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Determinant Factors of the Tourism Company on Employee Job Satisfaction for Employee Retention in China

Sibo Wang¹
Chompu Nuangjamnong^{2*}

^{1,2} Master of Business Administration
Graduate School of Business and Advanced Technology Management
Assumption University of Thailand

*Corresponding author

¹ Email: sibow1224@gmail.com

² Email: chompunng@au.edu

Abstract

This study aimed to identify and analyze the determinant factors influencing employee job satisfaction and their subsequent impact on employee retention within tourism companies in China. The research explored four key variables organizational culture, pay/salary, workplace environment, and workplace relationships, regarding their contribution to employee job satisfaction and retention. A structured questionnaire was distributed to 388 employees working in tourism companies across China. Multiple linear regression and simple linear regression analyses were conducted to test five hypotheses and determine the relationships between the independent variables and employee job satisfaction, as well as between job satisfaction and employee retention. The findings indicate that that organizational culture, workplace environment, and workplace relationships significantly impact employee job satisfaction. Employee job satisfaction, in turn, has a substantial effect on employee retention. Notably, the workplace environment and employee job satisfaction emerged as critical factors influencing retention. The findings offer practical recommendations for managers and policymakers in retaining employees through targeted interventions in organizational culture and workplace conditions.

Keywords: *Employee job satisfaction, employee retention, organizational culture, workplace environment, tourism industry, China*

1. Background of the Study

As the global tourism industry rebounds from the impacts of COVID-19, significant transformations are underway. The tourism sector is also undergoing a profound digital transformation. The rise of online booking platforms, virtual travel experiences, digital payments, and AI-driven customer service is revolutionizing how travelers engage with tourism services, providing them with more convenient and personalized options (Nuangjamnong, 2022). Concurrently, sustainability has become a critical concern, with companies and destinations

increasingly adopting eco-friendly practices aimed at promoting low-carbon travel and preserving natural and cultural heritage for future generations.

Domestic and short-distance travel have gained popularity due to ongoing international travel restrictions, prompting individuals to explore their own countries and engage in local tourism. This trend is fueling local tourism economies and demonstrating the industry's adaptability and resilience. China plays a pivotal role in both outbound and inbound tourism, significantly influencing the global tourism landscape. The recovery of China's outbound travel is contributing to the global tourism economy, as Chinese tourists are known for their considerable purchasing power. Conversely, the influx of international tourists into China is revitalizing the country's domestic tourism sector (Schein, 2010; Lin & Nuangjamnong, 2022). China's travel policies, health measures, and vaccination strategies impact global travel patterns, setting standards for safe travel and influencing other destinations.

China's commitment to sustainable tourism aligns with global trends, emphasizing ecotourism, cultural heritage preservation, and reducing the tourism industry's carbon footprint. Despite the progress, the industry faces ongoing challenges. The period of disruption over the past three years has resulted in significant talent loss, with many experienced employees leaving the industry and new hires facing difficulties due to a lack of experience (Kongkaew & Nuangjamnong, 2023). The tourism sector is now confronted with high employee turnover and job vacancies, making it crucial to understand the determinants of employee job satisfaction and retention in this evolving landscape.

This study aimed to investigate the key factors influencing job satisfaction and retention among employees in China's tourism industry, offering insights into how companies can better manage their workforce amidst these dynamic changes.

2. Research Objectives

The researchers aimed at five objectives:

- (1) To examine the impact of organizational culture on employee job satisfaction.
- (2) To evaluate the effect of pay/salary on employee job satisfaction.
- (3) To investigate the influence of the work environment on employee job satisfaction.
- (4) To analyze the role of workplace relationships in employee job satisfaction.
- (5) To identify key determinants that affect overall employee job satisfaction and employee retention

It was expected that the key determinants of employee job satisfaction and retention in China's tourism industry could be identified to generate practical implications for companies to create a more supportive and engaging work environment, reduce turnover, attract top talent, and improve overall organizational performance. This can help stabilize the workforce and decrease recruitment and training costs. The obtained results could provide guidance on how to foster a more satisfied and committed workforce, as well as enhance service quality and overall customer experience in the industry.

3. Previous Studies and Hypotheses Development

This section reviews the variables used in the study: organizational culture, pay/salary, work environment, workplace relationships, job satisfaction, and employee retention.

3.1 Studies in Organizational Culture

Organizational culture is a broad and *complex concept* that encompasses the shared values, beliefs, norms, and practices that define the social and psychological environment of an organization. According to Schein (2010), organizational culture consists of the underlying assumptions and values that influence how employees interact and make decisions. It plays a critical role in shaping employees' attitudes, behaviors, and overall job satisfaction. The importance of organizational culture is emphasized by Edgar Schein, who argues that it affects every aspect of organizational life, including employee engagement, productivity, and retention.

Research indicates that organizational culture has a significant impact on *employee job satisfaction*. A strong organizational culture can enhance job satisfaction by creating a supportive work environment that aligns with employees' values and expectations (Deal & Kennedy, 1982; Lin & Nuangjamnong, 2022). For instance, a culture that fosters open communication, recognition, and professional growth can lead to higher levels of job satisfaction. Conversely, a toxic or misaligned culture can result in decreased job satisfaction and higher turnover rates (O'Reilly, Chatman, & Caldwell, 1991).

The relationship between organizational culture and *employee retention* has been well-documented in the literature. According to Nuangjamnong (2022), employees who identify with the organizational culture and perceive it as positive are more likely to stay with the company. A supportive culture that values employee contributions and promotes work-life balance contributes to higher retention rates. In contrast, a negative or unsupportive culture can drive employees to seek employment elsewhere, resulting in higher turnover (Kongkaew & Nuangjamnong, 2023).

The concept of "cultural fit" is central to understanding how organizational culture influences job satisfaction. According to Kristof-Brown, Zimmerman & Johnson (2005), employees who perceive a strong fit between their personal values and the organizational culture are more likely to experience job satisfaction and remain with the company. Cultural

fit not only enhances job satisfaction but also improves overall organizational performance by fostering alignment between individual and organizational goals.

Organizations often need to adapt their culture to meet changing business environments and employee expectations. Research by Giffords & Dina (2003) highlights that organizations can successfully manage cultural change by involving employees in the process, communicating effectively, and aligning cultural changes with organizational goals. Successful cultural change initiatives can lead to improved job satisfaction and retention by addressing issues that negatively impact the work environment.

Various tools and methods have been developed to *measure organizational culture*. The Organizational Culture Inventory (OCI), developed by Cooke et al. (1987), assesses cultural attributes such as leadership style, communication practices, and employee attitudes. Additionally, the Competing Values Framework (CVF) provides a comprehensive approach to understanding and analyzing organizational culture (McGrath, 1984; Walton & Dawson, 2001). These tools help organizations identify areas for improvement and implement strategies to enhance job satisfaction and retention.

