

Determinants of Turnover Intention among Thai Massage and Spa Workers in Bangkok

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Abstract This research aimed to examine the effect of job satisfaction, person and organization fit, work life balance, organizational commitment, organizational justice, and trust relationship on turnover intention among workers in the Thai massage and spa business in Bangkok, Thailand, during 2016. The participants were 400 massagers who were the membership list of UTTS by using a simple random sampling. Statistics were frequency, percentages, mean and standard deviation and applied multiple linear regression analysis (MLR) and Chi-square test. The results found that education level and six independent variables, which were Procedural justice, Satisfaction with progress, Trust relationships, Satisfaction with supervisors, Satisfaction with compensation and Satisfaction with the work itself were found to be significantly related to turnover intention. Moreover, trust relationships was the most significantly effect in negative to turnover intention. Therefore, Thai massage and spa business and related units should apply these factors to enhance retention of employees, improve the employees' job satisfaction, motivation, and morale may realize long-term benefits of corporate success, loyalty, productivity, and employee retention, and develop both teamwork and atmosphere in organization to increase trust relationships for employee retention

Key words: Thai massage and spa business, determinants, turnover

Introduction

Traditional Thai massage and spa is one of the oldest treatments and the local massagers normally use both hands and other parts of the body, such as the elbow, knee or foot. This massage is currently well-known and popular in Thai society. Nowadays, Thai massage is gaining popularity for both Thai people and foreigners. There are many Thai massage institutes, both public and private, such as Wat Pho Massage School and Ayurved Thamrong School,

Rajamangala University of Technology, etc. The purpose of massage is generally promoted as treatment for relax muscular all body and also stress or pain after work or exercise.

The Thai massage is both a science and an art. Thai massage is an example of the precious wisdom of Thai people with a long history. Massage has played an important role from the past to the present. Today, Thai massage has become a part of the spa business. Therefore, Thai traditional massage and spa business

has been encouraged by national government policy which was promoted under the Thai government's economic promotion program. The Office of the National Economics and Social Development Board issued guidelines to develop the massage and spa service sector to become a "World Class Health Care Destination" policy.⁽¹⁾

Since 2014, the growth rate of the massage and spa service sector in Thailand has declined by 5-6 percent as a result of the decline in the hotel & resort massage and spa sector. Thus, the turnover rate of massagers increased.⁽²⁾ Then, the turnover rates of employees and massagers were significant factors because this sector focuses on the service quality and skill of the massagers. Therefore, massagers' turnover rate directly affects the overall performance and total revenue of the organization. Due to the significance of overall performance in organization, Thai entrepreneurs were encouraged to adapt management policy to enhance revenue and decrease the turnover rate of massagers. Entrepreneurs had to consider the major factors which were related to the massagers' turnover intention rate.

The purposes of the study were to examine the level of turnover intention of massagers in the Thai massage and spa business in Bangkok and to consider the effect of job satisfaction, personal and organization fit, work life balance, organizational commitment, organizational justice, and trust relationships on massagers' turnover intention.

Methodology

The study employed a combination of descriptive research methods. Firstly, qualitative research, the researchers investigated the major elements which af-

fect turnover intention in the Thai massage and spa business. Direct feedback from experts in the massage and spa sector was obtained by in-depth interviews in order to confirm the variables elicited from the literature review. Secondly, quantitative research was applied for further comprise with qualitative research. A survey method with several measurement scales were employed.

The population

This study was conducted in 2016. The population of this study were comprised of people who were members of the Union of Thai Traditional Society (UTTS) and who worked in Thai massage and spa shops that were located in Bangkok. The population in this research was 53,835 members of UTTS which include entrepreneurs, shop managers, operators, and masseurs subscribed as members of UTTS.

In this study, the sample size was applied from the Taro Yamane formula.⁽³⁾ Hence, the sample size was estimated to be 400 participants based on a confidence level of 95%, with a 5% margin of error.

The sample of this research was based on the Union of Thai Traditional Society members, the participants' names in this research were listed in the membership list of UTTS. The researchers applied the membership list as the sampling frame by using a simple random sampling technique in which each individual in the particular groups of respondents has an equal chance of been selected from the entire population.⁽⁴⁾

Research Instrument/Questionnaire

The questionnaire instrument in this study was designed in English and applied in in-depth interviews to confirm the variables with the Thai massage

and spa experts and by pre-testing the measurement scale. By applying a method developed by Douglas SP and Craig SC,⁽⁵⁾ after translation, the questionnaire was reviewed by Thai massage and spa experts, who were the secretary of UTTS and the research advisor to validate the translations.

