

**FACTORS AFFECTING TURNOVER INTENTION
OF TEMPORARY EMPLOYEES OF AIRLINE COMPANY**



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OF TEMPORARY EMPLOYEES OF AIRLINE COMPANY**

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ABSTRACT

Whilst there has been increasing research interest in interception about turnover intention as it may cause a lot of pain to the organizations. Many organizations try to minimize their turnover ratio and save their cost. The turnover cost consists of hiring, recruiting and selecting the new employees. Thus, the purpose of current study is to identify the effect of factors which affect the turnover intention of the temporary employees of an airline company.

KEY WORDS: turnover intention/ job characteristic/ job satisfaction/ organizational commitment

46 pages

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CHAPTER I

INTRODUCTION

This chapter presents the importance of the problem of the turnover intention of temporary employees of the big national airline carrier in Thailand. The related factors of employee turnover intention are discussed. The topics are as the following:

- 1.1 Research Background and Problem Statement
- 1.2 Research Objectives
- 1.3 Scope of Research
- 1.4 Expected Benefits
- 1.5 Operational Definition

1.1 Research Background and Problem Statement

Competition in the airline industry in Thailand is intense. Thailand is a popular travel destination, serviced by more than 500 airlines. There are about 30 low-cost carriers (LCCs) serving in Thailand. About 39% of total air passengers in the first 10 months of 2014 took LCCs. The main airlines serving in Thailand are Thai Airways, Thai Air Asia, and Nok Air, which are all Thai airlines.

According to the intense competitions among airline business, this study will focus on one of the top rank national airline company in Thailand. Due to the annual financial performance of this company is getting worse and worse, the company decided to cut some extravagant costs such as personnel cost by stop hiring new permanent staffs. The company decided to use a “Subsidiary Company” to help finding new temporary staff with lower received benefits and pay rate to work for this big company. The subsidiary company was found in December, 2010. The main objective of the subsidiary company is not concern about the profit as the first priority. But it helps supporting the operations of big national Airline Company in the areas of effectively recruitment for new staffs and human resources management in order to reduce personnel costs, create the potential for competitiveness in the long-term.

According to management, one of the biggest problems in several industries is high employee turnover. High employee turnover has an impact on the quality and quantity of production. Thus, it is seen as an area of cost that can be measured and benchmarked (Fethi et al., 2011).

Many aspects of employee turnover intentions have been studied by experts. The researchers want to know the real causes lead to the employees' turnover intention. Psychological factors such as job satisfaction (Boran, 2011) and organizational commitment (Ebru et al., 2010). Many studies found job satisfaction and organizational commitment of employee gradually weakened before he/she actual turnover (Joo & Park, 2010). If the employee who has a low level of commitment to organization, he/she has a negative work-related attitudes and behaviors such as often absenteeism, join in unproductive even turnover intentions (Hang, 2011). Thus, managers have been suggested to increase career commitment and organizational commitment at the same time. Besides that, job characteristic model compose of skill variety, task identity, task significance, job autonomy, and job feedback (Casey & Robbin, 2010).

Park and Kim (2009) suggested that managers should focus on job satisfaction, organizational commitment and job characteristic to improve employee attitudes. In the fierce competition situation, saving cost for each organization is indispensable. It is one of the most important methods that could improve the success of organization. Therefore, job characteristic, job satisfaction, organizational commitment worth to manager pay attention and strive to improve. Promote employee's positive emotions would be effective method for the managers who want to timely predict and control the employee's negative attitude in airline industry.

1.2 Research Objectives

The current study aims to investigate the effects of job characteristic, job satisfaction and organizational commitment on turnover intention of temporary employees working at the airline company.

1.3 Scope of Study

This study focuses on temporary employees who are working in this airline company in Bangkok, Thailand. The main purpose of this study is to investigate the employee turnover intention. Therefore, the representative sample was the temporary employee who worked in this airline. Most of the theories and concepts were taken from empirical research based on the employee's attitude and behavior. Thus, this study focuses on the effect of job characteristic, job satisfaction and organizational commitment to employee turnover intention.

1.4 Expected Benefits

1. The findings would be a resource for managers of the Airline Company. It is conducive to improve the factors which have effect on employee turnover intention, reduce the employee turnover intention in airline service industry.
2. The study would bring up more understanding to the managers on the factors of influencing employee turnover intention in airline service industry, Thus lead to more attention of the management on employee turnover.
3. The findings and the relevant literature or theory would be useful for the further research which investigating the effect of job characteristic, job satisfaction, organizational commitment on employee turnover intention.

1.5 Operational Definition

Employee: in this study means the employee who works in airline service industry.

Employee Turnover Intention: means employees intend to leave the organization which they're working at the present.

Organizational Commitment: as a psychological attachment of an employee to an organization. It makes employee feel willing to sacrifice their own emotion for the organization and more loyal to organization without hope for the return. Include affective commitment, continuance commitment and normative commitment.

Affective Commitment: the relative strength of an individual's identification with and involvement in a particular organization.

Continuance Commitment: the extents to which employees feel commitment to their organizations when they consider the costs of leaving the organization.

Normative Commitment: means employee stay with organization just because it's a right thing based on their personal norms such as moral then realized the organizational goals.

Job Characteristic: is a model to determine employee working perception and reaction in order to understand the employees' actually feeling to their job. Include five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback.

Skill Variety: is the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.

Task Identity: the degree of the job requires completion of a whole and identifiable piece of work, and whether the job can be doing from beginning to ending with a visible outcome.

Task Significance: the degree of job which has a substantial impact on the lives or work of other people-whether in the immediate organizational or in the external environment.

Job Autonomy: the degree of job which provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out.

Job Feedback: as the degree that the employee receives clear information about his or her performance.

Job Satisfaction: as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It includes: Pay satisfaction, Supervisory satisfaction, Co-worker satisfaction, Promotion satisfaction.

Pay Satisfaction: the satisfaction occurs from the salary which base on the organization salary scale.

Promotion Satisfaction: the satisfaction occurs from greater opportunities to develop in his/her career, certainly it is the present of job approval.

Co-worker Satisfaction: the satisfaction occurs from the degree of professional cooperation as well as the sense of social belonging.

Supervisory Satisfaction: the satisfaction occurs from supervisor's support on job.



CHAPTER II

LITERATURE REVIEW

This section will describe the literature review of this study. The topics are as the following:

2.1 Literature Review and Hypothesis

2.1.1 Employee Turnover Intention

2.1.2 Job Characteristic

2.1.3 Job Satisfaction

2.1.4 Organizational Commitment

2.2 Conceptual Model

2.1 Literature Review and Hypothesis

This literature reviews identifies the signification variable and the conceptual framework construction to investigate the relationship among job characteristic, job satisfaction, organizational commitment, and employee turnover intention of the temporary employees of Airline Company.

2.1.1 Employee Turnover Intention

Employee turnover is an important factor which is influencing employee productivity. Sut and Chad (2011) indicated that employee turnover is cause of economic losses of organization. It reduces greatly the job efficiency. Similarly, Barak et al., (2001) that employee turnover is terror and costly, it reduces organizational effectiveness and employee productivity to a certain extent.

