

**FACTORS AFFECTING TURNOVER RATE IN THAILAND
RETAIL INDUSTRY**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2015**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**FACTORS AFFECTING TURNOVER RATE IN THAILAND
RETAIL INDUSTRY**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 13, 2015



.....
Mr. Totsapon Lohachitranont
Candidate

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Advisor

.....
Asst. Prof. Parisa Rungruang,
Ph.D.
Chairperson

.....
Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Kannika Leelapanyalert,
Ph.D.
Committee member



ACKNOWLEDGEMENTS

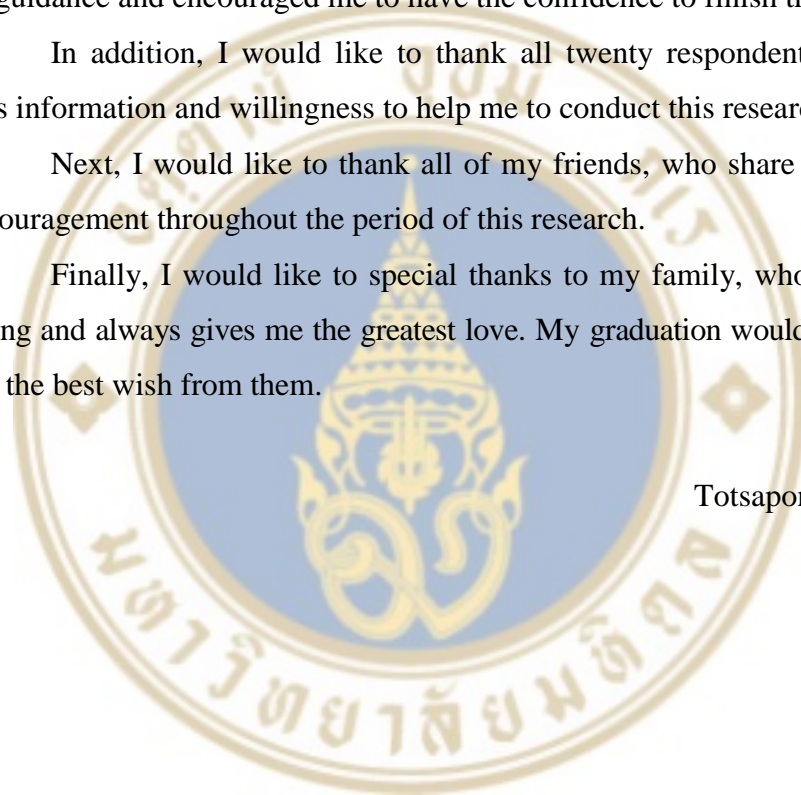
I would like to express my sincere gratitude to my thematic advisor: Assistant Professor Pornkasem Kantamara, who gave me insightful comments and direction in every each of this thematic completion. She gave me many innovative suggestions, patient guidance and encouraged me to have the confidence to finish this thematic.

In addition, I would like to thank all twenty respondents who provided precious information and willingness to help me to conduct this research.

Next, I would like to thank all of my friends, who share their knowledge and encouragement throughout the period of this research.

Finally, I would like to special thanks to my family, who support me for everything and always gives me the greatest love. My graduation would not be achieved without the best wish from them.

Totsapon Lohachitranont



FACTORS AFFECTING TURNOVER RATE IN THAILAND RETAIL INDUSTRY

TOTSAPON LOHACHITRANONT 5849079

M.M.

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. PORNKASEM KANTAMARA, Ed.D., ASST. PROF. PARISA RUNGRUANG, Ph.D., ASST. PROF. KANNIKA LEELAPANYALERT, Ph.D.

ABSTRACT

Retailing business has great impact on economic development of a nation. Retailing has become an important role for our daily lives. Consumer spending on retail goods drives much of the global economy, and the retail industry employs a large number of people. Nations that have enjoyed the greatest economic and social progress have an efficiency retail sector. Retailing is one of the most important industries in the world that has the biggest role in economic development of the country. A healthy retail sector growth and speeds up economic development.

The research utilizes the qualitative face to face interview. The interview was conducted in Bangkok where variable retail businesses located. The ranges of the interviewees are 20 Thai employees ages between 22-45 years old.

This research explores the factors that effecting the organizational commitment and intention to stay of employees. Therefore to maximize the employee satisfaction which leads to a better work result for both side employees and employers in a long run.