The researchers adopted questions from previous studies and the questionnaire comprised with two parts which were: part I the demographic profile, the researcher collected data regarding gender, age, working life, and education level and part II questions on 7 variables which were turnover intention, job satisfaction, person and organization fit, work life balance, organizational commitment, organizational justice and trust relationships.

The measurement of turnover intention was a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree to indicate how the respondents agree or disagree with each particular item.

The turnover intention score in the questionnaire instrument was categorized into 3 levels as provided in the interpretation as follows: 1.00–2.33 (low), 2.34–3.66 (medium) and high (3.67–5.00)

The scores of job satisfaction, person and organization fit, work life balance, organizational commitment, organizational justice and trust relationships in the questionnaire were converted into 3 levels as provided in the interpretation as same as the turnover intention score.

Reliability Test

The researchers conducted a pretest to examine the reliability coefficient of all developed scales. This pre-test was conducted with 39 respondents who were active members of UTTS and worked in Thai massage

and spa shops in Bangkok.

Collection of Data/Gathering Procedures

Data were divided into two groups as follows: (1) primary data – the researcher applied a quantitative method to test in this research. Primary data were collected through the distribution of questionnaires to Thai massage and spa respondents. Moreover, the researcher applied a face-to-face data collection technique to gain primary data from Thai massage and spa experts; (2) secondary data were collected from books, journal articles, and various other sources that related turnover intention and various factors toward turnover intention. The secondary data were applied in exploratory research, the theoretical framework, questionnaire development etc.

Results

The socio-demographics of the participants, it was found that most were female with a high percentage of 93.25, the most age 31–40 years old at 43.4%, their work experience was 1–5 years with the highest percentage of 36.0. For the education level of the participants, it was found the most were vocational certificate level with the highest percentage of 46.75.

The turnover intention was identified at a medium level in 71.25% of the participants.

The average level of total job satisfaction score was 4.22 and ascending by firstly, satisfaction with the work itself, the average score was 4.46, second, satisfaction with coworkers, the average score was 4.27, third, satisfaction with progress the average score was 4.24, forth, satisfaction with supervisors, the average score was 4.09, and finally, satisfaction with compensation, the average score was 4.04.

The average of the total organizational commitment score was 4.20, for the sub-score of the organizational commitment by ascending order, firstly, normative commitment, the average score was 4.25, second, the emotional score, the average score was 4.10, and finally, continuance commitment, the average score was 4.01.

The average of the total organizational justice score was 4.13, for the sub-score for organizational justice by ascending order, firstly, distributive justice score, the average score was 4.16, second, interactional justice, the average score was 4.14, and finally, procedural justice, the average score was 4.09.

In addition, the average of the person and organization fit score was 4.12, the average of the trust relationship score was 4.00, the average of the work life balance score was 4.16, and the average of the turnover intention score was 2.74.

Testing

The analysis of the association between socio-demographic data and turnover intention showed that education level had a statistically significant correlation with the turnover intention by Chi-Square ($\chi^2 = 12.816$, $p=0.046$).

The analysis of multiple linear regressions, the result found six independent variables were statistically significant for turnover intention with R^2 of 0.125 ($p<0.05$). The result indicated that the all six significant independent variables in the equation explained 12.5% of the turnover intention. The six significant independent variables were Procedural justice (OJ2), Satisfaction with progress (S3), Trust relationships (TR), Satisfaction with supervisors (S5), Satisfaction with compensation (S2) and Satisfaction with

the work itself (S1), ($p<0.001$; $F=9.333$)

The constant of standardized coefficients was 4.205; and the Beta (β) values for procedural justice, satisfaction with progress, trust relationships, satisfaction with supervisors, satisfaction with compensation and satisfaction with the work were -0.152, 0.184, -0.272, 0.179, -0.206 and 0.105, respectively. The standardized equation for full model to predict the turnover intention score of the participants was as follow:

$$\text{Turnover intention} = 4.205 - 0.152 (\text{OJ2}) + 0.184 (\text{S3}) - 0.272 (\text{TR}) + 0.179 (\text{S5}) - 0.206 (\text{S2}) + 0.105 (\text{S1})$$