According to Wright and Bonett (2007), their results showed that employee turnover can be divided to involuntary or voluntary. When some of them leave the organization by their willingness with variety causes it is called voluntarily while the organizations discharge some of their employees from the organization it is said to be involuntary turnover. Employee turnover always reduces organizational

effectiveness and employee productivity to a certain extent. Replacing employees can affect a business' productivity, expenses and overall performance. Thus employee turnover is worth managers to pay attention to many aspects of an invisible burden. Turnover has both positive and negative effects on the organization.

Some researchers defined the real definition about employee turnover intention that employee turnover intention is like a time consuming process from thinking of quitting, intention to search a new job and intention to quit or stay (Jacqueline & Milton, 2007; Mobley, 1982). Further, some researchers indicated that when employee cannot get happiness from their work then the job dissatisfaction is high, they will look for other opportunities which can give them happiness or satisfaction. Hence job satisfaction is viewed as significant predictors of turnover intention (Wright & Bonett, 2007).

In summary, if an organization can measure staff's turnover intention, it can determine the likelihood of staff leaving the organization. This helps Human Resource Department determine where to find opportunities to reduce the overall turnover.

2.1.2 Job Characteristic

Previous study found the relationships between job characteristics and turnover intention (Huang, 2011; Torraco, 2005). Morgeson and Humphrey (2006) identified five core job characteristics as the assessment index for skill variety, task identity, task significance, autonomy, and feedback from job. The relationship between five components of job characteristic was analyzed, as well as the influence on the employee turnover intention.

Skill Variety

Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of different skills and talents of the employee. Researchers define skill variety as the degree to which a job requires a variety of different activities in carrying out the work, which involves the using of a number of different skills and talents (Tsaur, Yen & Yang, 2011). Preceding discussion and previous research have indicated that skill variety has some impact on

employees' intention to leave organization. Sager and Johnston (1989) suggested that skill variety exert a negative significant effect on employee turnover intention.

Jobs that are high in skill variety are seen by employees as: more challenging because of the range of skills involved; relieve monotony that results from repetitive activity; and gives employees a greater sense of competence.

H1: Skill variety has a negative effect on employee turnover intention.

Task Identity

Task identity is described as the degree to which the job requires completion of a whole and identifiable piece of work, the employee is doing a job from start to finish with a visible outcome (Tsaur, Yen, & Yang, 2011; Chen & Chiu, 2009). Whether it's a personal task or team work, the integrity of the work is quite important, that's doing a job from beginning to end with visible results. It's more convenient to employee make a planning for that task and arranged for each working procedure, it could make the task can be done smoothly. Also it is more convenient to do a feedback examination. Gomes and Neves (2011) proposed that task identify has been one of the best promoter of work outcomes, such as high level of productivity, high level of satisfaction, high level of commitment, low level of turnover intention.

H2: Task identity has a negative effect on employee turnover intention

Task Significance

Task significance is described as the degree to which the job has a substantial impact on lives or work of other people whether in organizational or external environment (Chen & Chiu, 2009; Morgeson & Humphrey, 2006). Whether a big task or small task, managers must make staff aware of its importance and illustrate the significant effects of this task. It influences employees' psychological change in a considerable extent. Generally, 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. However, some researchers found task significance to be negatively related to turnover intention (Shawnta & Earnest, 2003).

H3: Task significance has a negative effect on employee turnover intention.

Job Autonomy

Researchers suggested that it would be an intimate relationship among autonomy, commitment and turnover intention (Casey & Robbin, 2010; Morgeson & Humphrey, 2006). Huang (2011) defined autonomy as the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out. Therefore the job autonomy makes employee believe that this is the trust organization and also be a psychological encourage, he/she will innovative thinking and develop his/her ability, thus more keen to their job then decrease turnover intention rate.

H4: Job autonomy has a negative effect on employee turnover intention

Job Feedback

Job feedback is the degree to which the employee receives clear information about his or her performance (Morgeson & Humphrey, 2006). It indicates that the employee cares about the outcome of his/her work, he/she needs to know whether his/her be a large role to organization and what is the role, eager to get the supervisors recognition. The researcher proposes that supervisor feedback is an important promoter of employees' job satisfaction (Piccolo & Colquitt, 2006), once get the supervisor's comments which are support or criticism, he/she makes corresponding reaction such as correct deficiencies and change weakness, or use their advantages to hard work. Consequently, job feedback is positively related to commitment and is negatively related to turnover intention, the higher level of job feedback from supervisor could improve the higher level of organizational commitment and lower level of employee turnover intention.

H5: Job feedback has a positive effect on employee turnover intention.

2.1.3 Job satisfaction

Job satisfaction plays a very critical role in attracting and retaining of employees' ability in an organization (Brookfield, 1998). According to Brookfield, individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and will staying longer in organization. Lim (2008) suggested that job satisfaction had significant influence whether individual or organization. On the contrary, when employees are not satisfied, they tend to shift and look for

satisfaction elsewhere. It may leads to employee's various reaction, no matter be psychological or action (Joo & Park, 2010). The most common is the employee turnover (Beecham et al., 2008).

According to Mobley (1977) job satisfaction is negatively related with the turnover intention of employees. Employees often think to leave their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job. Similarly to Susskind et al (2000) and Blau (1987), researchers have proved that job satisfaction has a significantly negative association with turnover intention on consistent basis.

Job satisfaction can be divided in two types which are based on the level of employees' feelings regarding their jobs - global job satisfaction and job facet satisfaction. Global job satisfaction focuses on employees' overall feelings about their jobs, while job facet satisfaction focuses on feelings about specific job aspects, such as salary, supervisor support, and the quality of relationships with one's co-workers. This study will focus on the later one, which consists of pay satisfaction, supervisor satisfaction, co-worker satisfaction and promotion satisfaction.

Pay Satisfaction

Rast and Touran (2012) suggest that salary is basic requirements with employee; they look for the labor pay remuneration. It means that salary is always a decisive role for most employees. Singh and Loncar (2010) tried to find the relationship among pay satisfaction and turnover intention. They found that all dimensions of pay satisfaction were correlated negatively with turnover intention. Motshegwa (2011) also found that pay satisfaction was a predictor for turnover intention.

H6: Pay satisfaction has a negative effect on employee turnover intention.

Supervisor Satisfaction

Besides pay satisfaction, supervisor support is another significant factor to measure job satisfaction of employee. Gagnon and Michael (2004) described supervisor support as the degree to which an employee feels that they are supported by their supervisor. Further, Heery and Noon (2001) proposed that supervisor is a frontline manager who is responsible for the supervision of employees. Ng and Sorensen (2008) indicate that high manager support lead to high emotional interaction

of employees, research showed that employee perceives supervisor support strongly related to job satisfaction, affective commitment, and turnover intention.

H7: Supervisor satisfaction has a negative effect on employee turnover intention.