3.2 Studies in Pay/Salary

According to Yousaf et al. (2014), pay/salary refers to the financial compensation provided to employees for their work, including base salary, bonuses, benefits, and other forms of remuneration. It is a fundamental aspect of employment that influences employees' perceptions of job value and their overall satisfaction with their roles. Pay/salary is often considered a primary motivator and a key factor in attracting, retaining, and motivating employees.

The relationship between pay/salary and *job satisfaction* is well-documented in the literature. Salary is a significant determinant of job satisfaction, with equitable compensation contributing to higher levels of employee satisfaction (Craig et al., 2020). Research by Craig et al. (2020) also indicates that while salary is a hygiene factor, it still plays a crucial role in job satisfaction when it meets employees' expectations and needs. Fair and competitive pay can enhance job satisfaction by providing employees with a sense of financial security and recognizing their contributions.

Pay/salary has a direct impact on *employee retention*. Studies show that competitive and equitable compensation packages are essential for retaining employees and reducing turnover rates (Hausknecht et al., 2009). According to Tziner et al. (2003), employees are more likely to stay with an organization that offers fair pay relative to their skills and experience. Compensation discrepancies can lead to dissatisfaction and increase the likelihood of employees seeking better opportunities elsewhere.

The concept of *pay equity*, or fairness in compensation, is critical to job satisfaction. Research by Adams (1965) on equity theory suggests that employees compare their pay with that of their peers, and perceived inequities can lead to dissatisfaction and decreased motivation. Employees who perceive that they are compensated fairly relative to their

colleagues are more likely to be satisfied with their jobs and remain with the organization (Greenberg, 1990).

The *structure of pay*, including base salary, performance-based bonuses, and benefits, affects employee motivation and satisfaction. Performance-based pay can enhance job satisfaction by linking compensation to individual and organizational performance (Widener, 2006). However, if not implemented effectively, performance-based pay can lead to unintended consequences, such as unhealthy competition and stress. A well-structured pay system that balances fixed and variable compensation can contribute to higher job satisfaction and retention.

Organizations often use pay satisfaction surveys and tools to gauge employees' perceptions of their compensation. The Pay Satisfaction Questionnaire (PSQ), developed by Heneman & Schwab (1985), assesses various dimensions of pay satisfaction, including salary, benefits, and pay structure. These tools help organizations identify areas for improvement and develop strategies to enhance pay satisfaction and retention. The literature on pay/salary highlights its significant impact on employee job satisfaction and retention. Competitive and equitable compensation is crucial for maintaining employee satisfaction and reducing turnover. Understanding the role of pay in motivation and retention, along with integrating non-monetary rewards, can help organizations effectively manage their compensation strategies and foster a committed workforce.

3.3 Studies in Workplace Environment

The workplace environment encompasses the physical and psychological conditions in which employees perform their job duties. This includes factors, such as office layout, ergonomics, lighting, noise levels, and overall ambiance, as well as the psychological climate, including stress levels, workload, and work-life balance. A positive work environment is crucial for enhancing employees' well-being, productivity, and overall job satisfaction (Ajala, 2012; Chandrasekar, 2011).

Research has consistently shown that the work environment significantly affects *job satisfaction*. According to Hackman & Oldham (1976), a well-designed work environment that supports job autonomy, skill variety, and task significance can lead to increased job satisfaction. Physical aspects, such as comfortable and safe working conditions, are fundamental to ensuring that employees feel valued and are able to perform their tasks efficiently (Oldham & Hackman, 2010). Additionally, a supportive psychological climate, including manageable stress levels and clear communication, contributes to higher job satisfaction (Kongkaew & Nuangjamnong, 2023).

The work environment has a direct impact on *employee retention*. Studies by Judge & Bono (2001) have demonstrated that employees are more likely to stay with organizations that provide a positive and supportive work environment. Factors, such as effective stress management, adequate resources, and a healthy work-life balance are associated with lower turnover rates (Ramlall, 2004). Conversely, a negative or stressful work environment can lead to higher turnover, as employees seek more favorable conditions elsewhere (Schaufeli & Bakker, 2004).

The *psychological climate* of the work environment, including aspects like organizational support, leadership style, and interpersonal relationships, plays a crucial role in *job satisfaction*. A positive psychological climate enhances job satisfaction by fostering a sense of security and support among employees. Leaders who promote open communication, provide feedback, and support employee development contribute to a positive psychological climate (Schyns et al., 2009).

The *physical conditions* of the work environment, including *ergonomics*, workspace design, and safety, are critical to employee satisfaction and performance. Research by Salas et al. (2010) indicates that ergonomically designed workspaces reduce physical discomfort and increase job satisfaction. Safe and well-maintained work environments contribute to employees' health and well-being, which in turn affects their overall satisfaction and retention.

A positive work environment not only enhances *job satisfaction* and *retention* but also contributes to overall *organizational performance*. According to a study by Harter et al. (2002), organizations with positive work environments experience higher levels of employee engagement, productivity, and profitability. Employees who are satisfied with their work environment are more likely to contribute to organizational success through increased motivation and performance (Locke & Latham, 2002).

The work environment highlights its significant impact on employee job satisfaction and retention. A positive work environment, characterized by supportive physical and psychological conditions, contributes to higher job satisfaction and lower turnover rates. By addressing factors, such as ergonomics, stress management, and psychological climate, organizations can create a conducive work environment that enhances employee well-being and organizational performance.

3.4 Studies in Workplace Relationships

Workplace relationships refer to the interactions and connections between employees, including relationships with supervisors, colleagues, and other stakeholders within an organization. These relationships encompass communication, collaboration, support, and interpersonal dynamics. According to Cropanzano & Wright (2001), positive workplace relationships are essential for creating a supportive work environment and fostering a sense of community and belonging among employees.

The quality of workplace relationships has a significant impact on *job satisfaction*. Positive interactions with supervisors and colleagues contribute to higher levels of job satisfaction by providing emotional support, recognition, and a sense of inclusion. Employees who perceive strong and supportive relationships in the workplace are more likely to feel satisfied with their jobs and engaged in their work. Conversely, negative workplace relationships, such as conflict or lack of support, can lead to dissatisfaction and disengagement.

Positive workplace relationships are closely linked to *employee retention*. According to a study by Harter et al. (2002), employees who experience supportive and collaborative

relationships are more likely to stay with the organization. Strong relationships with supervisors and peers contribute to a positive work environment that enhances job satisfaction and reduces turnover (Jaramillo et al., 2011). On the other hand, poor relationships and unresolved conflicts can drive employees to seek alternative employment opportunities (Jaramillo et al., 2011).

The relationship between employees and their *supervisors* plays a crucial role in shaping job satisfaction and retention. Research by LMX (Leader-Member Exchange) theory suggests that high-quality supervisory relationships characterized by trust, support, and mutual respect lead to higher job satisfaction and lower turnover. Supervisors who provide constructive feedback, recognize achievements, and support career development contribute to positive workplace relationships and employee satisfaction (Eisenberger et al., 2001).

