
Table 2.1	Previous Researches on Work Happiness	27
Table 3.1	Size of Hotel in Thailand	72
Table 3.2	Measurement of Key Constructs, Sources, and Cronbach's Alpha	76
Table 4.1	Response Rate	94
Table 4.2	Demographic Profile of Respondents	95
Table 4.3	Descriptive Statistics of Variables	97
Table 4.4	Summary of Construct Validity and Reliability (After Deletion)	100
Table 4.5	Discriminant Validity of Construct (After Deletion)	102
Table 4.6	Summary of Construct Validity and Reliability with Social Support as a Second Order Constructs	108
Table 4.7	Discriminant Validity of Second Order Constructs	109
Table 4.8	Summary of Path Coefficients and Hypotheses Testing for Direct Effect	114
Table 4.9	Summary of Mediation Results	115
Table 4.10	Summary of Result for Moderating Effect	118
Table 4.11	Summary of Hypotheses Results	120
Table 4.12	Predictive Relevance	121

LIST OF FIGURES

		Page
Figure 1.1	Turnover trends: average 2011- 2014 voluntary turnover	2
Figure 1.2	Regional employee turnover 2011	3
Figure 1.3	Number of Labor Turnover in hotel industry, Thailand	6
Figure 1.4	Number of labor shortage in hotel industry, Thailand	7
Figure 2.1	Theoretical framework of turnover intention	51
Figure 3.1	Questionnaire development process	80
Figure 4.1	Measurement model framework (after deletion)	103
Figure 4.2	First-order and second-order reflective constructs	105
Figure 4.3	Measurement model framework for second-order	106
Figure 4.4	Revised research framework	110
Figure 4.5	Structural model framework of direct effect	112
Figure 4.6	Structural model – mediating effect	117
Figure 4.7	Structural model of moderating effect with social support as second-order constructs	118

LIST OF APPENDICES

	Page	
Appendix A	Concept Map of Turnover Intention	190
Appendix B	Recommendation Letter	192
Appendix C	Questionnaires Survey	194
Appendix D	Summary of Comments from Experts	198
Appendix E	SPSS OUTPUT	208
Appendix F	SMART PLS OUTPUT	213
Appendix G	Assessment of Social Support as a Second Order Constructs (Two-Stage Approach)	221
Appendix H	Assessment of Measurement Model (Algorithm)	224
Appendix I	Direct Effect	226
Appendix J	Assessment of Structural Model (Bootstrapping)	227
Appendix K	Assessment of Structural Model (Moderating Effects)	250
Appendix L	Predictive Relevance	252

LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
AVE	Average variance extracted
CFA	Confirmatory factor analysis
CI	Confidence interval
CMV	Common method variance
CR	Composite reliability
DOPA	Department of Provincial Administration
EFA	Exploratory factor analysis
HR	Human Resources
NESDB	National Economic and Social Development Board
NESDP	National Economics and Social Development Plan
NHS	National Health Service
OSMEP	Office of Small and Medium Enterprises Promotion
PLS-PM	Partial least squares path model
PLS-SEM	Partial least squares structural equation modelling
PSWB	Psychological wellbeing
SEP	Sufficiency Economy Philosophy
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
US	United States
WHO	World Health Organization
WTTC	World Travel & Tourism Council

NIAT UNTUK BERHENTI BEKERJA DI SEKTOR PERHOTELAN DI

THAILAND: PERANAN KEGEMBIRAAN UNTUK BEKERJA

ABSTRAK

Pada masa kini, pemberhentian pekerja merupakan isu yang penting kepada organisasi dalam era persaingan yang sengit ini. Isu ini boleh memberi kesan kepada keberkesanan dan produktiviti organisasi. Oleh itu, organisasi perlu mencari kaedah yang efektif untuk membangunkan dan mengekalkan pekerja yang mahir ini. Kajian ini bertujuan untuk mengkaji kesan kegembiraan bekerja dari sudut pandangan falsafah ekonomi terhadap kepuasan bekerja dan niat untuk berhenti bekerja dalam sektor industri perhotelan di Thailand. Selain itu, peranan sokongan sosial sebagai moderator juga dikaji dalam hubungan antara kepuasan bekerja dan niat untuk berhenti bekerja. Data dikumpul dalam kalangan 744 pekerja operasi yang bekerja dalam perusahaan hoel kecil dan sederhana. PLS-SEM digunakan bagi tujuan untuk menganalisa data. Dapatan kajian menunjukkan wujudnya hubungan signifikan yang negatif ke atas empat aspek kegembiraan bekerja (kegembiraan fizikal, kegembiraan mental, kegembiraan sosial dan kegembiraan hidup-bekerja) dan niat untuk berhenti bekerja melalui peranan kepuasan bekerja. Seterusnya, sokongan sosial sebagai moderator tidak memberi kesan ke atas hubungan di antara kepuasan bekerja dan niat untuk berhenti bekerja. Maka, pengurus di dalam industri perhotelan perlu mengekalkan pekerjaanya dengan mengambil kira peranan kegembiraan bekerja dan kepuasan untuk bekerja pada masa yang sama. Oleh itu, kajian ini menyumbangkan kepada pengetahuan yang lebih baik kepada pembuat polisi dalam industri perhotelan dan kerajaan di Thailand kaedah yang efektif untuk mengurangkan niat untuk berhenti bekerja dengan mempertingkatkan peranan kegembiraan bekerja dan kepuasan bekerja.