KEY WORDS: Retail Business / Turnover / Retention / Commitment / Employee

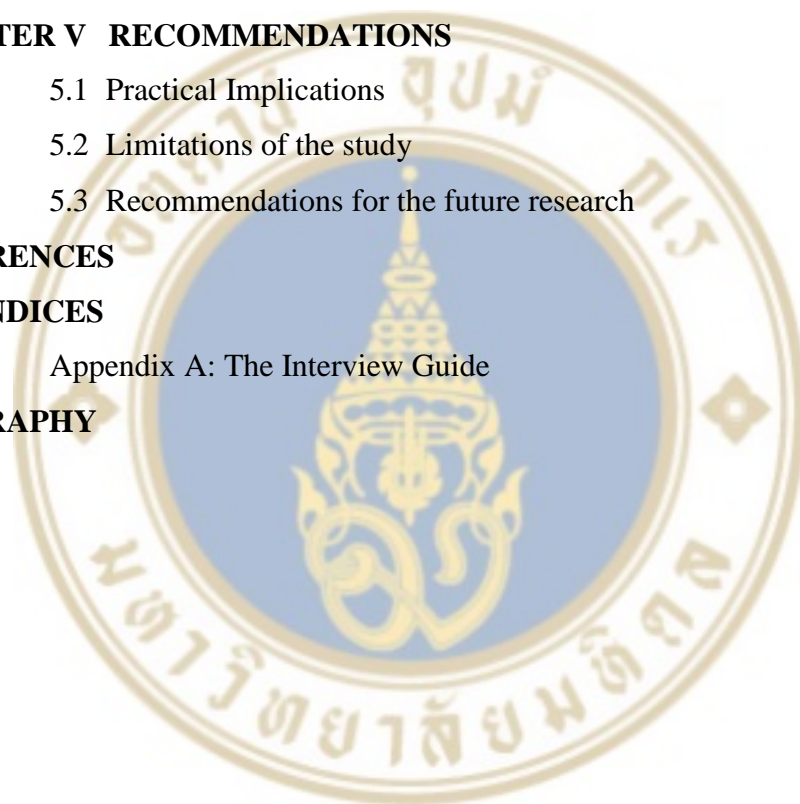
26 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Problem Statement	1
1.2 Significance of the Study	2
1.3 Scope of Study	2
CHAPTER II LITERATURE REVIEW	3
2.1 An Overview of Retailing Industry in Thailand	3
2.2 Organizational Commitment and Turnover Intention	4
2.3 Determinants of turnover	4
2.3.1 Job Satisfaction	4
2.3.2 Job Characteristic	6
CHAPTER III RESEARCH METHODOLOGY	10
3.1 Population and Sampling	10
3.2 Data Collection	10
3.3 Outline of Interview/Sample of Interview Questions	10
3.4 Data Analysis	11
CHAPTER IV FINDINGS AND DISCUSSION	12
4.1 Demographic Characteristic	12
4.2 Factors toward turnover decision in retail business	13
4.2.1 Pay Satisfaction	14
4.2.2 Supervisor Satisfaction	14
4.2.3 Co-Worker Satisfaction	15
4.2.4 Promotion Satisfaction	15
4.2.5 Skill Variety	15

CONTENTS (cont.)

	Page
4.2.6 Task Identity	15
4.2.7 Task Significance	16
4.2.8 Job Autonomy	16
4.2.9 Job Feedback	17
CHAPTER V RECOMMENDATIONS	18
5.1 Practical Implications	18
5.2 Limitations of the study	19
5.3 Recommendations for the future research	19
REFERENCES	20
APPENDICES	23
Appendix A: The Interview Guide	24
BIOGRAPHY	26



LIST OF TABLES

Table		Page
3.1	Sample of interview questions	11
4.1	Demographic Background of Respondents Classified by Gender, Age range, Educational level, Income range and Occupation	12
4.2	Factors from respondents classified by point	13



LIST OF FIGURES

Figure	Page
2.1 Turnover Intention Framework	9





CHAPTER I

INTRODUCTION

1.1 Problem Statement

Employees are the main force that drives the organization forward. One of the main factors that slow down the workforce is the turnover rate. Especially retailing business in Thailand that has one of the highest turnover rates than other industries. One way to reduce the turnover rate is to understand factors that lead to the resignation and why existing employees still staying with the companies.

The employee turnover rate in Thailand was more than a 10% for several years (Bangkok Retail Market Report, 2010). High employee turnover in Thailand is directly cost the nation human resource development and reduce chances in global competitiveness (Thailand Retail, 2011). According to management, the biggest problem in most of the industries is the rising of the employee turnover. It is affecting the quality and quantity of the production.

What causes employees turnover intention? Experts have studied from many aspects. Such as psychological factors such as job satisfaction and organizational commitment (Boran, 2011). Many studies found that job satisfaction and organizational commitment of employee regularly dropped before they actual turnover (Joo and Park, 2010). If the employee who has a low level of commitment to the organization, he/she has a negative work-related attitudes and behaviours, such as often absenteeism, join in unproductive even turnover intentions (Chen, 2011).

Besides that, job related factors such as job characteristic can also become a major factor that affect to organizational commitment in the retail industry. Job characteristic model compose of skill variety, task identity, task significance, job autonomy, and job feedback (Casey and Robbin, 2010). Different factors lead to employees occurs in a different reasoning then occur in a different level of organizational commitment. When employees feel that working more than their ability ranges and cannot get a clear feedback, he/she will be upset and discouraged and leads to unsatisfied with their job

and the organization. On the other side, the employee occurs higher organizational commitment when he/she highly satisfied his/her job.

1.2 Significance of the Study

In today's competitive world, every organization is facing new challenges regarding maintain profitability and making committed workforce. Nowadays no organization can perform at peak levels unless each employee committed to the organization's objectives. Therefore, this research will be a significant attempt to improve the environment to lower the turnover rate in the retail industry, by understanding the commitment and its realistic outcome. This research will be helpful to the retail industry and business practitioners in training and human resource. Organization should focus on the commitment as an asset of the learning company. It is because commitment strongly related to colleagues and the style of management. Moreover, this research will beneficial for future researchers for future reference as well as retail business industry.

1.3 Scope of Study

This study focuses on the retailing industry in Bangkok, Thailand. The main purpose of this study is to explore the employee turnover intention. Therefore, the representative sample was the employee who worked in the retail stores that is fast development and provides a larger number of jobs in Bangkok, Thailand. Most of the theories and concepts taken from research journals based on the employee's attitude and behaviour. Therefore, this research focuses on the effect of job characteristic, job satisfaction and employee turnover intention.