Co-worker Satisfaction

Co-worker is someone whom works alongside at their job. Usually, it refers to a person at a same or lower level of seniority not manager or boss. Close relationship between co-workers could improve employee satisfaction to a certain extent (Wei, 2009). Thus, co-worker relationship is regarded as the degree of professional cooperation as well as the sense of social belonging. McCalister (2003) proposed that coworker support and supervisor support significantly influence to work stress, job satisfaction and turnover intention in a negative direction. Therefore a close co-worker relationship could improve job satisfaction and reduce employee turnover intention at a certain extent.

H8: Co-worker satisfaction has a negative effect on employee turnover intention.

Promotion Satisfaction

Maslow's (1943) - Hierarchy of Need Theory indicated that after reaching the basic needed, employee begin to pursue higher level of needs. Promotion is the pursuit of most employees and means employees get opportunities to develop in their career, certainly it is recognition of the current work. Heery and Noon (2001) suggested that promoting bring to an increasing of employees' responsibility and status, the jobs which have more development chances are more likely to be employee chose. Despite a large number of studies examining the relationship between job satisfaction and turnover intentions (Susskind et al, 2000 & Blau, 1987), to researcher's knowledge, no study has investigated the influence of promotion satisfaction on employee turnover intentions. It is likely that the more opportunity the employees can be promoted in the organization, the lesser the employee turnover rate will be.

H9: Promotion satisfaction has a negative effect on employee turnover intention.

2.1.4 Organizational Commitment

A study of Janet and Christopher (2008) showed that organizational commitment had a negative linear relationship with employee turnover intention by the analysis of 124 published studies, soon afterwards, they suggested that the employee who has a higher level of organizational commitment is more likely to remain at work when compared to the employee who has a lower level of organizational commitment. Similarly, Cathrine (2011) and Allen (1996) proposed organizational commitment as a psychological link between an employee and his or her organization, it ensures a greater degree decreasing of employee voluntarily leave rate. Furthermore, a larger number of researchers indicate that the relationship between an employee's turnover intentions and organizational commitment is negative (Lin and Chen, 2004; Susskind et al., 2000; Breukelen et al., 2004).

Organizational commitment is layered in terms of three possible commitment levels have been identified by Meyer and Allen (1984). These three specific commitment types are characterized by positive feelings of identification with attachment and involvement in the organization including: affective commitment, continuance commitment, and normative commitment.

Affective Commitment

Allen and Meyer (1990) defined that affective commitment pertains to the extent to which an individual identifies with organization and reflects employee affective orientation towards. Buchanan (1974) indicated that affective commitment as a partisan, affective attachment to the goals and values of one's role in relation to the goals values, and to the organization for its own sake, apart from its purely instrumental worth. When employees feel the organization give them the fair spiritual and material reward they will receive organizational care and support, follow the organization's goals and roles thus reduce employee turnover intention (Matthew et al., 2012).

H10: Affective commitment has a negative effect on employee turnover intention.

Continuance Commitment

Continuance commitment is the extents to which employees feel commitment to their organizations when they consider the costs of leaving the

organization (Meyer & Allen, 1984). Also it is seen as a siren to let employee realize that their leaving is a high cost then refrain from their intent to leave. However, Pastorino et al., (2010) suggest that continuance commitment may also occur because the employees do not want to lose company social ties or friendships. On the other hand, continuance commitment reflects the level of employee intent to stay with organization will not to leave (Lee & KamarulZaman, 2009).

H11: Continuance commitment has a negative effect on employee turnover intention.

Normative Commitment

Normative commitment refers to the employee perceived obligation to continue to stay in organization (Sajjad et al., 2011). It indicates that employee stay with organization just because it's a right thing based on their personal norms such as moral then realized the organizational goals. Therefore, normative commitment has defined that an employee stays with an organization due to moral obligation; he/she doesn't want to lose co-workers as lesson for resigning (The Pennsylvania State University Report, 2011; Pastorino et al., 2010).

H12: Normative commitment has a negative effect on employee turnover intention.

2.2 Conceptual Framework Model

According to the literature reviews on many organizational factors such organizational commitment, job satisfaction, job characteristic, which impact employee turnover intention. There are some interesting points on how these factors affect to employee turnover intention. This conceptual framework is developed based on knowledge and literature review of related theories and previous studies. The dependent variable is employee turnover intention, the independent variables are organizational commitment, job satisfaction and job characteristic (see Figure 2.1).