WORK HAPPINESS AND TURNOVER INTENTION

AMONG HOTEL EMPLOYEES IN THAILAND

ABSTRACT

At present, employee turnover is an important issue to organizations under intense market competition. The issue is adversely affecting organizational effectiveness and productivity. As a result, organizations have to continuously seek effective ways to develop and maintain their skilled employees. This study is aimed to investigate the effects of work happiness in the view of sufficiency economy philosophy on job satisfaction and turnover intention in the context of Thailand's hotel industry. Moreover, the moderating role of social support is examined on the linkage of job satisfaction and turnover intention. The data was collected from 744 operational employees of small and medium hotel businesses. PLS-SEM was used for data analysis. The findings of this study showed the significant negative effects of four aspects of work happiness (physical happiness, mental happiness, social happiness and work-life happiness) and turnover intention through the role of job satisfaction. Furthermore, social support as a moderating variable has no impact on the relationship between job satisfaction and turnover intention. Therefore, the hotel businesses could retain their employees by considering the roles of work happiness and job satisfaction simultaneous. In other words, this study provided a better knowledge for policy makers of the hotels and Thailand government about an effective way to decrease the turnover intention of their employees through increasing roles of work happiness and job satisfaction.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides the background to the study and the problem statement related to the hotel industry in Thailand. The research questions and objectives of this study are then presented, followed by the significance and scope of the study, the definition of key terms, and a summary of the chapter.

1.2 Background of the Study

Many scholars have highlighted that human resources (HR) perform one of the most important duties of a business (Chahardeh & Chegini, 2015; Colakoglu, Culha, & Atay, 2010; Ghayyur & Jamal, 2012; Javed, Jaffari, & Rahim, 2014; Kaur & Mohindru, 2013), and individuals' abilities can improve and enhance organisational performance (Choudhury & Giri, 2013). Moreover, HR is a core strategic asset of organisations (Chahardeh & Chegini, 2015). Thus, skilled staff are a fundamental driver of organisations' success.

As a result of increasing globalisation, organisations operate in a fiercely competitive environment (Chen, Wang, & Chu, 2011). Many challenges may cause a firm to lose its competitiveness edge in national and international markets (Gill et al., 2013). Consequently, organisations require highly skilled employees to be competitive in the marketplace. Kaur and Mohindru (2013) indicated that workers with skills and expertise are in high demand in the global market. As a result, organisations face a shortage of skilled employees. Lobburi (2012) found that skilled workers want to move from established to newer organisations because they believe

new jobs will provide more benefits. This results in a high level of staff turnover, which in turn leads to loss of productivity, loss of business to competitors and poor service (Su, Lee, & Fan, 2011). Therefore, it is important to focus on reducing the rate of employee turnover in order to reduce the labour shortage (Kaur & Mohindru, 2013).

Figure 1.1 shows the trend of voluntary turnover in the workforce in the United Kingdom (UK), Germany, China, India, Brazil and the United States (US) from 2011 to 2014 (Mercer, 2015). As shown, a high turnover rate was becoming an increasing issue in five of the countries in 2014 namely UK, Germany, India, Brazil and US. Based on the evidence, voluntary turnover has dramatically increased since 2013. Moreover, Figure 1.2 shows that the employee turnover rate in Thailand was 15% in 2011, which was the second highest rate in Asia after Malaysia (16.4%) and nearly double the lowest turnover rate of Indonesia (8.2%). Thus, the employee turnover rate is an important issue for businesses in Thailand.

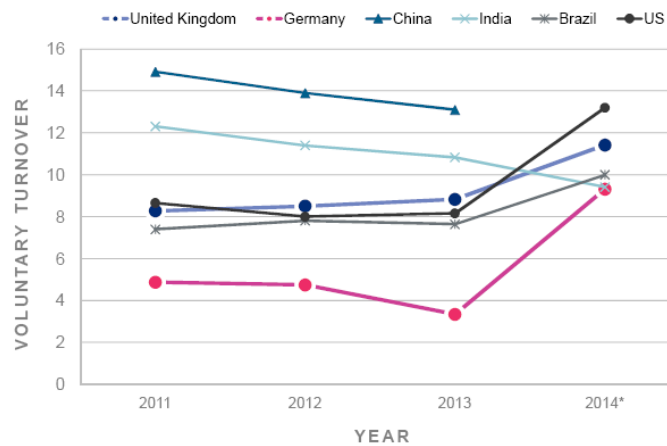


Figure 1.1 Turnover trends: average 2011- 2014 voluntary turnover (Mercer, 2015).



Figure 1.2 Regional employee turnover 2011 (Wu, 2012).