CHAPTER II

LITERATURE REVIEW

2.1 An Overview of Retailing Industry in Thailand

Bangkok is the largest economy and financial center in Thailand. Retailing has an important role in economic activity. It applies a major influence over the daily lives of consumers, it is one of the major sources of revenue in Bangkok. Thailand Retail Industry report (2011) stated that various types of retailing appear from the improvement of the economy, which includes two formats, which are traditional trade and modern trade.

According to the different properties, retailing in Bangkok divides into six categories. Including department store, superstore or hypermarket, supermarket sector, specialty stores, category killer and convenient store (Thailand Retail Industry report, 2011). Thailand retail industry has development rapidly, from the year 2010 to the year 2015. During that time the area for rental commercial of modern trade in Bangkok increase from 4 million to 6 million square meters (Bangkok Retail Market Report, 2015).

Retailing sector development has driven the development of the economy. However, the development led to the high aggressive competition in the retail industry (Industry Report 2012). Bangkok is Thailand's most populated and most developed city. The retailing industry provides a lot of position and alleviates employment pressure. Most of the positions clarify as a lower middle level position such as sales, cashier and tally clerk (Industry Report 2012). However, employees are the main force of the company, employee turnover brings loss for both employee and company. On the other hand, in order to complete with the competitors, the company must reduce the cost either management cost or the cost of the production (Industry Report 2012). Industry Report (2012) also stated that, to lower employee turnover rate can improve the yield of retailing even indirectly increase the GDP of Thailand. Therefore, it is necessary to identify the reasons for employee departure and solve the problem as soon as possible.

2.2 Organizational Commitment and Turnover Intention

Organizational commitment takes time to build. The commitment is possibly benefited to the company, such as to reduce the costs of the layout (Ahuja al., 2007). Ahuja al., (2007) also said that organizational commitment would be positively related to intent to stay. On the other hand, organizational commitment is viewed as the negative resulting employee turnover intention (Ahuja al., 2007). Wright and Bonett (2007) said that the effects of organizational commitment on employee turnover intentions referring to their results showed that employee turnover can be divided to voluntary or involuntary. Wright and Bonett (2007) also stated that, voluntary turnover usually happens when an employee wants to leave and sooner or later decides to leave the organization for various reasons. It is most likely the employee accepted a position that has a better condition either physical or spiritual from a different company (Wright and Bonett, 2007). Wright and Bonett (2007) also included that, it will be the negative impact on the organization. Therefore, the managers should focus on the issue when an employee voluntary quit the job. Involuntary, an employee asked to leave the organization for a variety of reasons such as poor job performance, layoffs or other actions that harm the benefit of the company. A large number of researchers have determined that intent to leave or stay is strongly and constantly related to voluntary turnover (Wright and Bonett, 2007). Price (1997) suggested that most organizational research of turnover is voluntary quits.

2.3 Determinants of turnover

2.3.1 Job Satisfaction

Even though many researchers have explored on job satisfaction, but the concluded results were not all the same (Boran, 2011). Boran (2011) also indicated that job satisfaction is simply how people feel about their jobs in different point of views. It is the level of people like (satisfaction) or dislike (dissatisfaction) to their jobs. Job satisfaction can also define as the extent to which employees like their job (Price, 1997). However, the most widely accepted explanation of job satisfaction is the enjoyable or positive emotional resulting from the evaluation of one job or job experience (Price, 1997).

Therefore, whether the same work can achieve the same satisfaction between different employees? Bernstein and Nash (2008) suggested that job satisfaction can be divided into three components. The first component is emotional. It is the common term for an individual experience that is characterized mainly by physiological expressions, biological reactions, and mental. Such as boredom, anxiety or excitement. The second is perceptive. Which including how people thinking, perceive, remembering and learning. For example feeling challenging. The last component is behavioural. It is the response of an individual or group to an action, environment, person, or motivation. Such as arriving to work early, absence, work voluntary overtime or pretending to be sick to avoid work. Furthermore, Joo and Park, (2010) suggest that job satisfaction has an important influence on whether individual or organizational. On the other hand, when employees are not satisfied, they tend to shift and look for satisfaction elsewhere. This could also lead to employee's reactions, either psychological or in action (Joo and Park, 2010).

2.3.1.1 Pay Satisfaction Rast and Touran (2012) suggest that salary is the basic requirements of the employee, they look for the labor pay compensation. It means salary is always a critical role for most employees and could lead to seeking a higher salary or turnover.

2.3.1.2 Supervisor Satisfaction Besides pay satisfaction, supervisor support is also another significant factor that can measure job satisfaction. When employees feel that their supervisors paid attention to their value and given them respect, communicate and guideline. They are most likely to satisfy and remain with the organization (Eisenberger et al., 2002). Supporting from managers are most likely satisfy emotional interaction with the employees. Research showed that employee notices supervisor support strongly related to affective commitment, job satisfaction, and turnover intention (Eisenberger et al., 2002). Therefore, the supervisor satisfaction is one of the main key factors that plays an important role for the employee when making the decision to leave the job.

2.3.1.3 Co-worker Satisfaction Close relationship between co-workers could improve employee satisfaction to a certain amount (McCalister, 2003). Co-worker relationship regarded as the degree of professional cooperation as well as the sense of social belonging. McCalister (2003) said that supervisor support and co-

worker support significantly effect to work stress and job satisfaction in a negative way. Therefore, a close co-worker relationship could improve job satisfaction at a certain level. As well as negative co-workers relationship would also lead to turnover.