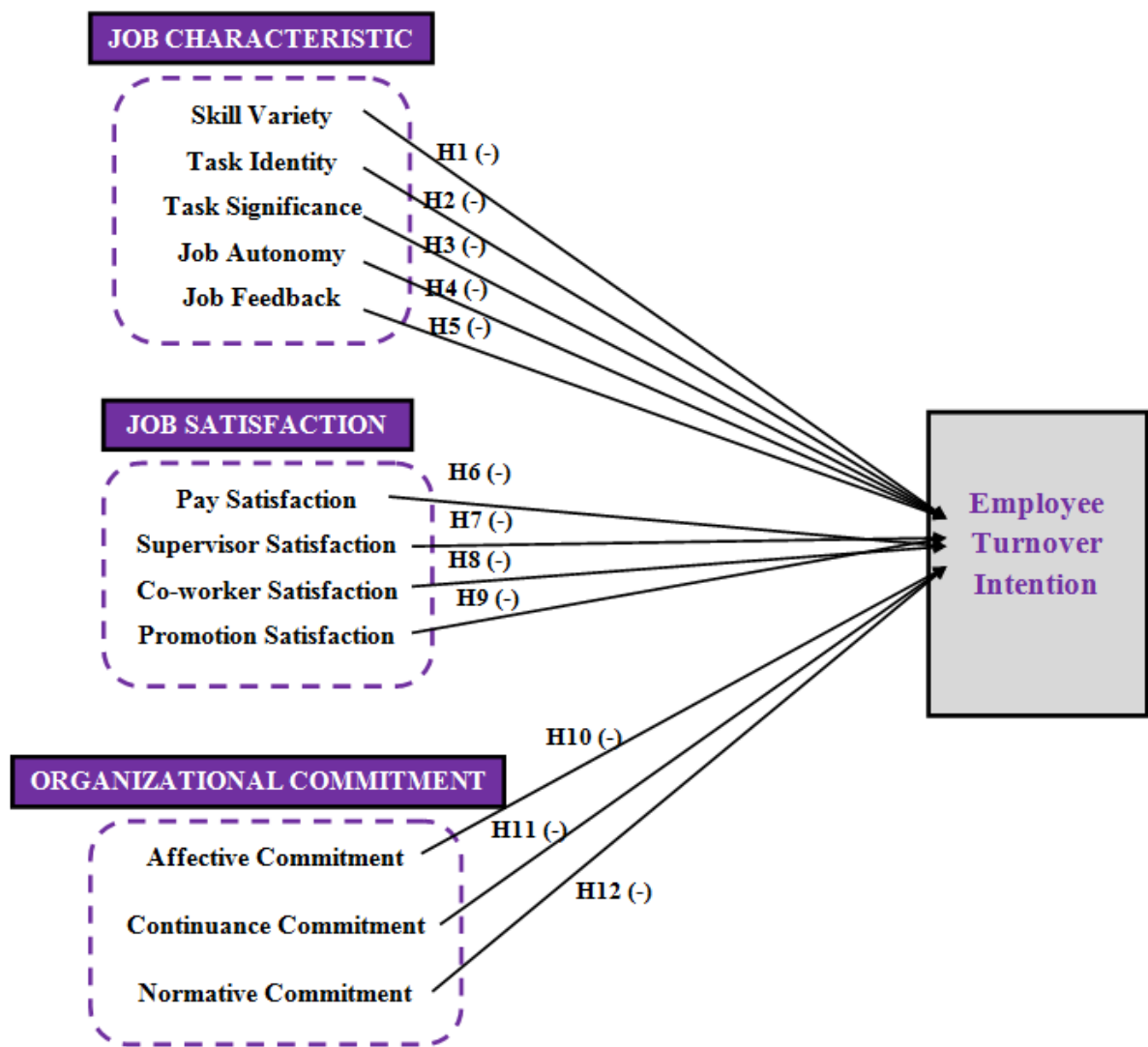


Figure 2.1 Conceptual Model

CHAPTER III

RESEARCH METHODOLOGY

This section will describe the research methodology of this study. The topics are as following:

3.1 Research Design

3.2 Population and Sample

3.3 Data Collection

3.4 Data Analysis

This chapter presents the methodology approach of the current study, the location where the study is conducted, the research design, population and sampling, variables of the research and data collection and analysis.

3.1 Research Design

This study investigates the factors (job characteristic, job satisfaction, organizational commitment) influencing employee turnover intention. Thus, this study used quantitative research methodology for exploring factors and developing a model of the employee turnover intention. The survey research was through distributed questionnaire to temporary staffs working in this airline company to collect data. After that, use the SPSS to examine the entire hypothesis.

3.2 Population and Sample

The main purpose of this thesis is to study the employee turnover intention. The target population in this study was focus on temporary employees who are working in this airline company in Thailand. Therefore, the target sample had drawn from these employees. The population could not be clearly identified, for the size of sample group in this study were computed by the sample size formula of

Cochran (1977). The accepted standard is significant at confidence level at 95% or significance at 0.05. Hence, the size of the sample group is calculated as following:

$$n = Z^2 / 4e^2$$

n = size of the sample group

Z = confidence level at 95% ($\alpha = 0.05$)

e = probability of error at 5%

$$n = (1.96)^2 / 4 * (0.05)^2$$

$$n = 3.8416 / 0.01$$

$$n = 384.16$$

From the calculation, the result of the sample size is 384.16, basing on the confidence level at 95%. Therefore, the size of sample group set in 384 samples that's extraction from the population.

3.3 Data Collection

The questionnaire was translated from English language into Thai language in order to facilitate the respondents. The data was collected during time October 2015 to November 2015. A total number of 384 copies of questionnaires were distributed to the temporary employees who work for this airline industry. The chosen places were hold at the company's head office, Vibhavadi Road and Suvarnabhumi International Airport in Bangkok. The questions extracted from the related literature and they are in accordance with this research, after testing modified them into formal questionnaire. The questionnaire of this study can be divided by 5 parts with 56 questions.

Part 1: Personal Information

There are 7 questions about the personal information from respondents in this part, included 2 types scale: the nominal scale which is gender; the ordinal scale which are age, education level, marital status, monthly income, job categories, work years.

Part 2: Job Characteristic

Job characteristics model related to three underlying psychological states: work meaningfulness, knowledge of results, and sense of responsibility. They identify five cores of job characteristics to be the dimensions namely: skill variety, task identity, task significance, autonomy, and feedback. They are measured by 18 items adapted from Morris & Venkatesh (2010).

Part 3: Job Satisfaction

Job satisfaction is simply how people feel about their jobs and the different aspects as well. In this study, it is needed to use four dimensions to measure it which included pay satisfaction, supervisor satisfaction, co-worker satisfaction, promotion satisfaction. These dimensions are measured by 16 questions adapted from Artz (2010) & Chen et al., (2012).

Part 4: Organizational Commitment

Organizational commitment is as a psychological attachment of an employee to an organization, It makes employee more loyal to organization, take the organization goal as their goal to struggle, they are more willing to sacrifice their own emotion for the organization and have a stronger desire to exert effort for the organization. It can be measured by affective commitment, normative commitment and continuance commitment. In this part will these three dimensions measure by 11 questions adapted from Albrecht & Andretta (2011), Gunlu et al.,(2010).

Part 5: Employee Turnover Intention

It refers to a conscious and deliberate willfulness to leave the organization. The questions in this part euphemistic inquiries the turnover intention of respondent, every answer has impact or relationship. There are 4 questions adapted from Joo & Park (2010), Lee and Liu (2007).

3.4 Data Analysis

In this study two statistics tool were used to analyze the collected data. The statistical program was used to analyze part 1 demographic characteristic in a form of number and percentage. For part 2 to part 5 will use SPSS to compute reliability analysis. Then, the next step is to determine the correlation between the variables and

determine its strength. The third step is to test the multiple linear regression analysis. This regression analysis attempts to model the relationship between multiple variables by fitting a linear equation to observed data. One variable is considered to be a dependent variable, and others are considered to be independent variables.



CHAPTER IV

RESEARCH FINDINGS

This chapter intended to present the result of the data analysis and findings of this study. Therefore, the three major sections are presented as the following:

4.1 Demographic Characteristic

4.2 Data Analysis and Findings

4.2.1 Reliability Analysis

4.2.2 Correlation Analysis

4.2.3 Multiple Regression Analysis

This study uses the descriptive tool to expound the demographic characteristics, uses the statistics tool for reliability analysis, correlation analysis and regression analysis. In this study, the researcher selected a significance level to be 0.05 based on 350 valid questionnaire responses. The findings will be discussed on the following paragraphs.

4.1 Demographic Characteristic

In this survey, the demographic characteristics were analyzed by descriptive statistics by computing the number of respondents and percentage of each group. From Table 4.1, there are 7 main items were considered in the statistic, which are gender, age, education level, marital status, income, job position and working year. Numbers of respondents in each category are shown in Table 4.1

Table 4.1 Respondent Characteristics

Demographic Background	Qty. (n)	Frequency Percent (%)
Gender		
Male	166	47.4
Female	184	52.6

Table 4.1 Respondent Characteristics(Cont.)

Demographic Background	Qty. (n)	Frequency Percent (%)
Total	350	100
Age range		
20-25 years old	104	29.7
26-30 years old	126	36
31-35 years old	106	30.3
36-40 years old	14	4
More than 41 years old	0	0
Total	350	100
Educational level		
High school	0	0
Vocational diploma	3	0.9
Bachelor's degree	341	97.4
Higher than Bachelor's degree	6	1.7
Total	350	100
Marital Status		
Single	339	96.9
Married	11	3.1
Divorced	0	0
Total	350	100
Income range (THB/Month)		
Less than 9,000	0	0
9,001-15,000	192	54.9
15,001-20,000	106	30.3
20,001-25,000	49	14
More than 25,001	3	0.9
Total	350	100
Job position		
General staff	214	61.1
Ground services staff	134	38.3
Catering staff	0	0
Technical staff	0	0
Others	2	0.6
Total	350	100
Working time		
Less than 1 year	73	20.9
1-3 years	161	46
3-5 years	66	18.9

Table 4.1 Respondent Characteristics(Cont.)