Davodi, Fartash, Allahyari and Yarahmadi (2013) noted that a shortage of workers may be harmful to an organisation’s productivity; thus, organisations need to understand how to reduce labour shortages and turnover and find effective ways to retain employees. Scholars and practitioners of organisational behaviour have studied employee turnover extensively (e.g., Azamia, Ahmad, & Choi, 2016; Ahmad, Shahid, Huma, & Haider, 2012; Fayyazi & Aslani, 2015; Fernández, 2014; Mahmud & Idrish, 2011; Saporna & Claveria, 2013; Yin-Fah, Foon, Chee-Leong, & Osman, 2010). For example, Yin-Fah et al. (2010) investigated the relationship between organisational commitment, job stress, job satisfaction and turnover intention among private sector employees in Malaysia.

Turnover has an adverse effect on organisations and remaining employees (Mowday et al., 1982). Organisations face recruiting, hiring, training and retaining costs, as well as loss of productivity during the replacement search, loss of high performers and disruption to social and communication structures (Lee, 2010). Colleagues and remaining employees are affected when they want to leave but have few opportunities to do so; therefore, they must continue with their job. This may result in work absences, arriving to work late, lack of enthusiasm for work and poor performance, which may in turn lead to deterioration of physical and mental health

(Karatepe & Uludag, 2008). Further, a high turnover rate tarnishes the organisation's image (Yang, 2010).

The tourism industry has made significant contributions to the economic development of many countries (Amin & Akbar, 2013; Nivethitha & Kamalanabhan, 2014). According to the World Travel & Tourism Council (WTTC, 2015), the tourism and travel industry is one of the world's largest sectors, employing more than 276 million people, and this is forecast to increase to 356 million by 2025. Moreover, the industry generated 9.8% of global gross domestic product (GDP) in 2014 and is forecast to generate US\$11 trillion in 2025 (WTTC, 2015). Similarly, in Thailand, the Travel & Tourism Competitiveness Index calculated by the World Economic Forum in 2015 indicated that Thailand's tourism industry is ranked thirty-fifth out of 141 countries, tenth in the Asia-Pacific region and third in the Association of Southeast Asian Nations (ASEAN, 2015). Thus, the tourism sector plays an important role in Thailand's economic and societal development (Kaosaart, 2007).

The Office of Small and Medium Enterprises Promotion (OSMEP) in Thailand noted that the tourism industry comprises three types of businesses: supported (e.g., transportation, information and public relation), major (e.g., hotel, food and beverage) and related (e.g., tourism attraction and other services) (OSMEP, 2014). Sontimul and Koamdeh (2014) stated that hotel businesses play a major role in the tourism industry due to career specialisation and economic turnover. Further, Boonyachai (2011) found that hotel businesses are important to Thailand's growth because they produce large amounts of revenue. In addition, they are a key driver of growth and an important source of foreign exchange earnings—in particular, as a

source of revenue and jobs—and they expand growth to rural areas (Limyothin, 2012).

Moreover, the GDP value of Thailand’s tourism industry increased from 2010 to 2014 (see Table 1.1). In 2014, hotel businesses produced the highest amount of GDP (629,285 million baht), which was more than the other two types of business.

Table 1.1
Gross Domestic Product (GDP) of Tourism Industry Categorized by Type of Business 2010-2014
Million baht

No.	Types of Business	2010	2011	2012	2013	2014
1	Hotel (accommodation, food and beverage)	256,162	518,612	592,857	621,684	629,285
2	Information and Public Relation	445,489	225,717	279,089	315,683	275,195
3	Tourism Attraction and Other Services	98,611	149,354	215,792	123,709	236,026

Note. Source from the Office of Small and Medium Enterprises Promotion (OSMEP).

As shown in Table 1.2, hotels employed the highest number of people (1,189,439) in 2014. This was followed by tourism attraction and other services (595,733) and information and public relation (311,953). Overall, hotel employment increased from 1,094,601 in 2010 to 1,189,439 in 2014. Thus, as shown in Tables 1.1 and 1.2, hotel businesses played a significant role in Thailand’s economy in terms of GDP value and number of people employed.

Hotels are among Thailand’s fastest-growing businesses; as a result, there is increased competition (Rorna & Chaisawat, 2010), and skilled and efficient employees are in high demand. This demand is good for employees, but it is dangerous for organisations, which face a higher employee turnover rate (Ahmad & Islam, 2014). This implies that the demand for employees is greater than the supply.

Table 1.2
Number of Employment of Thailand's Tourism Industry Categorized by Types of Business 2010-2014

No.	Types of Business	2010	2011	2012	2013	2014
1	Hotel	1,094,601	1,138,804	1,182,439	1,217,883	1,189,439
2	Information & Public relation	515,228	545,565	523,436	336,495	311,953
3	Tourism Attraction & Other Services	628,517	709,673	751,972	614,920	595,733

Note. Source from the Office of Small and Medium Enterprises Promotion (OSMEP).

Hewitt Associates (2010), which is a consultant company for HR in global organisations, reported that the estimated turnover rate for Thai hotels is 15%–20%, which is higher than the normal rate of 6%–10% (Limyothin & Trichun, 2012). Further, the turnover rate of hotels increased from 25.02% in 2006 to 44.52% in 2012 (see Figure 1.3) (Ministry of Labor, 2013).



Figure 1.3 Number of labor turnover in hotel industry, Thailand. Provided by Labor Market Research Division, Ministry of Labor, Thailand (2013).