2.3.1.4 Promotion Satisfaction Maslow-hierarchy of theory needed (1943) indicated that after reach the basic needed, employee begin to seek high levels needed. The promotion is the seek for most employees and means employees get opportunities to develop their career. Yousef, (2000) suggested that promoting bring to an increasing of employees' responsibility and status, the jobs that have more development chances are more likely to be employee choice. Some studies propose that there is a positive relationship between commitment and job satisfaction (Yousef, 2000). It has negatively related with employee turnover intention (Park and Kim (2009). Park and Kim (2009) propose job satisfaction is an employee attitude, which included pay, promotion, operating procedures, supervisor, co-workers, contingent rewards, the nature of work, and communication. Therefore, reducing employees dissatisfaction must be the way to improve their satisfaction. Sequentially improve their organizational commitment and reduce the turnover intention in final.

Job satisfaction is employee's emotional reaction to the job, but commitment is emotional with the organization. Therefore, commitment could help as a mediator like job satisfaction (Igarria and Greenhaus, 1992). Further, Igarria and Greenhaus (1992) suggested that job satisfaction both directly and indirectly effect to organizational commitment. Therefore, job satisfaction is viewed as a mediator to improve the productivity, increase employee creativity and commitment (Boran, 2011). Boran (2011) also indicated that motivate the employee to work hard and it surely will influence organizational commitment to a certain amount. There are many similar reason, Boran (2011) proposed that job satisfaction is a source of organizational commitment, the goal achievement of employee brings to high morale into the workplace.

2.3.2 Job Characteristic

Job characteristics are not only influencing the employee feelings but also their behavioural outcomes (Huang, 2011). There are relationships between job characteristics and job outcomes, such as job satisfaction, organizational commitment and turnover intention (Huang, 2011). Morgeson and Humphrey (2006) identified five

core job characteristics as the assessment index for task identity, task significance, autonomy, skill variety and feedback from the job. It analyzed the relationship between them, as well as analyzed the influence on the employee productivity, job motivation, satisfaction and commitment (Huang, 2011).

2.3.2.1 Skill Variety Researchers define that skill variety as the requirement skills to do a job. Which required a variety of different skills along the tasks that involves the using of many different skills and talents (Tsaur, Yen and Yang, 2011). Some researchers propose that skill variety is one of the best predictors of organizational commitment. It's more clearly from the employee who has a variety skill (Tsaur, Yen and Yang, 2011). Therefore skill variety is more important for the job, as there are more and more employees continuously increase skills training to get a better opportunity. Work skill variety can improve the performance of employees, which can help to complete the task more perfectly (Morgeson and Humphrey, 2006). As the result, skill variety can help to improve the enthusiasm of employees and organizational turnover rate.

2.3.2.2 Task Identity Task identity can be described as the degree to the job that requires to complete the whole and recognizable piece of work (Tsaur, Yen and Yang, 2011). The employee is doing a job from start to finish with a visible outcome (Tsaur, Yen and Yang, 2011). Either it's a personal task or teamwork, the quality of the work is important, as it is doing a job from beginning to end with visible results. It's more suitable for the employee to make planning for that task and arranged for each working procedure. This could help the task complete smoothly. Also it is easier to do a feedback examination. Gomes and Neves (2011) proposed that task identity has been one of the best drivers of work outcomes. Such as high level of satisfaction, high level of productivity, high level of commitment, low level of dissatisfaction. The integrity of the task has not only related to that task, but also the great effect to the organization's long-term growth. As a result employee who did not meet the task identity criteria, they are most likely chance leading to the turnover.

2.3.2.3 Task Significance Task significance can be described as the amount of the job that has an impact on either work or lives of other people whether in the organizational or external environment (Morgeson and Humphrey, 2006). Whether a big task or small task, the supervisors must make staff aware of the importance and

show the significant effects of the task. A lower level task easily lead to employee's despising. Chen and Chiu (2009) point out major tasks are easy to make an employee feel its importance, or can be a burden and feel pressure. However, the researcher found that task significance to be positively related to job satisfaction and organizational turnover (Chen and Chiu, 2009). Therefore improving the awareness of employee to the importance of the task then he/her can contribute to a better task and resulting a lower rate of turnover in the long run.

2.3.2.4 Job Autonomy Huang (2011) defined autonomy as the amount to the job provides freedom, independence, and judgment to the employee in scheduling the work and determining the procedures. Therefore, the job autonomy makes employee believe that this is the trust of the organization and also be a psychological encourage. As a result, the employee will innovative thinking and develop his/her ability to their jobs then improve the organizational turnover rate.

2.3.2.5 Job Feedback As information exchanging, employees will be able to know the development direction of the company and improve individual job planning. Job feedback is the amount to the employee receives clear information about his or her performance (Morgeson and Humphrey, 2006). It shows that the employee cares about the outcome of his/her work. He/she needs to know how important of role to the organization and what is the role, enthusiastic to get the supervisors recognition. The researcher proposes that supervisor feedback is an important role for employees job satisfaction (Piccolo and Colquitt, 2006). Once get the supervisor's comments he/she makes the corresponding reaction such as correct the mistake and change weakness, or use their advantages to hard work. Therefore, job feedback is positively related to commitment, the higher quality of job feedback from supervisor helps to lower the organizational turnover rate (Piccolo and Colquitt, 2006).