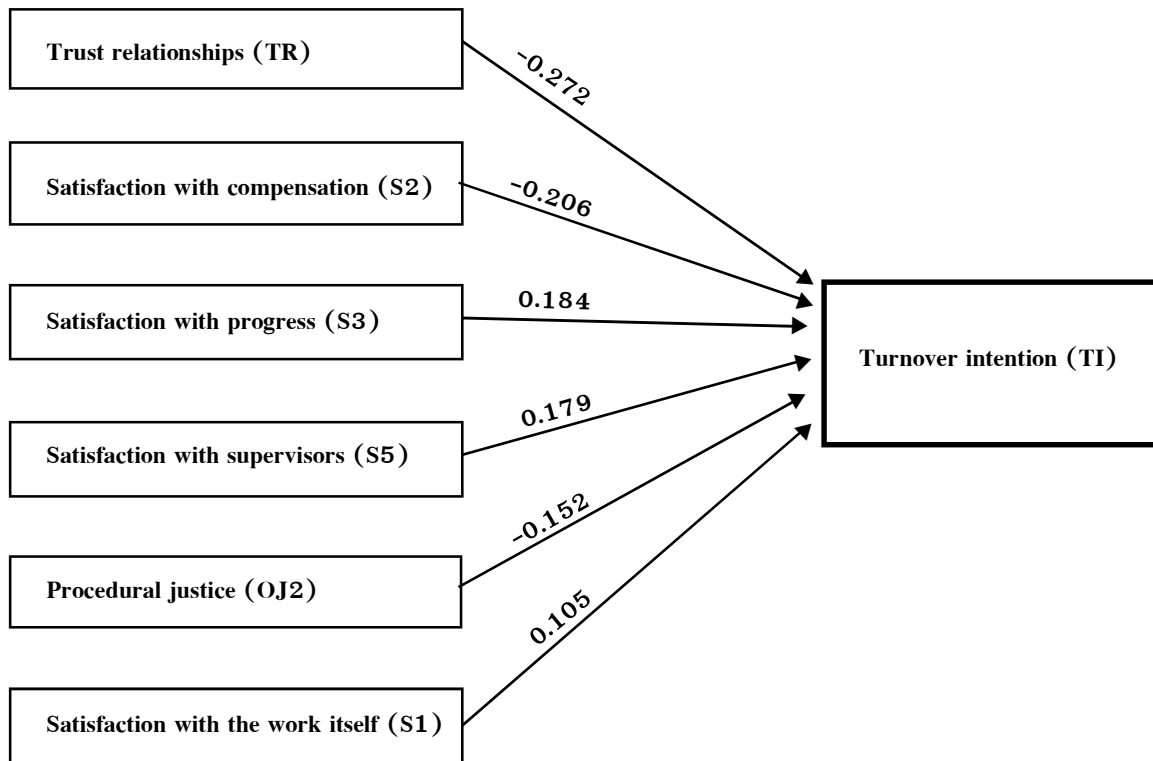
In figure 1, it was found that trust relationships had highest negative influence on turnover intention, follow by satisfaction with compensation and procedural justice. The satisfaction with progress, satisfaction with supervisors, and satisfaction with the work itself were significant positive predictive indicators of turnover intention.

Discussion

The results of the VIF values of three variables were greater than 10 for organizational commitment, organizational justice and normative commitment with VIF values of 18.082, 13.309 and 11.983, respectively. Because there was a relationship between variables and their sub-variables, it could invalidate the predictive model. Consequently, the researcher eliminated them from the analysis.

In addition, the findings indicated that education level, procedural justice, satisfaction with progress, trust relationships, satisfaction with supervisors, satisfaction with compensation and satisfaction with the work itself were associated with turnover intention.

Figure 1 The result of the standardized regression coefficient of independent variables in relation to turnover intention



Particularly, a trust relationship was the most explanatory indicator of turnover intention. The findings of the study revealed that job satisfaction was significantly associated with turnover intention. This finding is consistent with the study of Smith PC, et al.⁽⁶⁾ It showed that the employees might resign from their job even if their work were stable. Some reasons of turnover were economic changes, cost increases, and old colleagues and supervisors. Thus, the key reason was family cost increase. They wanted a new job to fund their expenses. They had more job satisfaction when the value of their compensation was thought to be appropriate.⁽⁷⁾ Hence, the performance of employees and payments were related to each other. It means that when rewards did not match with the performance, the turnover intention was increased.⁽⁸⁾ In addition, the employees might be satisfied or dissatisfied when they work under their supervisor. If em-

ployees were not satisfied with their supervisor, they might consider beginning the turnover intention process. Furthermore, the results of this research were consistent with the study of Aydogdu S and Asikgil B.⁽⁹⁾ The results mostly presented a reverse relationship between the measures of job satisfaction with compensation and turnover intention. This means a decrease in job satisfaction with compensation leads to an increase in turnover intention and vice versa. Moreover, a study of Colquitt JA, et al.⁽¹⁰⁾ had observed association between organization justice and turnover intention, and the result showed that the critical precursors of turnover intention were related to organizational justice. In additional, trust relationship was the main negative effect to turnover intention. These results showed that trust reduced massager' turnover intention which was in accordance with the study of Davis JH, et al.⁽¹¹⁾ on the relationship between trust

and turnover intention and Peltier JW, et al.⁽¹²⁾ proposed that trust was a prerequisite to reduce employees' turnover intention.