The high turnover rate in Thai hotels has led to a labour shortage (Churin, 2009). Figure 1.4 shows that the labour shortage increased from 59.20% in 2009 to

81.89% in 2012. Thus, the labour shortage is an important situation of Thailand's hotel (Ministry of Labor, 2013).



Figure 1.4 Number of labor shortage in hotel industry, Thailand (2009-2012). Provided by Office of the Permanent Secretary, Ministry of Labor, Thailand.

Therefore, this study examines Thailand's hotel businesses in order to find an effective way to minimise the labour shortage issues highlighted in this chapter.

1.3 Problem Statement

As shown in Figures 1.3 and 1.4, the increasing turnover rate in Thailand's hotels has resulted in a labour shortage that has negatively affected organisations' productivity, performance and remaining employees (Issa, Ahmad, & Gelaidan, 2013). Further, Chinmaneevong (2013) highlighted that a shortage of workers has become a big problem for the Thai hotel industry. Meanwhile, the government needs to deal with this issue. Thus, the research problem in the current study is the increasing turnover rate of hotel employees in Thailand.

Based on empirical research, turnover intention is used instead of actual turnover because turnover intention is the critical antecedent of actual turnover (Gill et al., 2013). Further, using turnover intention as an attitude can be assessed in the present time and in combination with other factors caused by the turnover intention, which results in gaining a more accurate understanding of the causes of turnover (Zimmerman & Darnold, 2009). Thus, the issue of turnover intention is more interesting than actual turnover and is therefore suitable to be examined as a dependent variable in this study.

Davodi, Fartash, Allahyari and Yarahmadi (2013) noted that to reduce employees' intention to leave, hotels must understand labour turnover and how to retain employees. With this understanding, they can then seek an effective way to reduce employee turnover and the labour shortage problem.

Previous studies have found that happy employees are productive employees (Wesarat et al., 2015; Rego & Cunha, 2008), whereas unhappiness results in decreased productivity (Fereidouni et al., 2013). Many scholars have discussed the definition of 'happiness' (e.g., Björke, 2012; Johnston, Luciano, Maggiori, Ruch, & Rossier, 2013). Happiness is universal to all cultures because everybody searches for it (Aydin, 2012; Fisher, 2010). In addition, research has shown a close relationship between job and life satisfaction (Saari & Judge, 2004). Nowadays, organisations are faced with economic crises and political and social transformations that affect their stability (Wariya, Saratid, & Chalong, 2014). As employees spend most of their day at their workplace, their leisure hours are reduced. Further, modern technology allows people to work anywhere and anytime. As a result, employees are unhappy in their work, lack enthusiasm and have low morale, which affects the organisation in terms of turnover (Moorhead & Griffin, 2010).

Work Happiness is not only a global issue. In Thailand, the Tenth and Eleventh Thailand National Economic and Social Development Plans emphasised that Thai people are central to the development of a society of sustainable happiness under the sufficiency economy philosophy (SEP) (National Economic and Social Development Board [NESDB], 2010, 2012). In the context of Thailand, most prior researchers have studied the factors that directly affect turnover intention among employees (Hosanguan, 2012; Ngamkroekjoti, Ounprechavanit, & Kijboonchoo, 2012; Yamazakia & Petchdee, 2015). Few studies have investigated the complex models that include the effecting roles of a moderator or a mediator established in their frameworks (Limyothin & Trichun, 2012). Thus, the government has called upon researchers to investigate how the relationship between job satisfaction and turnover intention is affected by social support, as the research could be valuable in treating the labour shortage issue in Thailand (Chinmaneevong, 2013).

In addition to work happiness, job satisfaction is a significant contributor to turnover intention. Turnover intention is defined as the attitude of an individual towards his or her job (Alkahtani, 2015). Further, job satisfaction helps to motivate employees to achieve their goals, and it boosts their morale in the workplace (Ahmad & Gelaidan, 2013; Parul & Prabhat, 2015). Job satisfaction is also used to describe employees' happiness, contentment and fulfilment of their desires and needs at work (Lee & Way, 2010). Hence, employees will stay in an organisation longer if they are satisfied with the workplace environment. In addition, Saeed, Waseem, Sikander and Rizwan (2014) highlighted that job satisfaction is the best indicator of employees' intention to stay. Empirical studies on job satisfaction have found that it strongly influences employees' turnover intentions (Parnell & Crandall, 2003; Spector, 1997; Koys, 2001; Lum et al., 1998; DeGieter et al., 2011; Issa et al., 2013).

In relation to social support, for more than five decades, researchers have concentrated on both internal (e.g., benefits, job stress and work environment) and external (e.g., alternative jobs and kinship responsibilities) factors that affect an individual's decision to leave (e.g., March & Simon, 1958; Mobley, 1982; Price, 1977; Price & Mueller, 1986). Social support affects attitudinal (job satisfaction) and work-related (turnover intentions) outcomes because it enables individuals to help each other through social networks and to reduce uncertainty, anxiety and stress when they face problems and crises (Lobburi, 2012). However, some studies have shown that social support protects employees from the negative outcomes of job satisfaction (e.g., Lobburi, 2012, Sue, 2015). Few empirical studies have examined the moderating role of social support in the context of hotel employees (Iplik, Topsakal, & Iplik, 2014). In light of the above discussion, this study considers the role of social support as a moderating variable on the relationship between job satisfaction and turnover intention.