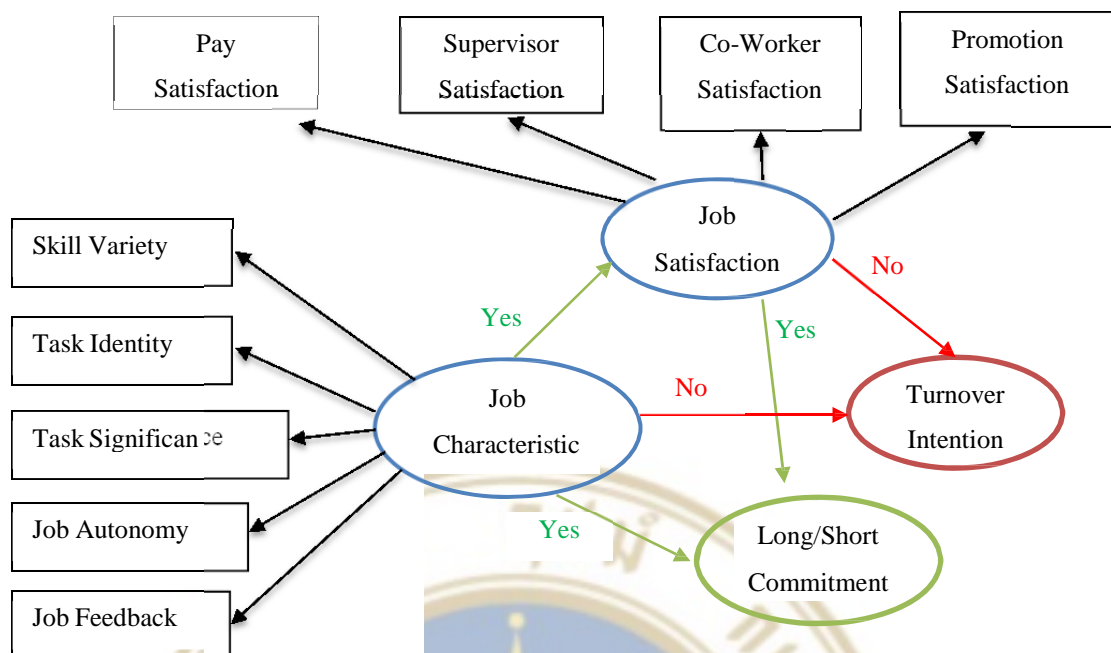


Figure 2.1 Turnover Intention Framework

Based on these factors, starts from better Job Characteristic (Huang, 2011). Huang (2011) stated that Job Characteristic included Skill Variety, Task Identity, Task Significance, Job Autonomy, Job Feedback, will lead to Job Satisfaction and Long/Short Commitment. Without qualifying in Job Characteristic candidate is unable to get the job since the beginning of the career path. Price (1997) explained that, once the employee meets those Satisfaction: Salary, Supervisor, Co-worker, and Promotion. Those satisfactions will lead to Long/Short Commitment. On the other hand, if the employee fails to meet those Job satisfaction factors and Job Characteristic. It will lead to Employee turnover intention (Ahuja al, 2007).

CHAPTER III

RESEARCH METHODOLOGY

3.1 Population and Sampling

The ranges of the interviewees for this research are 20 Thai employees male and female ages between 22-45 years old, selected from 15 operating and 5 from managing levels. Then apply and compare factor with the Organizational Behaviour theory such as Maslow theory to examine the result. All of the questions adapt from related research, which extracted from the related literature reviews.

3.2 Data Collection

This research investigates the factors (job characteristic, job satisfaction, organizational commitment) influencing employee turnover intention. Therefore, this research used qualitative research methodology with open ended questions when sensitive questions being explore for seeking factors that lead to the employee turnover intention. The research was completed during October 2015 through face to face and phone interview with the employees in the retail industry in Bangkok (e.g. Tesco Lotus, Central, Big C and Charoen Pokphand group) for data collection. The questionnaire was translated into Thai and English languages to felicitate the respondent.

3.3 Outline of Interview/Sample of Interview Questions

This research exploration used a developed list of open ended questions. This is because during the interview, in depth questions can be used to extend more answers rather than “yes” or “no” answers. Also personal information such as age, education level, marital status, monthly income (Thai Baht), Job categories and working period were collected. Some of the sampling questions are listed below:

Table 3.1 Sample of interview questions

Job Satisfaction	How do you feel working in with the current company?	Droussiotis and Austin, 2007
Pay Satisfaction	How do you feel the salary and pressure from your job are reasonable?	Rast and Touran 2012
Supervisor Satisfaction	Could you describe the good/bad situations when your supervisor helped you to solve the issue from work?	Eisenberger et al., 2002
Determinant of turnover	By given 5 points, how would you rate which 3 factors that most likely lead to your resign intention?	Wright and Bonett, 2007
Promotion Satisfaction	How do you see yourself in 1 year? and 5 years?	Maslow-hierarchy

3.4 Data Analysis

Coding qualitative data is an important stage of refining interpretation from the interview (UC Davis, 2015). It is a way to label, compile and organize the data. After observed the interview, the interview transcripts were decoded into categories. Such as assigning a word, phrase, number or symbol to each coding category. Then group them in categories such as reaction, comfort level, and expectations, positive or negative (UC Davis, 2015).