Demographic Background	Qty. (n)	Frequency Percent (%)
5-7 years	27	7.7
7-10 years	19	5.4
More than 10 years	4	1.1
Total	350	100

According to the result, the gender category includes male and female. There are 184 respondents are female by the percentage of 52.6% in the survey. In contrast, the male respondents only 166 by 47.4% of total number of respondents, which is slightly lower than percentage of females.

In the age groups, the most respondents are in the range 26 to 30 years old being 36%, while the range of 31 to 35 years old with a little bit of gap in the second. The range of 20 to 25 years old respectively is 104 respondents being 29.7%. The range of 36 to 40 years old is 14 respondents being 4%, and there is no the range of older than 41 years old respondents found.

Besides that, the most of respondents who are Bachelor's degree level participated by 97.4%, following by 1.7% higher than Bachelor's degree, 0.9% of Vocational diploma level. The number of participation is 341, 6 and 4 respondents in sequence. No respondents are high school degree holders.

For the marital status, there are 339 respondents in the survey are single being 96.9%, the second is married respondents, include 11 persons with percentage of 3.1%.

The next category is monthly income of respondents, most of respondents who have monthly income in 9,001 – 15,000 Thai baht participated by 54.9%, total 192 respondents. There are 106 respondents in level of 15,001 – 20,000 Thai baht by 30.3%. The monthly income in 20,001 – 25,000 Thai baht level is 49 respondents by 14%, over than 25,001 Thai baht is 3 respondents by percentage 0.9%.

Another personal information which related with the survey result is job positions. There are 214 general staffs, which are the most part of total number of

respondents by 61.1%. Ground services staff are 134 respondents by 38.3%, the other job categories 2 respondents by 0.6%.

For the terms of work year, there are 46% of respondents who are working in 1-3 years, 20.9% of respondents are working less than 1 year, 18.9% of respondents are working in 3-5 years, 7.7% and 5.4% of respondents are working in 5-7 and 7-10 years respectively. And 1.1% of respondents are working over than 10 years.

4.2 Data Analysis and Findings

In this study, data analysis included three kinds of statistical analysis; these are reliability analysis, correlation analysis and regression analysis.

4.2.1 Reliability Analysis

According to Nunnally (1976) and Sekaran (2003), Cronbach's alpha of 0.6 is sufficient to be acceptable value for research purpose and those over 0.80 is good. The Cronbach's Alpha coefficient in this present study was between 0.685 and 0.954 (see Table 4.2).

Table 4.2 Cronbach's alpha

Constructs	Cronbach's alpha
Skill Variety	0.837
Task Identity	0.851
Task Significance	0.885
Job Autonomy	0.866
Job Feedback	0.886
Pay Satisfaction	0.861
Supervisor Satisfaction	0.845
Co-worker Satisfaction	0.917
Promotion Satisfaction	0.685
Affective Commitment	0.733
Continuance Commitment	0.789
Normative Commitment	0.649
Turnover Intention	0.954

4.2.2 Correlation Analysis

Correlation analyses were conducted using data obtained from the sample (n = 350). Table 4.3 presents the correlations of all the variables in the current study.



Table 4.3 Correlation Matrix

	Mean	Std. Deviation	Turnover Intention	Skill Variety	Task Identity	Task Significance	Job Autonomy	Job Feedback	Pay Satisfaction	Supervisor Satisfaction	Co-worker Satisfaction	Promotion Satisfaction	Affective Commitment	Continuance Commitment	Normative Commitment
Turnover Intention	3.26	1.12	1	-.161**	.168***	-.356***	-.118*	-.478***	-.590***	-.139**	.123*	-.132*	-.324***	-.451***	-.385***
Skill Variety	3.69	0.6		1	.193***	.640***	.323***	.445***	.318***	.160**	.123*	0.004	.332***	.357***	0.034
Task Identity	4.46	0.68			1	0.1	-.361***	.133*	-0.053	.620***	.623***	-0.027	.124*	-.178**	-0.032
Task Significance	3.7	0.73				1	.394***	.413***	.279***	.262***	.112*	0.003	.286***	.314***	0.096
Job Autonomy	2.75	0.83					1	-0.021	-0.062	-.214***	-.267***	0.035	-.107*	-0.075	0.042
Job Feedback	3.66	0.78						1	.623***	.362***	.122*	.331***	.707***	.689***	.293***
Pay Satisfaction	2.24	0.81							1	.213***	0.029	.197***	.516***	.680***	.391***
Supervisor Satisfaction	3.94	0.70								1	.614***	.299***	.414***	.141**	.202***
Co-worker Satisfaction	4.44	0.73									1	.157**	.254***	-0.02	.184**
Promotion Satisfaction	3.09	0.61										1	.644***	.472***	.447***
Affective Commitment	3.47	0.73											1	.782***	.423***
Continuance Commitment	2.62	0.99												1	.354***
Normative Commitment	3.27	0.87													1

*** Correlation coefficient is lower than 0.001

** Correlation coefficient is lower than 0.01

* Correlation coefficient is lower than 0.05

From Table 4.3 it can be seen that Pay satisfaction has the strongest relationship with employee turnover intention ($r = -0.590$ ($p < 0.001$), while Job autonomy has the lowest relationship with employee turnover intention ($r = -0.118$, $p < 0.05$).

4.2.3 Multiple Linear Regression Analysis

In this study, multiple linear regression analysis was conducted to examine the relationships between employee turnover intention (dependent variable) and various potential predictors. Table 4.4 shows regression model summary of which independent variables affect to employee turnover intention.

Table 4.4 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713(a)	.509	.491	.80188

a Predictors: (Constant), Normative commitment, Task Identity, Task Significance, Promotion satisfaction, Pay satisfaction, Job Autonomy, Co-worker Satisfaction, Skill Variety, Job Feedback, Supervisor Satisfaction, Affective Commitment, Continuance Commitment

From Table 4.4, it shows that R Square value is 0.509, which means that 50.9% of variance in the employee turnover intention is influenced by independent variables such as Normative commitment, Task Identity, Task Significance, Promotion satisfaction, Pay satisfaction, Job Autonomy, Co-worker Satisfaction, Skill Variety, Job Feedback, Supervisor Satisfaction, Affective Commitment and Continuance Commitment.

Moreover, from Table 4.5, it also shows $P = 0.000$ and $F = 29.101$, which means that at least one of the independent variables has a significant predictive relationship with the dependent variable (employee turnover intention).

Furthermore, from Table 4.6, it illustrates the predictive independent variables that are significantly affect employee turnover intention. Pay satisfaction is the strongest variables which affect employee turnover intention at ($\beta = -0.374$, $p < 0.001$). This was then followed by Task significance ($\beta = -0.267$, $p < 0.001$), Skill

variety ($\beta = 0.206, p < 0.001$), Job feedback ($\beta = -0.218, p < 0.001$), Normative commitment ($\beta = -0.222, p < 0.001$), Co-worker satisfaction ($\beta = 0.181, p < 0.001$), and Supervisor satisfaction ($\beta = -0.141, p < 0.05$).