In conclusion, this study examines work happiness, job satisfaction and social support using turnover intention as a dependent variable related to other variables to answer the research questions and find effective ways to reduce turnover intention and the labour shortage in the hotel industry in Thailand.

1.4 Research Questions

The research questions for this study are presented below:

1. Does work happiness (physical happiness, mental happiness, social happiness and work–life happiness) have a direct relationship with turnover intention?

2. Does work happiness (physical happiness, mental happiness, social happiness and work–life happiness) have a direct relationship with job satisfaction?
3. Does job satisfaction have a direct relationship with turnover intention?
4. Does job satisfaction mediate the relationship between work happiness (physical happiness, mental happiness, social happiness and work–life happiness) and turnover intention?
5. Does social support moderate the relationship between job satisfaction and turnover intention?

1.5 Research Objectives

This study considers the association of work happiness, job satisfaction and social support with turnover intention. The research objectives of this study are presented below:

1. To investigate the direct relationships between work happiness (physical happiness, mental happiness, social happiness and work–life happiness) and turnover intention.
2. To investigate the direct relationships between work happiness (physical happiness, mental happiness, social happiness and work–life happiness) and job satisfaction.
3. To examine the direct relationship between job satisfaction and turnover intention.
4. To examine the mediating effects of job satisfaction on the relationship between work happiness (physical happiness, mental happiness, social happiness and work–life happiness) and turnover intention.

5. To examine the moderating effect of social support on the relationship between job satisfaction and turnover intention.

1.6 Significance of the Study

This section outlines the significance of this study. Although work happiness is important to both individuals and organisations (Fisher, 2010; Simmons, 2014), limited research has been conducted on employees' happiness in organisations (Fisher, 2010; Hosie, Willemyns, & Sevastos, 2012; Sloan, 2005). This should be investigated further to provide sufficient knowledge to academics and practitioners who are interested in happiness in the workplace (Hosie et al., 2012; Sloan, 2005; Wesarat, Sharif, & Majid, 2015).

In addition, although job satisfaction has been found to be a consistent predictor of turnover intention, the strength of the relationship between job satisfaction and intention to leave varies (Brough & Frame, 2004; Khatri & Fern, 2001; Lee, 2004; Sarminah, 2006; van Dick et al., 2004). Thus, this study examines the role of a moderator on the relationship between job satisfaction and turnover intention.

Further, no researchers have examined the role of mediating variables in the relationship between work happiness and turnover intention (see Appendix A). Mahdi et al. (2012) indicated that some studies have examined the effect of job satisfaction on turnover intention within the South East Asian context. Therefore, this study examines the role of job satisfaction as a mediator on the relationship between work happiness and turnover intention in the context of Thailand.

Lastly, this study uses Herzberg's two-factor theory of motivation to investigate job satisfaction in relation to turnover intention among hotel employees.

Kiruthiga and Magesh (2015) noted that research into tourism and hotels has not systemically investigated the relationship between Herzberg's two-factor theory and job satisfaction. Therefore, this study fills this gap by applying Herzberg's two-factor theory of motivation within the research framework.

1.7 Scope of the Study

The purpose of this study is to investigate the effect of work happiness on employees' job satisfaction and turnover intention in order to reduce employee turnover. In addition, this research focuses on the mediation of job satisfaction and the moderation of social support. A purposive sampling technique is used to survey operational employees in Thailand's hotel businesses. The respondents must meet two criteria: they must be full-time operational employees in small- and medium-sized hotels, and their tenure must be more than one year.

1.8 Definition of Key Terms

Work happiness is a measure of employees' positive emotions based on what they derive from their work, and it is supported by SEP (NESDB, 2006; Paotuaie, 2010).

The constructs comprise physical happiness, mental happiness, social happiness and work-life happiness. These constructs are adapted from previous studies (i.e., Grant et al., 2007; Kittiprapat et al., 2010; ThaiHealth, as cited in Thummakul et al., 2012; Nanakorn, 2013).

Physical happiness is a measure of employees' positive emotions based on the functioning of their major body systems and their physical fitness, such as being free from illness, injury and pain, and sufficient relaxation, sleep, fitness, sport and healthy eating (Gropel, 2005; Seiwert, 2000).

Mental happiness is the state of employees' happiness based on their ability to make decisions and a decreased risk of depression, anxiety and low self-esteem (Metz, 2012).

Social happiness refers to positive interpersonal relationships with others, mutual trust, understanding the give-and-take of human relationships, and the skill to understand others (Amin & Akbar, 2013; Ryff, 1989).

Work–life happiness is defined as individuals' ability to appropriately manage their time and achieve a balance in their daily activities in terms of work, family, health, social contacts and overall meaningfulness of life (Gropel, 2005).

Turnover refers to the action of an employee transferring from one organisation to another (Almalki, 2012).