CHAPTER IV

FINDINGS AND DISCUSSION

The result of the interview data collected are presented in this chapter. This result reflected the factors that lead to the turnover in retail industry. Through selected demographic characteristics with designed friendly interview situation from the retail industry in Bangkok (e.g. Tesco Lotus, Central, Big C and Charoen Pokphand group).

4.1 Demographic Characteristic

Table 4.1 Demographic Background of Respondents Classified by Gender, Age range, Educational level, Income range and Occupation

Demographic Background	Qty. (n)	Frequency Percent (%)
Gender		
Male	7	35
Female	13	65
Total	20	100
Age range group		
20-30	15	75
31-40	3	15
41-50	2	10
Total	20	100
Educational level		
Bachelor's degree	13	65
Master's degree	7	35
Total	20	100
Income range (Baht/month)		
10,000-20,000	2	10
20,001-30,000	6	30
30,001-40,000	6	30
40,001-50,000	4	20
More than 50,001	2	10
Total	20	100

Table 4.1 Demographic Background of Respondents Classified by Gender, Age range, Educational level, Income range and Occupation (cont.)

Demographic Background	Qty. (n)	Frequency Percent (%)
Marital status		
Single	10	50
Married	8	40
Divorced	2	10
Total	20	100
Job category		
Merchandiser	5	25
Sales	5	25
Marketing	5	25
IT	5	25
Total	20	100
Work years		
1-3 years	8	40
3-5 years	7	35
More than 5 years	5	25
Total	20	100

4.2 Factors toward turnover decision in retail business

During the interview, there are **9** factors (shown in Table 4.3.1) that used to design the interview questions. The interviewee were also given 5 points to rate any 3 factors that most likely lead to the resign intention. The results are shown in Table 4.2 below.

Table 4.2 Factors from respondents classified by point

Factor	Point
Pay Satisfaction	18
Supervisor Satisfaction	14
Co-Worker Satisfaction	7
Promotion Satisfaction	15
Skill Variety	14
Task Identity	15
Task Significance	3

Table 4.2 Factors from respondents classified by point (cont.)

Factor	Point
Job Autonomy	7
Job Feedback	7
Total	100

4.2.1 Pay Satisfaction

Rast and Touran (2012) suggest that salary is the basic requirements of the employee, they look for the labor pay compensation. It means salary is always a critical role for most employees and could lead to seeking a higher salary or turnover. During the interview one of the interviewee said that “Even though the companies increases the salaries once or twice every years (approximately 2-10 %), but the workload and responsibilities are also increase insanity.” “Including not own primary tasks such as during candidate seeking for the replacement.” Most of the interviewees said that they would find a new job rather than wait for the yearly increases. New jobs are normally offer at least 20% higher.

4.2.2 Supervisor Satisfaction

As well as supervisor satisfaction, those who are assigned new project or job rotation might not understand the purpose and benefits of doing new project or job rotation, this due to line manager did not communicate with staff clearly. For example; “When I got rotated, my boss only told me it is the company career procedure, so at first I thought I did something wrong or underperform with my current position”.

“I feel wasted of time, it is only beneficial of getting to know more people, but our KPI are different. So those skills are useless, it cannot apply with my current position”.

“I cannot find or contact my supervisor when I need her, therefore some tasks were delay and end up rushing and create unnecessary tasks.”

Therefore, new role assignment caused staff to consume a lot of times to learn new tasks, so the staff might feel stressful and pressure and lost some believe in manager skills rather than allowing them to develop skills.

4.2.3 Co-Worker Satisfaction

From the result, most of the interviewees are quite satisfy with the current work environment. However there are still a few negative result from the interview such as “Different departments use different KPI, therefor we prioritize tasks differently and it effected our teamwork” McCalister (2003) said that supervisor support and co-worker support significantly effect to work stress and job satisfaction in a negativeway.

4.2.4 Promotion Satisfaction

There are common answers for the interviewee. Most of them complained that the opportunity to grow take long times. One of the staff states that “The opportunity to grow takes long time because the promotion requires long processes and trainings.” Moreover, upon completion of all processes, staff are not guarantee that their promotion will be immediately effective.

Many current staff thought that the opportunity to grow takes long time, because it required many processes such as nominated talent from line manager, math and English test, training assessment, store training and after complete all modules there is no guarantee of immediate promotion. This process can be extended to review performance for 6 months up to 1 year.

4.2.5 Skill Variety

The nature of retail business moves quite fast, “Re work” are often need for single task. New technologies and education have improved recently. As a result the interviewee mentioned that;

“The old employees get replace easily by current job valuation system. I feel it is unfair to apply the same valuation system with old and new employees.”

In nowadays high competitive, it requires a variety of different skills along the tasks that involves the using of many different skills and talents (Tsaur, Yen and Yang, 2011).

4.2.6 Task Identity

Newcomers can get culture shock in case they used to have working experiance in slow moving or stable business. Hiring process also misleads understanding

of candidates such as the job description posted on the job vacancy, and scope of work informed during interviews, this results in job dissatisfaction after staff learn about the role (Tsaur, Yen and Yang, 2011).

From the exit interview obtained from ex-workers, they explained that “HR didn’t explain job scope clearly”. Also, the application exam during the recruitment process, such as competitor survey and SWOT analysis misleads candidates understanding of the job scope. The questions sound more like marketing job.” As a result, they feel disappointed in the real job scope. After they really start performing their jobs. As the nature of retail business is very fast moving with ever changing environment, staff can be quite stressful and feel pressure. It requires years of learning and experiences to handle this job properly. Normally, newcomers will be coached by current staff, which could not ensure if new comers gain the knowledge correctly. In additions The ex-workers indicated that there should be a standardized training for newcomers.