Employee Turnover Intention = 4.753 + (-0.521*Pay Satisfaction) + (-0.409*Task Significance) + (0.389*Skill Variety) + (-0.316*Job feedback) + (-0.286*Normative Commitment) + (0.280*Co-worker Satisfaction) + (-0.228*Supervisor satisfaction)

Table 4.5 Anova

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224.551	12	18.713	29.101	.000(a)
	Residual	216.697	337	.643		
	Total	441.248	349			

a Predictors: (Constant), Normative commitment, Task Identity, Task Significance, Promotion satisfaction, Pay satisfaction, Job Autonomy, Co-worker Satisfaction, Skill Variety, Job Feedback, Supervisor Satisfaction, Affective Commitment, Continuance Commitment

b Dependent Variable: Turnover Intention

Table 4.6 Coefficients(a)

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.753	.479		9.932	.000
	Skill Variety	.389	.111	.206	3.500	.001
	Task Identity	.173	.109	.105	1.586	.114
	Task Significance	-.409	.088	-.267	-4.648	.000
	Job Autonomy	-.052	.077	-.038	-.673	.501

Table 4.6 Coefficients(a)(Cont.)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Job Feedback	-.316	.094	-.218	-3.351	.001
Pay Satisfaction	-.521	.083	-.374	-6.284	.000
Supervisor Satisfaction	-.228	.100	-.141	-2.270	.024
Co-work Satisfaction	.280	.085	.181	3.292	.001
Promotion Satisfaction	.164	.110	.089	1.490	.137
Affective Commitment	.127	.133	.083	.961	.337
Continuance Commitment	-.029	.102	-.026	-.287	.774
Normative Commitment	-.286	.061	-.222	-4.720	.000

a Dependent Variable: Turnover Intention

CHAPTER V

DISCUSSION, PRATICAL IMPLICATIONS AND LIMITATIONS OF THE STUDY

This chapter summarized all results and discussed the results from hypothesis testing with literature review and implication of research finding on factors influencing the employee intention. The main topics of this chapter were presented as the following:

- 5.1 Discussion
- 5.2 Practical Implications
- 5.3 Limitations and Suggestions for Future Research

5.1 Discussion

The underlying tenet of this study is to investigate the impact of job characteristic, job satisfaction and organizational commitment on employee turnover intention. The major findings which reported in chapter 4 can summarized as below.

Most of the respondents were female with 52.6% while male respondent was 47.4%. The age of the respondents focus on 26-30 years (36.0%). Respondents have education level from vocation diploma to higher than bachelor's degree. Moreover, 96.9% of them are single. 61.1% of the respondents' job position is general staff, and more than a half (54.9%) of them get a low income between 9,000 Baht to 15,000 Baht per month.

From the result of multiple regression analysis, it indicates that there are at least seven factors that could affect employee turnover intention of temporary employees of the airline company. The researcher would like to draw the final conceptual model of this study in the figure 5.1 below.

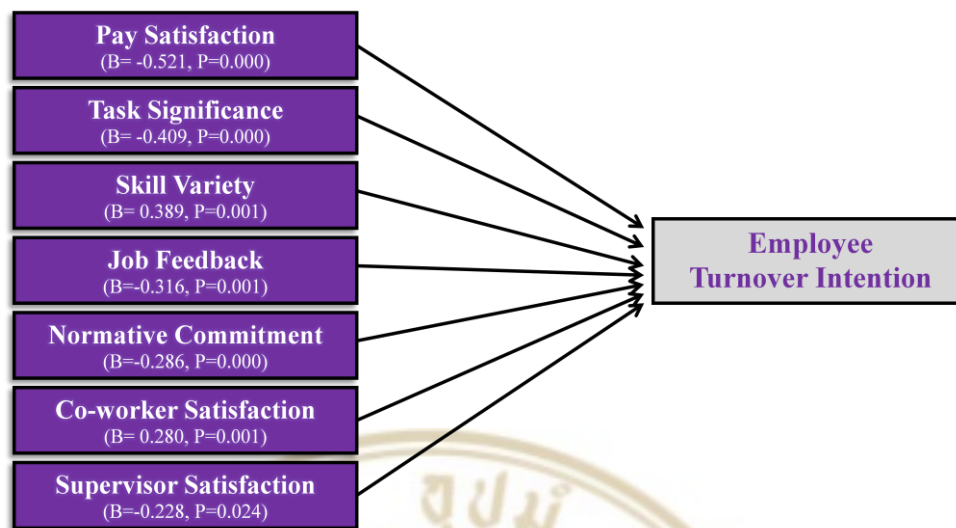


Figure 5.1: The model of factors affecting turnover intention of temporary employees of the airline company

The first influencing factor is ‘Pay satisfaction’. This finding indicates that employees who are satisfied with their salary are less likely to leave their organization. This result is consistent with previous studies which found that salary is basic requirements and always a decisive role for most employees. If employees are satisfied and have an opportunity to receive more salary, their intention to leave the company can be reduced. (Motshegwa, 2011; Rast & Touran, 2012; Singh & Loncar, 2010)

The second factor is ‘Task significance’. This factor indicates that employees who are aware of the importance of task will feel that they are a part of this company and want to work and stay in the company as long as possible. This finding is in line with previous studies which found that employee who had a lower level task easily lead to employee’s despising as they feel that their work is not important. Thus, managers must make staff aware of its importance and illustrate the significant effects of this task, which can reduce turnover intention rate. (Chen & Chiu, 2009; Shawnta & Earnest, 2003).

The third factor is ‘Skill variety’. This factor in this study illustrates that employees who have a variety of skills tend to have more intention to turnover. This probably employees think that they use all skill they have in the task assigned and they

feel nothing challenge for them anymore. The result in this study is not relevant to the previous study in the literature review, which indicated that jobs that are high in skill variety are seen by employees as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity; and gives employees a greater sense of competence. (Tsaur, Yen & Yang, 2011, Sager & Johnston, 1989)

The fourth factor is 'Job feedback'. This factor indicates that if employees always receive clear information about his or her performance, they are satisfied and want to work in the company. This result is consistent with previous studies which suggested that employee cares about the outcome of his/her work, he/she needs to know whether his/her be a large role to organization and what is the role, eager to get the supervisors recognition. Once employees get the supervisor's comments on his or her working results, he/she makes corresponding reaction, then they feel satisfied, committed to the organization and feel hard to leave the company. (Morgeson & Humphrey, 2006, Piccolo & Colquitt, 2006).

Next factor is 'Normative commitment'. This factor shows that employees who have high level of normative commitment or employees who perceived obligation to continue to stay in organization tend to have low intention to leave the company. From the literature review, the result of this study is relevant to the result of the previous studies of Sajjad et al. (2011) and Pastorino et al. (2010) showed that employees perceived that they should stay with an organization because it's a right thing based on their personal norms and moral obligation.