Turnover intention is defined as employees' plans to voluntarily leave their organisation (Wayne, Shore, & Liden, 1997). It refers to individuals who plan to quit and search for a new job (Cho, Johanson, & Guchait, 2009; Kong, 2004; Nadiri & Tanova, 2010).

Job satisfaction refers to the positive feelings arising from a job (Macdonald & MacIntyre, 1997)—that is, employees' satisfaction with their job situation.

Social support refers to a network of individuals who provide support in relation to relationships, job quality and wellbeing (Lee, 2004).

A **hotel** is a property that provides temporary accommodation for travellers, tourists or other people who pay a fee for accommodation. This does not include overnight accommodations operated by government enterprises, public organisations or other agencies of the state. In addition, it does not include accommodations established for

the purpose of providing a living charged for a monthly fee (Hotel Act of Parliament Thailand B.E., 2004).

1.9 Summary and Organization

Chapter 1 introduces the background of the study and the challenges facing Thailand's hotel businesses. It outlines the research problems, research objectives and research questions. The definitions of key terms used in this study are presented, followed by the research scope and the contributions of the study.

Chapter 2 presents the literature review, which examines previous studies and empirical findings of turnover intention, workplace happiness, job satisfaction and social support. Further, it presents the hypotheses and research gaps of this study.

Chapter 3 discusses the research design, population, sampling and sample size, questionnaire design and process, data collection, and instrument analysis.

Chapter 4 presents the results of the study. It includes demographic profiles of the respondents, descriptive statistics, analysis of the measurement model and an assessment of the structural model.

Chapter 5 discusses the results and the practical and theoretical contributions of the study. Finally, it outlines the limitations of the study and makes suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This study examines the factors that can reduce the turnover intention of operational employees in the hotel industry in Thailand. To do so, it investigates the relationships between the variables (namely, four types of work happiness, employee satisfaction and social support) and turnover intention. This study proposes that enhancing employees' satisfaction in the hotel industry could resolve the labour shortage issue. This chapter presents an extensive literature review regarding the hotel industry in Thailand, the theories that underpin the research framework and justifications for the variables used. In particular, it discusses four types of work happiness (physical, mental, social and work–life) in view of SEP, employee satisfaction, the moderating role of social support and turnover intention. Finally, the chapter presents the theoretical framework and hypotheses advanced for this study.

2.2 Theoretical Background

This study explores turnover intention by drawing upon Herzberg's motivation-hygiene theory and Maslow's hierarchy of needs theory. These theories are discussed below.

2.2.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow (1954) developed an influential theory of human motivation to show how people are motivated. He noted that until basic needs are adequately fulfilled, people will not strive to meet their higher needs. This theory classified

human needs into five categories: 1) physiological needs, 2) safety and security needs, 3) belonging and love needs, 4) esteem needs and 5) self-actualisation needs.

According to Kaur and Mohindru (2013), if individuals' basic needs are not met, they are unlikely to function as healthy or well-adjusted individuals. Further, when people are motivated by basic needs, they can be present at work, and their job should be meaningful and motivating (Robbin & Judge, 2007). Maslow noted that basic needs are motivational factors and can play an important role in increasing employees' satisfaction. Further, a need can never fully be met, and not all people can satisfy their higher-order needs in their job. Previous studies have used Maslow's hierarchy of needs theory to explain the relationship between independent variables and turnover intention (e.g., Chan & Wyatt, 2007; Chiboiwa, Samuel, & Chipunza, 2010; Tuntivivat & Piriyakul, 2015). Maslow's hierarchy of needs theory can be used to explain the relationship between work happiness (physical, mental, social and work-life) and two dependent variables (job satisfaction and turnover intention). People seek physical, mental, social and work-life happiness. Therefore, if hotel employees achieve these types of happiness, their job satisfaction will increase and turnover intention will decrease.

2.2.2 Herzberg's Motivation-Hygiene Theory

Theories of motivation can be used to explain employees' behaviours and attitudes (Rowley, 1996; Weaver, 1998). For example, content theories are based on the assumption that people have individual needs that motivate their actions (Tan & Waheed, 2011). Herzberg et al. (1957) stated that the major concept of the theory is the difference between intrinsic and extrinsic factors. Intrinsic (motivation) factors relate to job satisfaction, while extrinsic (hygiene) factors relate to job

dissatisfaction. In addition, Herzberg's (1966) two-factor theory suggests that motivation factors lead to satisfaction, while, hygiene factors lead to job dissatisfaction.

Motivation factors are the individual's responsibility and consist of six factors related to job satisfaction (Tan & Waheed, 2011). First, employees gain a sense of achievement or accomplishment when they complete work before or on time, and when they solve problems. Second, they are happy when they receive recognition from their colleagues and employers when they show initiative. Third, employees are happy when they are stimulated, but unhappy when they receive too much work. Fourth, they are happy when they are responsible for making their own decisions, as it saves time and makes their job easier. Fifth, promotions lead to job satisfaction. Sixth, opportunities to grow and learn make employees happy.