Peer relationships, including interactions with colleagues, are also critical to job satisfaction and retention. Positive peer relationships foster collaboration, reduce workplace stress, and enhance job satisfaction. A supportive network of colleagues can provide emotional and practical support, which is essential for maintaining high levels of job satisfaction (Szutenbach, 2008).

The broader *organizational culture* influences the nature of workplace relationships. Research by Schein (2010) emphasizes that a culture that promotes open communication, mutual respect, and teamwork fosters positive workplace relationships. Organizations with a culture that values and supports interpersonal relationships tend to experience higher levels of employee satisfaction and retention.

Several tools and methods are available for *assessing* workplace relationships. Instruments, such as the Workplace Relationships Survey (WRS) by Gable et al. (2003) and the Organizational Climate Questionnaire (OCQ) provide insights into the quality of workplace relationships. These tools help organizations identify areas for improvement and implement strategies to enhance interpersonal dynamics and overall job satisfaction. The literature on workplace relationships underscores their critical role in influencing job satisfaction and employee retention. Positive relationships with supervisors and peers contribute to a supportive work environment, higher job satisfaction, and reduced turnover. By fostering strong interpersonal connections and effectively managing conflicts, organizations can enhance employee well-being and overall organizational performance.

3.5 Studies in Employee Job Satisfaction

Employee job satisfaction refers to the level of contentment employees feel regarding their job roles and work environment. It encompasses various facets of work, including job tasks, work conditions, compensation, and relationships with colleagues and supervisors. Job satisfaction is a crucial aspect of organizational behavior, as it influences employees' motivation, performance, and overall well-being (Judge & Bono, 2001). High job satisfaction is associated with positive outcomes such as increased productivity, lower absenteeism, and enhanced organizational commitment (Harter et al., 2002).

Several *theoretical frameworks* explain job satisfaction. Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors and motivators. Hygiene factors (e.g., salary, working conditions) prevent dissatisfaction but do not necessarily increase satisfaction, while motivators (e.g., achievement, recognition) contribute to higher levels of job satisfaction. Similarly, the Job Characteristics Model (Hackman & Oldham, 1976; Alshmemri et al., 2017) posits that job satisfaction is influenced by core job dimensions, such as skill variety, task identity, task significance, autonomy, and feedback. This model emphasizes that jobs that are inherently motivating lead to higher satisfaction.

Several *factors* influence employee job satisfaction. *Organizational culture* plays a significant role, as a supportive and positive culture enhances job satisfaction (Schein, 2010). *Pay and salary* are also crucial, as fair and competitive compensation contributes to job satisfaction (Rynes et al., 1989). *Workplace environment* factors, including physical conditions and psychological climate, affect employees' feelings about their jobs (Kahn, 1990). Additionally, *workplace relationships* with supervisors and colleagues are vital for job satisfaction, as supportive and positive interactions contribute to a more satisfying work experience (Cropanzano & Wright, 2001).

Job satisfaction is commonly *measured* using various tools and surveys. The *Job Satisfaction Survey (JSS)* by Spector (1985) assesses multiple dimensions of job satisfaction, including pay, promotion, supervision, and coworkers. The *Minnesota Satisfaction Questionnaire (MSQ)*, developed by Weiss et al. (1967), evaluates intrinsic and extrinsic aspects of job satisfaction. These tools provide valuable insights into employees' satisfaction levels and identify areas for improvement.

Job satisfaction has a strong relationship with *employee retention*. Research indicates that higher levels of job satisfaction are associated with lower turnover rates. Employees who are satisfied with their jobs are more likely to stay with the organization and contribute positively to its success. Conversely, dissatisfaction can lead to increased turnover intentions and actual turnover (Terera & Ngirande, 2014). Factors, such as job enrichment, recognition, and career development opportunities are particularly influential in retaining satisfied employees (Hausknecht et al., 2009).

Job satisfaction not only affects individual employees but also has implications for *organizational performance*. Studies by Harter et al. (2002) demonstrate that organizations with higher employee job satisfaction experience better overall performance, including increased productivity, improved customer satisfaction, and greater profitability. Satisfied employees are more engaged, contribute to a positive work environment, and drive organizational success (Locke & Latham, 2002).

Organizations can implement various *interventive strategies* to improve job satisfaction. These include *providing opportunities for career advancement, recognizing and rewarding achievements, ensuring fair compensation, and creating a supportive work environment* (Pfeffer, 1998). *Employee feedback mechanisms* and regular surveys can help identify areas for improvement and tailor interventions to meet employees' needs and

expectations (Niskala et al., 2020). Employee job satisfaction highlights its critical role in influencing individual performance and organizational success. Understanding the factors that contribute to job satisfaction, such as organizational culture, pay, work environment, and workplace relationships, is essential for developing effective strategies to enhance employee satisfaction and retention. By addressing these factors, organizations can improve job satisfaction and foster a more engaged and committed workforce.

3.6 Studies in Employee Retention

Employee retention refers to the ability of an organization to keep its employees over time. It involves strategies and practices designed to maintain a stable workforce and reduce turnover rates. High employee retention is crucial for organizational stability, continuity, and performance. It helps minimize the costs associated with recruiting, training, and onboarding new employees, and ensures that experienced employees remain in key positions (Al Mamun & Hasan, 2017).

Several *theoretical frameworks* explain employee retention. Herzberg's Two-Factor Theory (1959) posits that job satisfaction and dissatisfaction are influenced by different factors. While hygiene factors (e.g., salary, working conditions) prevent dissatisfaction, motivators (e.g., achievement, recognition) drive satisfaction and retention. Social Exchange Theory (Blau, 1964) suggests that employees are more likely to remain with an organization that reciprocates their contributions with support, rewards, and fair treatment. *Organizational Commitment Theory* (Allen & Meyer, 1991) identifies three types of commitment—*affective*, *continuance*, and *normative*—that influence retention. Affective commitment, or emotional attachment to the organization, is particularly strong in predicting retention.

Several factors influence employee retention:

- *Compensation and Benefits*: Competitive salary and benefits are fundamental to retaining employees. Research by Rynes et al. (1989) indicates that fair and equitable compensation plays a significant role in retention. Employees who perceive their pay and benefits as competitive are more likely to stay with the organization.
- *Work Environment*: A positive and supportive work environment contributes to employee retention. Factors such as work-life balance, safe and comfortable working conditions, and a positive organizational climate enhance employees' likelihood of staying with the company.
- *Career Development Opportunities*: Providing opportunities for career growth and professional development is crucial for retaining employees. According to a study by Tews & Noe (2019), employees are more likely to remain with organizations that offer training, advancement opportunities, and clear career paths.
- *Leadership and Management*: Effective leadership and management practices significantly impact employee retention. Research by Judge & Piccolo (2004) highlights that supportive and transformational leadership styles foster a positive work environment and improve retention rates. Employees who feel supported and valued by their supervisors are more likely to stay with the organization.