Moreover, Co-worker satisfaction is also another factors affecting turnover intention of temporary employees working in this airline company. The result of this study is different from the previous study, which indicated that if employees have good relationship with their colleagues, turnover intention rate will be reduced. (Wei, 2009, McCalister, 2003). Opposite to the result of this study, employees who have good relationship with co-workers tend to have intention to leave the company. In each department, it comprises of permanent staffs and temporary staffs. Once the temporary employees have good relationship with others colleagues, they will receive advice and guidance from their permanent staffs about opportunity to be a permanent staff in the future, which is less opportunity due to the poor annual financial

performance of the company. Thus, the turnover intention of the temporary employees in this company will be high.

Furthermore, another factor that could affect turnover intention of temporary employees working in this airline company is 'Supervisor satisfaction'. The influencing turnover intention of the temporary employees include support from supervisors. Gagnon and Michael (2004) described supervisor support as the degree to which an employee feels that they are supported by their supervisor. Ng and Sorensen (2008) indicated that high manager support lead to high emotional interaction of employees, research showed that employee perceives supervisor support strongly related to job satisfaction, affective commitment, and turnover intention.

For the rest factors, including Task identity, Job autonomy, Promotion satisfaction, Affective commitment and Continuance commitment, it is obviously that these five factors are not significantly affecting turnover intention of temporary employees working in this airline company.

5.2 Practical Implications

Base on the research findings, the company should pay attention more on seven factors which are Pay satisfaction, Task significance, Skill variety, Job feedback, Normative commitment, Co-worker satisfaction and Supervisor satisfaction as they are significant affecting turnover intention rate of company's temporary employees.

First of all, the company should restructure the wages paid to the employees base on workloads. Moreover, the company should adjust the strategy to increase salary when appropriate time together with yearly Key Performance Indicators (KPIs) of each employee performance.

Regarding to Task significance, the company should emphasize the manager of each department setting a clear job description and job responsibility of each employee in the department. And manager of each department should tell all employees about the importance of their task and let employees feel importance of their work assigned, which can affect the successful of the company. Thus, employees will feel that they are a part of this company.

For Skill variety, the result of this study shows that employees who use more skills tend to have high intention to leave the company. The suggestion for this company is to revise job descriptions and encourage employees to have job rotation. Job rotation will help employees develop more skills in a wider array of positions. This provides job stability and equips them for better opportunities to earn promotions. For example, some employees think they are not suitable in this field of works as they are too difficult or not directly match with degree that they graduated. Job rotation will be another opportunity to make employees discover their truly ability and can reduce turnover intention of temporary employees as well.

Regarding to Job feedback, Manager/ Supervisor should provide clear job feedback information to the employee about his or her performance as the employees need to know their performance. They can learn and develop from the comment of their managers/supervisors. It must be better if manager and supervisors always provide job feedback to employees.

Moreover, another factor that company should pay attention is about normative commitment. Besides work, the company should pay attention more on employees' feeling. The company must keep employees feel warm and make them feel a sense of obligation to the organization, even if they are unhappy in their role, or even if they want to pursue better opportunities. The employees feel that they should stay with the organization, because it is the right thing to do. This sense of obligation can come from several factors. Employees might feel that they should remain with the organization because it has invested money or time in employees' training. Alternatively, perhaps the organization provided a reward in advance, such as paying for employees' college tuition. In addition, this obligation can also come from employees' upbringing. For instance, employees' family might have stressed that they should stay loyal to the organization, it can be the reason why they feel obliged to stay in this company.

Furthermore, co-worker satisfaction, the company should arrange some activities by creating a sense "we are in the same team" such as Sport's day, Break the ice activities. These activities will make employees close to each other more as they need to think, solve the problems, share opinions, listen to other thinking and they will achieve if they have teamwork.

Finally, the company should pay more attention on supervisor supports. Based on the findings of turnover intention of temporary employees working in this airline company, there are some recommendations that the researcher would like to make. First of all, the managers or supervisors should listen more when employees have something important to say. Then appraising performance fairly to all employees, showing concern for employees' career progress, providing clear instructions and always be a backing up to employees with other managers. Once the employees are satisfied with their job and committed with organization, the possibility they quit from organization can be reduced.

5.3 Limitations and Suggestions for Future Research

This research has some limitations that the researcher would like to address. First of all, the sample size of this study is not big enough, and the respondents were only from just only one of the airline companies in Bangkok, Thailand, which may not represent overall opinions and group of people who work in airline service industry. Therefore, future research should have larger sample size and should include respondents who are temporary employees working in other airline companies in Thailand. In addition, this research only collected data from the questionnaires, which can lead to a limitation for the analysis of the results obtained. The future research should use a questionnaire together with in-depth interview to all levels of employees in order to get more concrete and precise result in this topic.

Moreover, this study should be repeated in spaced approximately one year afterward as satisfaction is about people's feeling and attitudes, which can be changed with time and circumstances. Or even when there is any changes on the organization structure or chain of command. By doing this, it could generate more useful information to come up with human resource strategy for this airline company to maintain their employees to stay longer in the company and reduce some cost and turnover intention rate.

Table 4.1 Respondent Characteristics

Demographic Background	Qty. (n)	Frequency Percent (%)
Gender		
Male	166	47.4
Female	184	52.6
Total	350	100
Age range		
20-25 years old	104	29.7
26-30 years old	126	36
31-35 years old	106	30.3
36-40 years old	14	4
More than 41 years old	0	0
Total	350	100
Educational level		
High school	0	0
Vocational diploma	3	0.9
Bachelor's degree	341	97.4
Higher than Bachelor's degree	6	1.7
Total	350	100
Marital Status		
Single	339	96.9
Married	11	3.1
Divorced	0	0
Total	350	100
Income range (THB/Month)		
Less than 9,000	0	0
9,001-15,000	192	54.9
15,001-20,000	106	30.3
20,001-25,000	49	14
More than 25,001	3	0.9
Total	350	100
Job position		
General staff	214	61.1
Ground services staff	134	38.3
Catering staff	0	0
Technical staff	0	0
Others	2	0.6

Table 4.1 Respondent Characteristics (Cont.)