Hygiene factors are the organisation's responsibility and consist of eight factors related to job dissatisfaction (Tan & Waheed, 2011). First, good and bad policies result in employees' satisfaction and dissatisfaction respectively. Second, job dissatisfaction can be determined by employers assigning too much work, their ability to lead and explain, and their sense of fairness. Third, job dissatisfaction is influenced by employees' relationships with their supervisors, peers and subordinates. Fourth, organisations should provide appropriate facilities and tools in the work area. Fifth, job dissatisfaction is affected by changes in salary. Sixth, job performance can be affected by the employees' personal life. Seventh, employees' status is linked to their salary, position and background. Eighth, job security relates to the company providing a permanent job to employees. In addition, it is essential for employees' health and attracting positive work-related outcomes (Herzberg, 1968).

The motivation factor in this study is job satisfaction, which refers to positive personal feelings in response to one's job (Macdonald & MacIntyre, 1997). Job satisfaction can influence productivity, organisational outcomes and behaviours (Dugguh & Dennis, 2014). This study will analyse the motivation factors that are said to improve employees' satisfaction as a possible way to reduce high staff turnover in hotels. Tietjen and Myers (1998) stated that motivators refer to intrinsic factors within the work itself, such as recognition for a completed task. In addition, Herzberg et al. (1959) mentioned that task-related factors cause happy feelings or a good attitude within employees. Further, motivators result in positive job attitudes because they satisfy the employees' need for self-actualisation (Herzberg et al., 1959). The presence of these motivators can lead to job satisfaction. Thus, the creation of job content contributes to employees' satisfaction and decreases staff turnover (Kratuerk & Khemarangsarn, 2014).

Therefore, the motivation theories are used to explain: 1) the relationship between work happiness (employees' emotions and feelings) and turnover intention through job satisfaction using motivation factors; and 2) the role of a moderator on the relationship between job satisfaction and turnover intention using hygiene factors. In addition, Maslow's theory explains the influence of work happiness on job satisfaction and turnover intention.

2.3 Turnover and Turnover Intention

2.3.1 Turnover

Turnover is employees' movement out of, or withdrawal from, a business or organisation (Almalki, 2012; Johan, Talib, Joseph, & Mooketsag, 2013; Musa, Ahmed, & Bala, 2014). In recent decades, many researchers have argued that the

turnover issue significantly affects organisations (Sachdeve, 2014). High turnover rates may negatively affect organisations' profitability (Kosi, Sulemana, Boateng, & Mensah, 2015; Teerapasert, Piriyakul, & Khantanapha, 2012). Employees who plan to leave their organisation may not concentrate very well, and this may in turn lead to reduced work quality, which may damage the organisation's revenue and profitability (Tracey & Hinkin, 2008). Turnover issues lead to the loss of highly skilled and experienced employees (Yuninnisa, Rizqi, & Ridwan, 2015), and organisations must then spend money to hire and train new staff (Kreitner & Kinicki, 2010; Park & Shaw, 2013).

The separation of employees from an organisation can be voluntary or involuntary (Awang, Amir, & Osman, 2013). Voluntary turnover means that employees leave the organisation willingly—for example, when they receive a better opportunity (Mbah & Ikemefuna, 2012). Involuntary turnover may result from dismissal, redundancy, retirement, long-term illness, physical or mental disability, moving abroad, or death (Saeed, Waseem, Sikander, & Rizwan, 2014).

This study focuses on voluntary turnover, in which employees choose to leave their organisation of their own accord in order to escape negative experiences in the work environment or to seek better and more satisfying opportunities in terms of career augmentation or a higher salary. It is widely acknowledged that identifying and dealing with the antecedents of turnover intentions is effective in reducing actual turnover (Hussain & Asif, 2012).

2.3.2 Turnover Intention

AlBattat and Som (2013) stated that turnover intention is the critical stage prior to actual turnover. Unmet expectations can lead to turnover intentions, which ultimately

force employees to quit (Hassan, 2014). Turnover intention is a plan that comprises the employees' plan to leave their job and the organisations hiring employees (Balogun, Adetula, & Olowodunoye, 2013).

Employees' turnover intention is a major issue in organisations around the world, and in almost all industries (Alhamwan & Mat, 2015), and it is connected to turnover behaviour (Boles et al., 2007). When employees consider leaving their job, they are thought to have an intention to resign from their organisation (Omar, Anuar, Majid, & Johari, 2012). The process of turnover starts with employees thinking about leaving their organisation (Falkenburg & Schyns, 2007; Mobley, 1977). In the next stage, employees intend to search for a new job and consider the cost of leaving their current job. Then, they compare their current work situation with the old one. The intention to quit will continue until it becomes an intention to leave (Falkenburg & Schyns, 2007; Mayfield & Mayfield, 2008).

Empirical research has shown that turnover intention is the best immediate predictor of actual turnover behaviour (Lee & Bruvold, 2003; Musa et al., 2014; Price, 2001; Samad, 2006). Indeed, there is a strong and significant positive relationship between turnover intention and actual turnover (Balogun et al., 2013; Yuninnisa, Rizqi, & Ridwan, 2015). For these reasons, and consistent with previous research, turnover intention is chosen as the criterion variable for this study because it has been recommended as a proxy for measuring actual turnover (Price, 2001). Hence, this study focuses on turnover intention in order to reduce the turnover rate of employees in hotel businesses in Thailand.