- *Workplace Relationships:* Positive relationships with supervisors and colleagues contribute to retention. Studies by Cropanzano & Wright (2001) show that strong interpersonal relationships in the workplace create a supportive environment that encourages employees to stay.
- *Employee Engagement:* Employee engagement is closely linked to retention. Research by Harter et al. (2002) indicates that engaged employees are more committed and likely to remain with their organizations. Engagement involves employees' emotional investment in their work and alignment with organizational goals. High engagement levels lead to lower turnover and increased organizational performance.
- *Retention Measurement:* Employee retention is measured through various metrics, including turnover rates, retention rates, and employee tenure. Tools such as exit interviews, employee satisfaction surveys, and retention analytics provide insights into the reasons behind turnover and the effectiveness of retention strategies. These tools help organizations identify retention challenges and develop targeted interventions (Kashyap & Rangnekar, 2014).

High employee retention positively impacts *organizational performance*. Studies by Harter et al. (2002) reveal that organizations with high retention rates experience improved productivity, customer satisfaction, and overall performance. Retained employees bring valuable experience, knowledge, and continuity to the organization, contributing to its long-term success. Employee retention underscores its importance for organizational stability and performance. Factors such as compensation, work environment, career development, leadership, and workplace relationships play critical roles in influencing retention. By implementing effective retention strategies and addressing the factors that impact employee satisfaction, organizations can enhance their ability to retain a skilled and committed workforce.

As seen in the previous studies reviewed on four key factors that have impact on job satisfaction and employee retention, the researchers therefore formulated five hypotheses in accordance with the identified research objectives, as shown in the next section.

4. Hypotheses Development

The researchers selected most relevant literature to formulate five hypotheses as follows:

4.1 Hypothesis 1 (H1): Organizational culture impacts employee job satisfaction.

Hypothesis 1 is based on the concept of organizational culture as the shared values, beliefs, and practices within an organization that shape the behavior and attitudes of its employees (Schein, 2010). It influences various aspects of employee experience, including job satisfaction, by creating a supportive and engaging work environment. Cameron & Quinn (2006) emphasized that employees who perceive their organizational culture as supportive and aligned with their personal values are more likely to report higher levels of job satisfaction. This relationship is supported by the Job Characteristics Model, which posits

that a positive organizational culture enhances job satisfaction by providing meaningful work and supportive work conditions (Hackman & Oldham, 1976).

4.2 Hypothesis 2 (H2): Pay/salary affects employee job satisfaction.

Hypothesis 2 is based on the work of Rynes et al. (1989) that pay/salary influences employees' perceptions of their job value and satisfaction. Research by Locke & Latham (2002) emphasizes that equitable and competitive pay is a key determinant of job satisfaction. Herzberg's Two-Factor Theory (1959) further supports this by categorizing salary as a hygiene factor that prevents dissatisfaction but does not necessarily increase satisfaction unless it meets employees' expectations. Studies by Gerhart & Rynes (2003), and Judge & Bono (2001) confirm that fair and competitive compensation positively affects job satisfaction by providing financial security and acknowledging employees' contributions.

4.3 Hypothesis 3 (H3): Work environment influences employee job satisfaction.

Hypothesis 3 is based on the physical and psychological conditions under which employees work, such as office layout, ergonomics, and overall ambiance, in the study by Spector (1985). According to Kahn (1990), a supportive physical and psychological work environment contributes to higher job satisfaction by enhancing employees' comfort, safety, and sense of belonging. Hackman and Oldham's Job Characteristics Model (1976) also suggests that a well-designed work environment that offers autonomy and feedback increases job satisfaction. Salas et al. (2010) asserted that ergonomically designed workspaces and effective stress management practices positively impact job satisfaction.

4.4 Hypothesis 4 (H4): Workplace relationships affect employee job satisfaction.

Hypothesis 4 is based on the concept of workplace relationships as interactions and connections between employees, including relationships with supervisors, colleagues, and other stakeholders (Cropanzano & Wright, 2001). Kahn (1990) and Cropanzano & Wright (2001) revealed that supportive and positive relationships with supervisors and peers enhance job satisfaction by providing emotional support, recognition, and a sense of community. Schaubroeck et al. (2008) also emphasized that strong interpersonal relationships foster collaboration and reduce workplace stress, leading to increased job satisfaction.

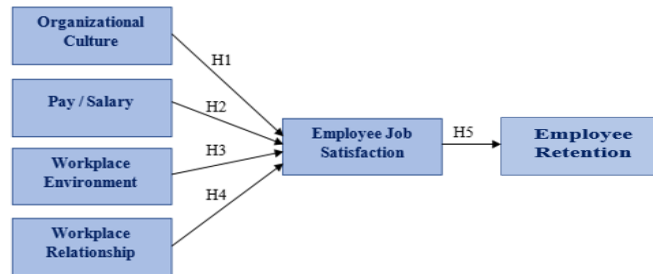
4.5 Hypothesis 5 (H5): Job satisfaction determines employee retention.

Hypothesis 5 is based on the work of Locke & Latham (2002) that employees' overall contentment with their job roles and work environment are crucial determinant of employees' intention to stay with or leave an organization. The relationship between job satisfaction and employee retention is supported by Harter et al. (2002) in that higher job satisfaction is associated with lower turnover rates. Studies by Tett et al. (1991) and Hausknecht et al. (2009) also support such findings, showing that satisfied employees are more committed and less likely to seek alternative employment opportunities.

5. Conceptual Framework

Based on the research objectives and corresponding hypotheses, the researchers condensed them into a conceptual framework for the study as shown in Figure 1.

Figure 1: Determinant Factors of the Tourism Company on Employee Job Satisfaction and Employee Retention in China



Source: Wang & Nuangjamnong (2025)

6. Research Methodology

6.1 Research Design

This study investigates the determinant factors of employee job satisfaction and retention within the tourism industry in China, focusing on the impact of four key independent variables: organizational culture (H1), pay/salary (H2), work environment (H3), and workplace relationships (H4). The dependent variables examined are job satisfaction (H5) and employee retention.

The research design incorporates quantitative approaches to thoroughly examine these relationships. The primary method of data collection is a structured questionnaire, divided into three parts, with 40 questions. These questions are designed to measure *six key variables* in the research model, along with additional items related to screening and demographic information. Specifically, the questionnaire includes:

- Three screening questions to ensure the relevance of respondents.
- Seven demographic questions to gather background information on respondents.
- Thirty measurement questions directly related to the research variables.

To ensure the reliability of the questionnaire, Cronbach's Alpha was utilized to assess the internal consistency of the measurement items. A pilot study involved 30 participants to further validate the questionnaire, identifying any unclear or confusing items.

For data analysis, both simple linear regression (SLR) and multiple linear regression (MLR). MLR were used to analyze the impact of the independent variables—organizational culture, pay/salary, work environment, and workplace relationships—on job satisfaction and employee retention. Following this, SLR was applied to examine the direct effect of job satisfaction on employee retention.