4.2.7 Task Significance

The training mainly come from the senior or the colleagues. Therefore newcomers do not get the clear message of how important of the tasks. From the interview, the interviewee mention about their bosses that “I have to learn everything by myself” Whether a big task or small task, the supervisors must make staff aware of the importance and show the significant effects of the task, a lower level task easily lead to employee’s despising (Morgeson and Humphrey, 2006).

4.2.8 Job Autonomy

“My boss micro manage me. She direct on everything I do, sometimes I wondered why they hired me? ” was mentioned by one of the interviewee. For those who prioritize Job autonomy are mainly the higher position, who need freedom and only slightly direction from their bosses. Therefore, the job autonomy makes employee believe that this is the trust of the organization and also be a psychological encourage (Huang, 2011).

4.2.9 Job Feedback

“The manager should be effective listener, more ‘opened’, seek for staff’s opinions and make more commitment with career path.” Two-ways communication is the key role, staff should set one-on-one meeting with their managers once a month in order to give feedbacks regularly. Therefore, job feedback is positively related to commitment, the higher quality of job feedback from supervisor helps to lower the organizational turnover rate (Piccolo and Colquitt, 2006).



CHAPTER V

RECOMMENDATIONS

5.1 Practical Implications

The finding from this study can help to understand the factors influence to employee turnover intention of retail industry in Bangkok Thailand. Job characteristic, Job satisfaction and organizational could affect employee turnover intention in different degrees.

Academician and researchers who are interested in the field of employee turnover intention can application and adaption of this interview. Academicians and researcher should pay more attention on the antecedent factors, such as job characteristic factor, employees' job satisfaction or organizational commitment. It can be extended more dimensions into job satisfaction which could help other researchers understand employee turnover intention. This study provides more proof to the factors which influencing employee turnover.

After discovering these findings, the actual causes of the high turnover rate are job satisfaction and motivation. Some of the interviewee suggested that the companies should consider of the following action plans. The companies should change hiring process by educate HR to ensure they have correctly understanding of job scope. In addition, the application exam should be more relevant to job scope such as giving a case study. In addition, the company need to ensure staff understand the working processes correctly by providing up to date training to staff once a quarter, not only for newcomers but also for current staff in order to refresh their knowledge and skills.

Moreover, the companies should educate staff on the career advancement. Two-ways communication is the key role, staff should set one-on-one meeting with their line manager once a month in order to give feedbacks regularly. The line manager should be effective listener, more 'opened', seek for staff's opinions and make more commitment with career path.

5.2 Limitations of the study

Given the size of the sample used, it was not possible to include all the possible factors in this study. As a result, only the most popular and well-researched factors were examined.

The interview was too long for some interviewees. Therefore, it is hard to arrange the interview. Some respondents may not take attention enough on it.

The literature review and questions of this study from western articles, some questions may not suit for the real situation of Thai employee. Some respondents may not fully understand each question and not pay attention to it.

5.3 Recommendations for the future research

In order to make the framework more comprehensive and can be used in more other areas, Job characteristic and job satisfaction can be measured by more dimensions. For future research can put more dimensions such as organizational satisfaction, put new variables in model such as employees' values.

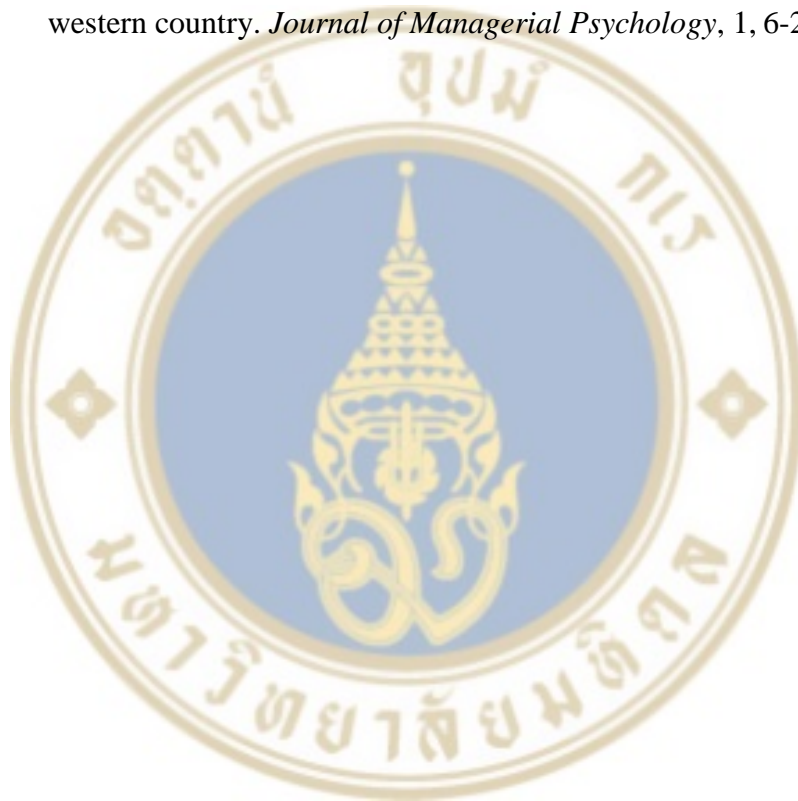
This study can be compared in more different industries and countries, thus the sample group of research can use other industries and countries. For example, it can be used to study in employee turnover intention of insurance, Banking, manufacturing industry in Thailand or other countries.