2.3.3 Previous Research of Turnover Intention

There are a number of reasons why turnover takes place (Alkahtani, 2015), including individual factors, job-related factors, environmental factors and personal characteristics factors (Mbah & Ikemefuna, 2012).

Price (2001) explained that individual factors include positive or negative affectivity and job satisfaction. Positive or negative affectivity refers to the attitudes and dispositions associated with experiencing pleasant or unpleasant emotional states. Attitudes and dispositions include personality, necessary to success, self-efficacy and the ability to solve problems (Hall, Garnett, Barnes, & Stevens, 2007). Job-related factors consist of role overload, role conflict, role ambiguity, inadequate resources, work autonomy and task variety (Lum, Kervin, Clark, Reid, & Sirola, 1998). Environment factors refer to workplace conditions and environments such as work-unit size, government policy and economic situation (Leblebici, 2012). Benjamin, Femi and Waheed (2012) and Salleh, Nair and Harun (2012) stated that the personal characteristics factors used in most studies include age, tenure, gender, education level, marital status and ethnicity.

Researchers have argued that attitudes and dispositions are important in determining employees' intention to stay (Benjamin, Femi, & Waheed, 2012; Buckley, Schneider, & Shang, 2005; McNearney, Hunnicutt, Maganti, & Rice, 2008). Further, employees' ability to adapt and manage problems affects their job satisfaction (Lonne & Cheers, 2004; Hall et al., 2007; Gow, Warren, Anthony, & Hinschen, 2008). In addition, employees who have a stronger ability to adjust and overcome problems will actively work, accept changes and have good connections (Gow, Warren, Anthony, & Hinschen, 2008). Thus, the ability accommodated to live in fact and could solve problems is a part of work satisfaction and quitting behaviour

(Robinson & Pillemer, 2007). Moreover, McDonough (2007) showed that people with high self-efficacy have lower turnover intention.

Job satisfaction is an important predictor of turnover intention (Moore, 2002; Mbah & Ikemefuna, 2012), and there is a strong association between job satisfaction and turnover intention (Mahdi et al., 2012; Tuntivivat & Piriyaikul, 2015). Robin found that employees with a high level of job satisfaction have a positive attitude towards their job, whereas those who are dissatisfied have a negative attitude (Robin, 1989). Further, satisfied employees can have increased positive outcomes, such as employee satisfaction and better performance, which leads to decreased absenteeism and turnover (Mbah & Ikemefuna, 2012). In addition, employees' motivation ability depends on their level of job satisfaction. High motivation and job satisfaction lead to lower turnover (Wu, 2012).

In summary, this study focuses on individual factors such as employees' attitudes (work happiness) and job satisfaction. The Thai government suggested that small and medium businesses should focus on happiness in the workplace (Tantivivat & Piriyaikul, 2015), as job satisfaction significantly affects the happiness of Thai employees (Limyothin & Trichun, 2012).

2.4 Work Happiness

Work happiness is an important aspect of people's lives (Den Dulk, Groeneveld, Malaterre, & Valcour, 2013). Previous researchers have found that organisations should provide happy workplaces, as happiness at work leads to higher productivity and higher-quality work (Fereidouni, Najdi, & Amiri, 2013; Suphaphun, Sakulkoo, & Tubsree, 2014). Unhappy employees have low job satisfaction and higher turnover intention (Silla, Gracia, Manas, & Peiro, 2010). Work happiness can enhance

employees' competency at work and provide a balance between work and other life experiences (Dalia & Cutler, 1998). People who have a motivation to work are less inclined to leave (Mudor & Tooksoon, 2011). The Thai government established the Thai Health Promotion Foundation to encourage organisations to care for their employees' happiness (Raungarrearat, 2011). In addition, Chawsithiwong (2008) noted that when employees are happy in their workplace, it benefits their organisation in terms of increased productivity, product quality, sales growth and customer satisfaction, and it results in decreased absenteeism, less stress and fewer occupational diseases. Thus, businesses should care for their employees' feelings, perceptions and attitudes (Saenghiran, 2013).

Previous studies have used two terms to define work happiness: wellbeing and happiness at the workplace (Chaiprasit & Santidhirakul, 2011; Chawsithiwong, 2008; Frey & Stutzer, 2000; Suphaphun, Sakulkoo, & Tubsree, 2014), and these terms can be used interchangeably (Frey & Stutzer, 2000; Suphaphun, Sakulkoo, & Tubsree, 2014). Maenapothi (2007) noted that workplace happiness refers to the situation in which personnel work happily and efficiently to achieve goals at the personnel and organisational levels. Similarly, Chawsithiwong (2008) defined happiness at work as individuals who enjoy their work. Suphaphun, Sakulkoo and Tubsree (2014) defined work happiness as the organisation's wellbeing, whereas Chaiprasit and Santidhirakul (2011) defined it as employees' positive emotions and feelings derived from their work. Moreover, it is defined as an individual's work and life satisfaction, or wellbeing at the workplace (Bhattacharjee & Bhattacharjee, 2010; Carleton, 2009). Work happiness is subjective, as employees can report whether they are happy (Andrew, 2011). Wesarat, Sharif and Majid (2015) referred to employees' level of satisfaction with their work and life. In addition, it is defined as happy