6.2 Sampling Plan

Population

Specifically, the study focused on full-time employees in the tourism industry who have been with their current employer for at least six months, as this duration is deemed sufficient for employees to develop an understanding of the organizational culture, pay structure, work environment, and workplace relationships. The target population also

included employees from different regions within China to ensure a comprehensive understanding of the factors influencing job satisfaction and retention across the country's tourism industry.

Sample

In this study, the sample size was determined based on several factors, including the population size, the desired confidence level, and the margin of error. Given the large and diverse nature of the tourism industry in China, a sample size that adequately represents the target population is necessary to generalize the findings. The size of approximately 385-390 respondents was considered optimal to achieve a balance between statistical power and practical considerations, such as time and resource constraints.

The chosen sample size allows for sufficient variability within the responses, providing the ability to detect meaningful relationships between the independent variables (organizational culture, pay/salary, work environment, workplace relationships) and the dependent variables (employee job satisfaction and employee retention). To ensure that the sample is representative of the entire population, a stratified sampling method is used. This approach involves dividing the population into strata based on key characteristics, such as job role, geographic location, and company type. Random samples are then drawn from each stratum to ensure that all relevant subgroups are adequately represented in the final sample.

A sample size of 385-390 was consistent with guidelines for conducting multiple regression analyses, as recommended by “*Sample size calculator from www.statskingdom.com,*” which suggest a minimum of 385 for reliable results. In this study, with four independent variables, a larger sample size of 385-390 is chosen to increase the generalizability and robustness of the findings.

6.3 Validity and Reliability

Content Validity (IOC)

The content validity of the questionnaire items was assessed using the Item-Objective Congruence (IOC) index. Three experts in the field of tourism management were consulted to evaluate the relevance and clarity of the 30 questions included in the questionnaire. All 30 questions received IOC scores greater than 0.5, indicating satisfactory content validity. This evaluation process ensured that each question was carefully crafted and aligned with the specific variables being studied. As a result, the final questionnaire comprises 30 well-validated questions, enhancing the accuracy and relevance of the data collected for the study (see Table 1).

Table 1: The Item Objective Congruence (IOC) Index with Three Experts

Variables	Before number of items	After number of items	IOC weight score from three experts
Organization culture	5	5	0.67 – 1.00
Pay/salary	5	5	0.67 – 1.00
Workplace environment	5	5	0.67 – 1.00
Workplace relationship	5	5	0.67 – 1.00
Employee job satisfaction	5	5	0.67 – 1.00
Employee retention	5	5	0.67 – 1.00

Cronbach's Alpha Reliability with Pilot Test

To assess the reliability and consistency of the questionnaire's variables, a pilot test was conducted with 30 participants. Cronbach's Alpha, a widely accepted measure of internal consistency, was used to evaluate the accuracy of the measurement variables. As suggested by Taber (2018), pilot tests are instrumental in evaluating reliability, with Cronbach's Alpha serving as a standard measure, particularly suitable for research employing 5-point Likert scales (Erford et al., 2017).

The Cronbach's Alpha values obtained from the pilot test of the questionnaire, which included 30 participants. The alpha coefficients reflect the internal consistency of each variable and its associated items, providing insights into the reliability of the measurement instrument. Five items for organizational culture (OC) ($\alpha = 0.832$), five items for pay/salary (PS) ($\alpha = 0.893$), five items for workplace environments (WE) ($\alpha = 0.766$), five items for employee job satisfaction (JS) ($\alpha = 0.997$), employee retention (ER) for five items ($\alpha = 0.809$), and workplace relationships (WR) for five items ($\alpha = 0.814$).

The Cronbach's Alpha values demonstrate the reliability of the questionnaire, with most values falling within the "Good" to "Excellent" range. Items scoring below 0.7 are marked as "Questionable" or "Acceptable," indicating areas for potential improvement. Overall, the data confirms that the questionnaire is reliable for further research (see Table 2).

Table 2: Cronbach's Alpha for Pilot Test ($n=30$)

Variable	Cronbach's Alpha	Strength of Association
Organizational Culture (OC)	0.832	Good
OC1: I believe the company's organizational culture supports employee well-being.	0.780	Acceptable
OC2: My tourist company promotes a culture of fairness and equality.	0.800	Good
OC3: My tourist company is open and honest communication within the company.	0.832	Good
OC4: I feel that my tourist company values employees' opinions and suggestions	0.860	Good
OC5: I think my tourist company organizational culture fosters teamwork.	0.803	Good
Pay/Salary (PS)	0.893	Good
PS1: I am satisfied with my current compensation.	0.880	Good
PS2: I am satisfied with the benefits provided by my tourist company	0.914	excellent
PS3: My compensation level matches my work contribution	0.821	Good
PS4: I am satisfied with my tourist company bonus system.	0.929	Good
PS5: The benefits provided by my tourist company are helpful to me and my family.	0.843	Good
Workplace Environments (WE)	0.766	Acceptable
WE1: I am satisfied with my tourist company's work environment.	0.650	Questionable
WE2: I believe the work environment helps improve my work efficiency.	0.855	Good
WE3: My tourist company provides good work equipment and facilities.	0.815	Good
WE4: My work environment has a positive impact on my physical and mental health.	0.753	Acceptable
WE5: I feel my work environment promotes team collaboration.	0.612	Questionable
Employee Job Satisfaction (JS)	0.997	Excellent
JS1: I am satisfied with my job content.	0.919	Excellent
JS2: I find my work meaningful and challenging.	0.825	Good
JS3: I am satisfied with my work relationships.	0.978	Excellent
JS4: My work stress is within an acceptable range.	0.840	Good
JS5: I am satisfied with the overall work environment of my tourist company.	0.973	Excellent
Employee Retention (ER)	0.809	Good
ER1: I am willing to work for my tourist company for the long term.	0.806	Good
ER2: I feel my tourist company provides sufficient career development opportunities.	0.811	Good
ER3: I am satisfied with my tourist company's retention policies.	0.806	Good
ER4: I think my tourist company's recognition and rewards for employees are effective.	0.793	Acceptable
ER5: I feel my tourist company shows adequate care and support for its employees.	0.723	Acceptable
Workplace Relationships (WR)	0.814	Good
WR1: I have a positive working relationship with my immediate supervisor.	0.802	Good
WR2: I feel supported by my colleagues in my daily work activities.	0.817	Good
WR3: Communication within my team is open, transparent, and effective.	0.806	Good
WR4: I can rely on my colleagues when I need help or advice at work.	0.893	Good
WR5: The relationships I have with my coworkers positively affect my job satisfaction.	0.821	Good

7. Analysis of Results

7.1 Respondents

Out of the initial 402 respondents, 388 met the criteria for data analysis based on the screening questions, while 14 did not. This yields a total of 388 valid responses, representing 97.24% of the expected sample size of 390 respondents. The high response rate indicates a robust dataset for analyzing the impact of various factors on employee job satisfaction and retention (see Table 3).