REFERENCES

- Ahuja, M.K., Chudoba, K.M., Kacmar, C.J., McKnight, D.H. and George, J.F. (2007). IT road warriors: balancing work-family conflict, job autonomy and workoverload to mitigate turnover intentions. *MIS Quarterly*, 3(1), 1-17.
- Bangkok Retail Market Report, Q1-2015, Colliers International, Bangkok Market.
From http://www.colliers.co.th/images/agency/upbzuizKRetail_Q1-2015.pdf
- Bangkok Retail Market Report, Q3-2010, Colliers International, Bangkok Market.
From <http://www.colliers.co.th/images/agency/FAnKytfDRetailQ32012-en.pdf>
- Bernstein, D. A., and Nash, P. W. (2008). *Essentials of psychology* (4th ed.). Boston: Cengage Learning.
- Casey, R.J. and Robbin, J. (2010). The Hackman and Oldham Job Characteristics Model: Implications from Four Industries. *International Journal of Business and Public Administration*, 7(2), 76-90.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sycharski, I.L. and Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-73.
- Gomes, D. and Neves, J. (2011). Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review*, 40(6), 684 – 699.
- Huang, T.P. (2011). Comparing motivating work characteristics, job satisfaction, and turnover intention of knowledge workers and blue-collar workers, and testing a structural model of the variables' relationships in China and Japan. *The International Journal of Human Resource Management*, 22(4), 924–944.
- Igbaria, M. and Greenhaus, J.H. (1992). Determinants of MIS employees' turnover intentions: a structural equation model. *Communications of the ACM*, 35(2), 35-49.

- Industry Report: Consumer goods and retail May 2012, The Economist Intelligence Unit Limited 2012, May 18th 2012. From www.eiu.com/consu_mergoods
- Joo, B.K and Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6), 482 – 500.
- Maslow, A.H. (1943). A theory of human motivation. *psychological review*, 50(4), 370-396
- McCalister, K.S. (2003). Hardiness and Support at Work as Predictors of Work Stress and Job Satisfaction. *The University of Texas at Austin, Austin, TX*.
- Morgeson, F.P., and Humphrey, S.E. (2006). The Work Design Questionnaire (WDQ): Developing and Validating a Comprehensive Measure for Assessing Job Design and the Nature of Work. *Journal of Applied Psychology*, 91, 1321–1339.
- Park, J.S. Kim, T.H. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*, 22(1), 20 – 38.
- Piccolo, R.F. and Colquitt, J.A. (2006). Transformational Leadership and Job Behaviors: The Mediating Role of Core Job Characteristics. *Academy of Management Journal*, 49(2), 327- 340.
- Price, J.L. (1997). Handbook of Organizational Measurement. *MCB University Press, Bradford*.
- Rast, S, and Tourani, A. (2012). Evaluation of employees' job satisfaction and role of gender difference: An empirical study at airline industry in Iran. *International journal of business and social science*, 3. No.7
- Thailand Retail, Food and Hospitality Services 2011 (5th Edition), Kavin Intertrade Co., Ltd. From www.thailandhoreca.com
- Toker ,Boran (2011). job satisfaction of academic staff: an empirical study on Turkey. *Quality assurance in education*, 19 (2), 156-169.
- Tsaur, S.H. Yen, C.H. and Yang, W.Y. (2011). Do Job Characteristics Lead to Employee Creativity in Travel Agencies? *International Journal of Tourism Research, Int. J. Tourism Res.* 13, 191–204.

- UC Davis. (2015). Tips & Tools *Coding Qualitative Data* . Retrieved from Center for Evaluation and Research website: http://programeval.ucdavis.edu/documents/Tips_Tools_18_2012.pdf
- Wright, T.A. and Bonett, D.G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, 33(2), 141-60.
- Yousef, D. (2000). Organizational commitment: a mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 1, 6-28.





Appendix A: The Interview Guide

Introduction: This interview is the part of the research in order to explore on influence factors that affecting turnover rate Thailand retail industry. The interviewees for this study are categorized into 2 groups; operating and managing levels

Objective: To explore and prioritize the most influencing factor on turnover rate in Thailand retail business, also to find out other potential factors towards interviewees resignation.

Length of interview: 20-30 minutes approximately.

Interview guide questions

Job Satisfaction	How do you feel working in with the current company?	Droussiotis and Austin, 2007
Pay Satisfaction	How do you feel the salary and pressure from your job are reasonable?	Rast and Touran 2012
Supervisor Satisfaction	Could you describe the good/bad situations when your supervisor helped you to solve the issue from work?	Eisenberger et al., 2002
Co-worker Satisfaction	What is your cooperate working style?	McCalister, 2003
Promotion Satisfaction	How do you see yourself in 1 year? and 5 years?	Maslow-hierarchy
Skill Variety	Which of your skill area do you think is useful for your job?	Tsaur, Yen and Yang, 2011
Task Identity	Why do you think you suitable for the job?	Tsaur, Yen and Yang, 2011

1.1 Task Significance	How did your supervisor assign you the task?	Chen and Chiu 2009
1.2 Job Autonomy	How about during the process? Direct style or letting you do the job?	Huang, 2011
1.3 Job Feedback	One way or two ways? How?	Morgeson and Humphrey, 2006
Determinant of turnover	By given 5 points, how would you rate which 3 factors that most likely lead to your resign intention?	Wright and Bonett, 2007