Recommendations

The massage and spa businesses and related units should identify those factors to enhance retention of employees and should improve the employees' job satisfaction, motivation, and morale in order to gain long-term benefits of corporate success, loyalty, productivity, and employee retention. Moreover, this business should develop both teamwork and atmosphere in organization to increase trust relationships for employee retention.

Recommendations for further study

Studies should be conducted in the high season and the low season to compare the turnover intention results at different times because in different seasons, the number of tourists was different. This may affect employees' behavior and feelings about changing jobs. Also, more socio-demographic factors should be added, for example, related knowledge about the massage and spa business, attitudes in the massage and spa business and the satisfaction of their customers as there may be some hidden factors that may affect turnover intention and other tourism regions of Thailand should be studied to investigate the economic status of massagers and spa business employees. Including, both qualitative and quantitative data should be collected from employees of the massage and spa business.

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บทคัดย่อ: ปัจจัยที่มีผลต่อความตั้งใจในการเปลี่ยนงานของบุคลากรนวดไทยและสปาไทย: ภาคเอกชน กรุงเทพมหานคร

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มหาวิทยาลัยอัสสัมชัญ

วารสารวิชาการสาธารณสุข 2561;27:162-8.

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาระดับการตั้งใจที่จะเปลี่ยนงานของพนักงานนวดในธุรกิจนวด-แผนไทยและสปา รวมถึงพิจารณาถึงผลกระทบต่อความพึงพอใจในงาน ความสอดคล้องระหว่างบุคคลกับองค์การ ความสมดุลในการใช้ชีวิตการทำงาน ความผูกพันต่อองค์การ ความยุติธรรมในองค์การ และความไว้วางใจที่มีต่อความตั้งใจที่จะเปลี่ยนงานของพนักงานนวดในธุรกิจนวดแผนไทยและสปาในกรุงเทพมหานคร ปี พ.ศ. 2559 กลุ่มตัวอย่างเป็นพนักงานนวด 400 คน ที่เป็นสมาชิกของสมาคมแพทย์แผนไทยแห่งประเทศไทย โดยใช้การสุ่มตัวอย่างอย่างง่าย สถิติที่ใช้ คือ จำนวน ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน การวิเคราะห์การถดถอยเชิงเส้น (MLR) และไควสแควร์ ผลการวิจัยพบว่าการตั้งใจที่จะเปลี่ยนงานของพนักงานนวดอยู่ในระดับปานกลาง ร้อยละ 71.25 ผลการทดสอบไควสแควร์ ระดับการศึกษามีความสัมพันธ์กับการตั้งใจที่จะเปลี่ยนงานอย่างมีนัยสำคัญทางสถิติ ส่วนการวิเคราะห์การถดถอยเชิงเส้นพบว่า 6 ตัวแปร ได้แก่ ความยุติธรรมในการดำเนินการ ความพึงพอใจในความก้าวหน้า ความไว้วางใจ ความพึงพอใจต่อหัวหน้า ค่าตอบแทน และงานมีผลต่อการตั้งใจที่จะเปลี่ยนงานอย่างมีนัยสำคัญทางสถิติ โดยที่ความไว้วางใจมีผลต่อการตั้งใจที่จะเปลี่ยนงานในทางลบมากที่สุด ข้อเสนอแนะ ธุรกิจนวดแผนไทยและสปาและหน่วยงานที่เกี่ยวข้องควรกำหนดปัจจัยเหล่านั้นเพื่อสนับสนุนให้พนักงานคงอยู่ ควรปรับปรุงความพึงพอใจในงาน แรงจูงใจ และขวัญกำลังใจของพนักงานเพื่อให้บริษัทประสบความสำเร็จในระยะยาว ความซื่อสัตย์ ผลผลิตของงาน รวมทั้งการพัฒนาทีมงานและบรรยากาศในองค์การ เพื่อเพิ่มความไว้วางใจ เพื่อให้พนักงานคงอยู่ในองค์การต่อไป

คำสำคัญ: ธุรกิจนวดแผนไทยและสปา, ปัจจัยกำหนด, การตั้งใจที่จะเปลี่ยนงาน