Table 3: Number of Respondents

Respondents during data collect with the survey = 402	Respondents for data analysis
Screening questions - Yes = 388, No = 14	388
Expected sample size 390 respondents (100%)	388 (97.24%)

7.2 Respondents' Demographic Information

Table 4 provides a comprehensive overview of the demographic characteristics of the 388 respondents. The age distribution shows that 30.9% are under 25 years old, 25.3% are between 25 and 34 years old, 20.1% fall into the 35 to 44 age group, 20.6% are between 45 and 54 years old, and 3.1% are 55 years old and above. In terms of gender, 23.2% of respondents are male, 55.7% are female, and 21.1% prefer not to disclose their gender.

Regarding education, 16.2% have a high school diploma or equivalent, 18.6% hold an associate degree, 42.3% possess a bachelor's degree, 5.9% have a master's degree, and 17.0% have obtained a doctorate. The distribution of job roles indicates that 29.4% are in entry-level positions, 29.6% are mid-level, 26.3% are in senior-level roles, and 14.7% hold executive-level positions.

The years of experience in the tourism industry reveal that 4.6% have less than 1 year of experience, 6.2% have 1-3 years, 42.3% have 4-6 years, 21.9% have 7-10 years, and 25.0% have more than 10 years. In terms of the sector within the tourism industry, 32.7% work in travel agencies, 34.5% are employed in hotels or resorts, 9.5% work for airlines, and 23.2% are involved with tour operators.

Finally, the size of the current organization varies, with 34.8% having fewer than 50 employees, 32.5% having 50-199 employees, 3.9% in organizations with 200-499 employees, 5.2% with 500-999 employees, and 23.7% working for organizations with 1,000 or more employees.

Table 4: Demographic Information on Frequency and Percentage

Description	Frequency	Percentage
Age group	388	100.0
a) Under 25 years old	120	30.9
b) 25-34 years old	98	25.3
c) 35-44 years old	78	20.1

Description	Frequency	Percentage
d) 45-54 years old	80	20.6
e) 55 years old and above	12	3.1
Gender	388	100.0
a) Male	90	23.2
b) Female	216	55.7
c) Prefer not to say	82	21.1
Highest level of education	388	100.0
a) High school diploma or equivalent	63	16.2
b) Associate degree	72	18.6
c) Bachelor's degree	164	42.3
d) Master's degree	23	5.9
e) Doctorate	66	17.0
Current job role	388	100.0
a) Entry-level (e.g., receptionist, junior staff)	114	29.4
b) Mid-level (e.g., supervisor, manager)	115	29.6
c) Senior-level (e.g., director, senior manager)	102	26.3
d) Executive-level (e.g., CEO, VP)	57	14.7
Years of experience in the tourism industry	388	100.0
a) Less than 1 year	18	4.6
b) 1-3 years	24	6.2
c) 4-6 years	164	42.3
d) 7-10 years	85	21.9
e) More than 10 years	97	25.0
Sector of the tourism industry do you work in	388	100.0
a) Travel agency	127	32.7
b) Hotel or resort	134	34.5
c) Airline	37	9.5
d) Tour operator	90	23.2
Size of current organization	388	100.0
a) Fewer than 50 employees	135	34.8
b) 50-199 employees	126	32.5
c) 200-499 employees	15	3.9
d) 500-999 employees	20	5.2
e) 1,000 or more employees	92	23.7

7.3 Mean and Standard Deviation of Variables

According to Imsa-ard (2021), the criteria for interpreting mean scores are as follows

Mean score	Interpretation
4.21 - 5.00	Very high
3.21 - 4.20	High
2.61 - 3.20	Neutral
1.81 - 2.60	Low
1.00 - 1.80	Very low

Table 5 summarizes the descriptive statistics for various variables, including Organizational Culture, Pay/Salary, Workplace Environment, Employee Job Satisfaction, Employee Retention, and Workplace Relationships. Each variable's mean and standard deviation are presented, along with an interpretation based on established criteria.

The mean score for Organizational Culture (OC) is 3.88 with a standard deviation of 0.897, indicating a high level of perception. The sub-items of OC show high scores, with “I believe the company’s organizational culture supports employee well-being” achieving the highest mean of 4.16, reflecting a high level of agreement.

For Pay/Salary (PS), the mean is 3.93 with a standard deviation of 0.762, which is categorized as high. The item “I am satisfied with my tourist company bonus system” has the highest mean score of 4.05, suggesting a strong positive perception of the bonus system.

Workplace Environment (WE) has a mean score of 4.18 and a standard deviation of 0.867, categorized as high. Notably, “I feel my work environment promotes team collaboration” and “My work environment has a positive impact on my physical and mental health” have mean scores of 4.31 and 4.25, respectively, both classified as very high.

Employee Job Satisfaction (JS) scores a mean of 4.08 with a standard deviation of 0.854, indicating high satisfaction levels. The item “I find my work meaningful and challenging” stands out with a mean score of 4.25, categorized as very high.

Retention (ER) shows a mean score of 4.09 and a standard deviation of 0.836, reflecting high levels of retention. The item “I am satisfied with my tourist company’s retention policies” has the highest mean of 4.82, indicating very high satisfaction with retention policies.

Lastly, Workplace Relationships (WR) has a mean of 4.11 with a standard deviation of 0.873, categorized as high. The highest mean score in this category is 4.22 for the item “I have a positive working relationship with my immediate supervisor,” which is classified as very high.

Overall, the data suggests strong positive evaluations across all variables, with several items rated as very high, particularly in the areas of workplace environment and employee retention.

Table 5: Mean and Standard Deviation

Variable	Mean	SD.	Interpretation
Organizational Culture (OC)	3.88	0.897	High
OC1: I believe the company's organizational culture supports employee well-being.	4.16	0.931	High
OC2: My tourist company promotes a culture of fairness and equality.	3.68	0.837	High
OC3: My tourist company is open and honest communication within the company.	3.88	0.901	High
OC4: I feel that my tourist company values employees' opinions and suggestions	3.83	0.917	High
OC5: I think my tourist company organizational culture fosters teamwork.	3.85	0.901	High

Pay/Salary (PS)	3.93	0.762	High
PS1: I am satisfied with my current compensation.	3.74	0.690	High
PS2: I am satisfied with the benefits provided by my tourist company	3.92	0.820	High
PS3: My compensation level matches my work contribution	4.00	0.790	High
PS4: I am satisfied with my tourist company bonus system.	4.05	0.780	High
PS5: The benefits provided by my tourist company are helpful to me and my family.	3.94	0.730	High
Workplace Environments (WE)	4.18	0.867	High
WE1: I am satisfied with my tourist company's work environment.	4.05	0.965	High
WE2: I believe the work environment helps improve my work efficiency.	4.25	0.764	Very High
WE3: My tourist company provides good work equipment and facilities.	4.05	0.965	High
WE4: My work environment has a positive impact on my physical and mental health.	4.25	0.764	Very High
WE5: I feel my work environment promotes team collaboration.	4.31	0.875	Very High
Employee Job Satisfaction (JS)	4.08	0.854	High
JS1: I am satisfied with my job content.	3.92	0.885	High
JS2: I find my work meaningful and challenging.	4.25	0.764	Very High
JS3: I am satisfied with my work relationships.	4.00	0.927	High
JS4: My work stress is within an acceptable range.	4.04	0.911	High
JS5: I am satisfied with the overall work environment of my tourist company.	4.17	0.782	High
Employee Retention (ER)	4.09	0.836	High
ER1: I am willing to work for my tourist company for the long term.	3.82	0.921	High
ER2: I feel my tourist company provides sufficient career development opportunities.	3.96	0.761	High
ER3: I am satisfied with my tourist company's retention policies.	4.82	0.921	Very High
ER4: I think my tourist company's recognition and rewards for employees are effective.	3.96	0.761	High
ER5: I feel my tourist company shows adequate care and support for its employees.	3.90	0.816	High
Workplace Relationships (WR)	4.11	0.873	High
WR1: I have a positive working relationship with my immediate supervisor.	4.22	0.885	Very High
WR2: I feel supported by my colleagues in my daily work activities.	4.11	0.927	High
WR3: Communication within my team is open, transparent, and effective.	4.04	0.911	High
WR4: I can rely on my colleagues when I need help or advice at work.	4.17	0.782	High
WR5: The relationships I have with my coworkers positively affect my job satisfaction.	4.02	0.861	High

7.4 Hypothesis Testing Results

7.4.1 Multiple Linear Regression for H1, H2, H3, and H4

Statistical Hypothesis

H₀: Organizational culture (H1), pay/salary (H2), workplace environment (H3), and workplace relationship (H4) have no significant effect on employee job satisfaction toward employee retention.

H_a: Organizational culture (H1), pay/salary (H2), workplace environment (H3), and workplace relationship (H4) have a significant effect on employee job satisfaction toward employee retention.

Table 6: Multiple Linear Regression Analysis for H1, H2, H3, and H4

Hypothesis	B	SE B	β	<i>t</i>	<i>p</i>	VIF	Decision H ₀
H1: OC → JS	0.073	0.493	0.369	4.903	0.037*	2.20	Rejected
H2: PS → JS	0.327	0.493	0.364	0.890	0.474	2.27	Fail to Rejected
H3: WE → JS	0.528	0.349	0.206	4.415	< .001*	1.01	Rejected
H4: WR → JS	0.215	0.291	0.521	1.987	< .001*	3.85	Rejected
R²	0.871						
Adjusted R²	0.850						
<i>F</i>(4, 383)	5592		<i>p</i>			< .001*	

Note. **p* < 0.05. Dependent Variable = employee job satisfaction (JS)

B = Unstandardized coefficients B | SE B = the standard error for the unstandardized beta | β = the standardized beta | *t* = t-value > 1.96

p-value = **p* < .05 | VIF = Variance Inflation Factor (≤ 5)

The multiple linear regression analysis was conducted to test the hypotheses (H1, H2, H3, and H4) concerning the effects of organizational culture (H1), pay/salary (H2), workplace environment (H3), and workplace relationships (H4) on employee job satisfaction, which in turn impacts employee retention. The null hypothesis (H₀) posited that these factors have no significant effect on employee job satisfaction, while the alternative hypothesis (H_a) suggested a significant effect.

The results of the regression analysis are summarized in Table 6. The model shows that organizational culture (H1) has a significant positive effect on employee job satisfaction ($\beta = 0.369$, *p* = 0.037), leading to the rejection of the null hypothesis for H1. Similarly, the workplace environment (H3) also demonstrates a significant positive effect on job satisfaction ($\beta = 0.206$, *p* < 0.001), resulting in the rejection of the null hypothesis for H3. Workplace relationships (H4) were found to have a strong significant positive effect on employee job satisfaction as well ($\beta = 0.521$, *p* < 0.001), leading to the rejection of the null hypothesis for H4.

However, pay/salary (H2) did not show a significant effect on employee job satisfaction ($\beta = 0.364$, *p* = 0.474), and thus, the null hypothesis for H2 was not rejected.

The overall model was found to be statistically significant, with an R² value of 0.871, indicating that approximately 87.1% of the variance in employee job satisfaction

can be explained by the four independent variables. The adjusted R^2 of 0.850 suggests a strong model fit. The F-statistic was 5592, with a p-value of less than 0.001, further confirming the model's significance. The analysis reveals that organizational culture, workplace environment, and workplace relationships significantly impact employee job satisfaction, which in turn affects employee retention. However, pay/salary did not show a significant influence in this context.

7.4.2 Simple Linear Regression for H5

Statistical Hypothesis

H₀: Employee job satisfaction has no significant effect on employee retention.

H_a: Employee job satisfaction has a significant effect on employee retention.

Table 7: Simple Linear Regression Analysis for H5

Hypothesis	B	SE B	β	<i>t</i>	<i>p</i>	VIF	Decision H ₀
H5: JS → ER	0.993	0.112	0.893	8.891	< .001*	1.00	Rejected
R²	0.798						
Adjusted R²	0.788						
<i>F</i>(1, 386)	7.07		<i>p</i>			< .001*	

Note. * $p < 0.05$. Dependent Variable = employee retention

B = Unstandardized coefficients B | SE B = the standard error for the unstandardized beta | β = the standardized beta | t = t-value > 1.96

p-value = * $p < .05$ | VIF = Variance Inflation Factor (≤ 5)

The simple linear regression analysis was conducted to test the hypothesis (H5) regarding the effect of employee job satisfaction on employee retention. The null hypothesis (H₀) stated that employee job satisfaction has no significant effect on employee retention, while the alternative hypothesis (H_a) suggested a significant effect.

The results of the regression analysis, as shown in Table 7, indicate that employee job satisfaction has a significant positive effect on employee retention ($\beta = 0.893$, $p < 0.001$). The unstandardized coefficient (B) of 0.993 and the t-value of 8.891 further support this finding. Consequently, the null hypothesis for H5 is rejected, confirming that employee job satisfaction significantly influences employee retention.

The model explains approximately 79.8% of the variance in employee retention, as indicated by the R^2 value of 0.798. The adjusted R^2 value of 0.788 suggests a strong model fit. The F-statistic of 7.07 with a p-value of less than 0.001 also confirms the significance of the model.

In summary, the analysis demonstrates that higher levels of employee job satisfaction lead to increased employee retention, highlighting the importance of job satisfaction in retaining employees within an organization.

8. Conclusion and Implications

8.1 Major Findings

The research aimed to investigate the influence of various organizational factors on employee job satisfaction and its subsequent effect on employee retention within the

tourism industry. The study focused on five main variables: Organizational Culture, Pay/Salary, Workplace Environment, Workplace Relationships, and Employee Job Satisfaction.

Demographic Overview: The sample consisted of 388 respondents, with a diverse age range predominantly under 35 years old. Most respondents were female, and a significant portion held at least a bachelor's degree. The majority were employed in mid-level positions with 4-6 years of experience in the tourism industry.

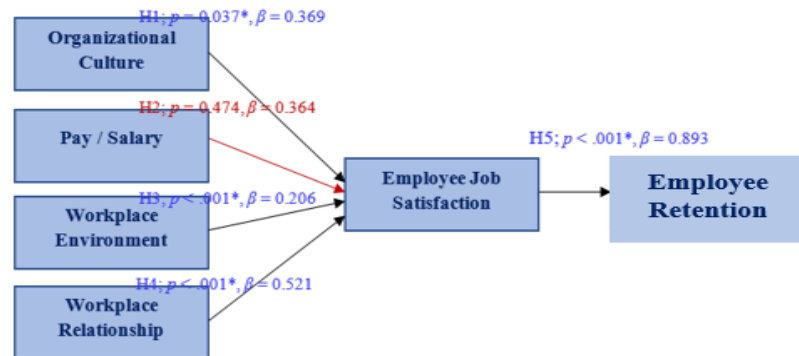
Reliability of Measures: Cronbach's Alpha values for the six variables ranged from 0.812 to 0.924, indicating good to excellent internal consistency and reliability across the scales used.

Descriptive Statistics: The descriptive analysis revealed that respondents generally perceived their organizational culture, pay/salary, workplace environment, and workplace relationships positively, with mean scores falling in the "high" category. Employee job satisfaction also scored high, indicating overall contentment among employees.

Multiple Linear Regression Analysis: The regression analysis for hypotheses H1, H3, and H4 showed that Organizational Culture, Workplace Environment, and Workplace Relationships have a significant positive effect on Employee Job Satisfaction. However, Pay/Salary (H2) did not have a significant impact. The model explained 85.0% of the variance in job satisfaction.

Simple Linear Regression Analysis: The analysis for H5 revealed that Employee Job Satisfaction has a significant positive effect on Employee Retention, with a high level of explained variance ($R^2 = 0.798$). This indicates that job satisfaction is a crucial predictor of whether employees choose to stay with their organization.

Overall, the findings emphasize the critical role of a supportive organizational culture, a conducive workplace environment, and strong workplace relationships in enhancing employee job satisfaction, which in turn significantly influences employee retention (see Figure 2). The lack of a significant impact of pay/salary suggests that while compensation is important, other factors may be more critical in determining job satisfaction and retention within the tourism industry.

Figure 2: Results of Structural Model

8.2 Implications

The study's findings provide valuable insights into the factors influencing employee job satisfaction and retention in the tourism industry, aligning closely with the research objectives. As shown in the previous studies on the four key variables under study, the results of the present study align with the earlier findings and underscore the importance of Organizational Culture (O'Reilly, Chatman & Caldwell, 1991; Lin & Nuangjamnong, 2022), Workplace Environment (Salas et al., 2010; Kongkaew & Nuangjamnong, 2023), and Workplace Relationships (Schein, 2010; Jaramillo et al., 2011) in fostering job satisfaction (Terera & Ngirande, 2014; Alshmemri et al., 2017), which subsequently drives employee retention (Allen & Meyer, 1991; Al Manum & Hasan 2017). These findings have significant implications for both management practices and policy development within the industry.

Organizational Culture: The study found that a supportive organizational culture significantly impacts employee job satisfaction (H1). Employees who perceive their organization's culture as fair, inclusive, and supportive are more likely to be satisfied with their jobs. This aligns with the research objective of assessing the impact of organizational culture on job satisfaction. Therefore, tourism companies need to invest in building a positive and inclusive culture. This can be achieved through regular communication, employee involvement in decision-making, and fostering a sense of belonging among employees.

Workplace Environment: The positive effect of Workplace Environment on job satisfaction (H3) highlights the critical role that physical and psychological work conditions play in employee well-being. This finding corresponds to the research objective of evaluating how the workplace environment influences job satisfaction. Companies should ensure that the workplace is not only physically comfortable but also mentally supportive. Providing modern facilities, ergonomic workspaces, and resources for stress management can enhance employee satisfaction and productivity.

Workplace Relationships: The significant impact of Workplace Relationships on job satisfaction (H4) underscores the importance of interpersonal dynamics in the workplace. The research objective of examining the role of workplace relationships in job satisfaction is met through these findings. Management should encourage open communication, teamwork, and a supportive atmosphere among colleagues and

supervisors. Regular team-building activities and leadership training can help strengthen these relationships, contributing to higher job satisfaction and retention.

Pay/Salary: Contrary to expectations, Pay/Salary did not have a significant impact on job satisfaction (H2). While competitive compensation is undoubtedly important, the findings suggest that intrinsic factors like organizational culture and workplace environment might have a more substantial influence on job satisfaction. This partially meets the research objective of determining the influence of compensation on job satisfaction. Companies should consider a more holistic approach, balancing financial rewards with non-monetary benefits such as professional development opportunities and work-life balance initiatives.

Employee Retention: The research confirmed that Employee Job Satisfaction significantly affects Employee Retention (H5). This aligns with the objective of understanding the relationship between job satisfaction and retention. Companies should focus on the factors that enhance job satisfaction to retain talent. Regularly assessing employee satisfaction through surveys and feedback mechanisms can help organizations identify areas for improvement, ensuring long-term employee commitment.

The findings of this study reveal the critical role that organizational culture, workplace environment, relationships, and compensation play in shaping employee job satisfaction and retention. Drawing on *Herzberg's Two-Factor Theory*, the results suggest that while hygiene factors like pay and work conditions are essential, it is the motivators—such as recognition, meaningful work, and supportive relationships—that truly drive satisfaction and retention. The significant impact of these factors aligns with Maslow's Hierarchy of Needs, highlighting the importance of addressing both basic and psychological needs to foster a committed and engaged workforce. These insights imply that tourism companies must adopt a holistic approach, integrating both extrinsic and intrinsic rewards, to enhance employee well-being and organizational loyalty, ultimately improving performance and competitive advantage.

9. Limitations of the Study

This study has two limitations that should be considered when interpreting the results. First, the research was conducted within a specific sector of the tourism industry, which may limit the generalizability of the findings to other industries or regions. Additionally, the use of self-reported data could introduce bias, as participants may have provided socially desirable responses. The cross-sectional design of the study also restricts the ability to infer causality between the variables. Future research could address these limitations by including a more diverse sample, employing longitudinal designs, and using a mix of quantitative and qualitative methods to gain a deeper understanding of the factors influencing employee job satisfaction and retention.

10. The Authors

The two authors--Sibo Wang and Chompu Nuangjamnong--are in the Master of Business Administration, the Graduate School of Business and Advanced Technology Management, Assumption University of Thailand. They share research interest in the areas of

tourism management, determinant factors of employee job satisfaction, and current issues in employee retention in China.

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