Demographic Background	Qty. (n)	Frequency Percent (%)
Total	350	100
Working time		
Less than 1 year	73	20.9
1-3 years	161	46
3-5 years	66	18.9
5-7 years	27	7.7
7-10 years	19	5.4
More than 10 years	4	1.1
Total	350	100

Table 4.2 Cronbach's alpha

Constructs	Cronbach's alpha
Skill Variety	0.837
Task Identity	0.851
Task Significance	0.885
Job Autonomy	0.866
Job Feedback	0.886
Pay Satisfaction	0.861
Supervisor Satisfaction	0.845
Co-worker Satisfaction	0.917
Promotion Satisfaction	0.685
Affective Commitment	0.733
Continuance Commitment	0.789
Normative Commitment	0.649
Turnover Intention	0.954

Table 4.3 Correlation Matrix

	Mean	Std. Deviation	Turnover Intention	Skill Variety	Task Identity	Task Significance	Job Autonomy	Job Feedback	Pay Satisfaction	Supervisor Satisfaction	Co-worker Satisfaction	Promotion Satisfaction	Affective Commitment	Continuance Commitment	Normative Commitment
Turnover Intention	3.26	1.12	1	-.161**	.168***	-.356***	-.118*	-.478***	-.590***	-.139**	.123*	-.132*	-.324***	-.451***	-.385***
Skill Variety	3.69	0.6		1	.193***	.640***	.323***	.445***	.318***	.160**	.123*	0.004	.332***	.357***	0.034
Task Identity	4.46	0.68			1	0.1	-.361***	.133*	-0.053	.620***	.623***	-0.027	.124*	-.178**	-0.032
Task Significance	3.7	0.73				1	.394***	.413***	.279***	.262***	.112*	0.003	.286***	.314***	0.096
Job Autonomy	2.75	0.83					1	-0.021	-0.062	-.214***	-.267***	0.035	-.107*	-0.075	0.042
Job Feedback	3.66	0.78						1	.623***	.362***	.122*	.331***	.707***	.689***	.293***
Pay Satisfaction	2.24	0.81							1	.213***	0.029	.197***	.516***	.680***	.391***
Supervisor Satisfaction	3.94	0.70								1	.614***	.299***	.414***	.141**	.202***
Co-worker Satisfaction	4.44	0.73									1	.157**	.254***	-0.02	.184**
Promotion Satisfaction	3.09	0.61										1	.644***	.472***	.447***
Affective Commitment	3.47	0.73											1	.782***	.423***
Continuance Commitment	2.62	0.99												1	.354***
Normative Commitment	3.27	0.87													1

*** Correlation coefficient is lower than 0.001

** Correlation coefficient is lower than 0.01

* Correlation coefficient is lower than 0.05

Table 4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713(a)	.509	.491	.80188

Table 4.5 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224.551	12	18.713	29.101	.000(a)
	Residual	216.697	337	.643		
	Total	441.248	349			

Table 4.6 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.753	.479		9.932	.000
	Skill Variety	.389	.111	.206	3.500	.001
	Task Identity	.173	.109	.105	1.586	.114
	Task Significance	-.409	.088	-.267	-4.648	.000
	Job Autonomy	-.052	.077	-.038	-.673	.501
	Job Feedback	-.316	.094	-.218	-3.351	.001
	Pay Satisfaction	-.521	.083	-.374	-6.284	.000
	Supervisor Satisfaction	-.228	.100	-.141	-2.270	.024
	Co-worker Satisfaction	.280	.085	.181	3.292	.001
	Promotion Satisfaction	.164	.110	.089	1.490	.137
	Affective Commitment	.127	.133	.083	.961	.337
	Continuance Commitment	-.029	.102	-.026	-.287	.774
	Normative Commitment	-.286	.061	-.222	-4.720	.000

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APPENDICES 1:

แบบสอบถาม

“ปัจจัยที่มีอิทธิพลต่อความตั้งใจที่จะลาออกของพนักงาน: กรณีศึกษาพนักงานวิงสแปน”

วัตถุประสงค์: เพื่อรวบรวมข้อมูลที่เกี่ยวข้องกับความคิดเห็นที่มีต่อความตั้งใจที่จะ ลาออกจากงานของพนักงานวิงสแปน คำตอบของท่านมีส่วนช่วยการแก้ปัญหาพนักงานลาออกได้ ทั้งนี้ ข้อมูลนี้จะถูกเก็บเป็นความลับและจะไม่มีผลกระทบต่อผู้ตอบแบบสอบถามใดๆทั้งสิ้น ทางผู้สำรวจขอขอบพระคุณท่านในการร่วมมือการกรอกแบบสำรวจในครั้งนี้

วิทยาลัยการจัดการ มหิดล ส่วนที่ 1 คาถามทั่วไปเกี่ยวกับผู้ตอบแบบสอบถาม

โปรดทำเครื่องหมาย ลงใน หน้าข้อความที่ตรงกับความเป็นจริง

1. เพศ: ชาย หญิง
2. อายุ: 20-26 ปี 27-32 ปี
 33-39 ปี 40 ปี ขึ้นไป
- 3.ระดับการศึกษาสูงสุด: มัธยมศึกษา อนุปริญญา
 ปริญญาตรี สูงกว่าปริญญาตรี
- 4.สถานภาพ: โสด สมรส หย่าร้าง
- 5.รายได้ของท่านต่อเดือน: ต่ำกว่า 9,000 บาท 9,000-15,000 บาท
 15,001-20,000 บาท 20,000 บาทขึ้นไป
- 6.ตำแหน่ง: พนักงานทั่วไป พนักงานบริการภาคพื้น พนักงานฝ่ายช่าง
 พนักงานฝ่ายครีวการบิน อื่นๆ _____
7. ระยะเวลาที่ท่านทำงานกับองค์กรนี้: ต่ำกว่า 1 ปี 1-3 ปี 3-5 ปี
 5-7 ปี 7-10 ปี 10 ปีขึ้นไป

คำชี้แจง: จากส่วนที่ 2 ถึง 5 โปรดทำเครื่องหมาย **✓** ลงในช่องด้านขวามือที่ตรงตามความคิดเห็นของท่าน
โดยหมายเลข 5=เห็นด้วยอย่างยิ่ง 4=เห็นด้วย 3=ปานกลาง 2=ไม่เห็นด้วย 1=ไม่เห็นด้วยอย่างยิ่ง

ส่วนที่ 2 ลักษณะงาน (ความเข้าใจกับงาน)

ที่	ความหลากหลายของทักษะ	1	2	3	4	5
8	ฉันสามารถใช้ทักษะที่มีแก้ปัญหาในการทำงานได้					
9	การทำงานนี้ต้องทำงานร่วมกับหน่วยงานหลายด้าน					
10	โอกาสที่จะใช้ทักษะและความสามารถในการทำงานมีมาก					
11	ฉันสามารถใช้ทักษะที่ซับซ้อนในการทำงานนี้					
	เอกลักษณ์เฉพาะของงาน	1	2	3	4	5
12	ฉันทำงานสมบูรณ์ตั้งแต่ต้นจนจบ					
13	ฉันมีโอกาสที่จะทำงานจากจุดเริ่มต้น ไปถึงที่สิ้นสุด					
14	เมื่อฉันเริ่มงานฉันต้องทำให้งานจบ					
15	ส่วนใหญ่งานที่ฉันได้รับมอบหมายจะลงมือปฏิบัติเองอย่างครบถ้วน ไม่มีการส่งต่อให้กับผู้อื่น					
	ความสำคัญของงาน	1	2	3	4	5
16	เมื่องานของฉันเสร็จสมบูรณ์ งานอื่นๆก็จะสามารถดำเนินการต่อไปได้					
17	งานของฉันได้รับความสนใจจากผู้ร่วมงานคนอื่นๆเสมอ					
18	งานของฉันเป็นส่วนสำคัญขององค์กร					
	อิสระในการทำงาน	1	2	3	4	5
19	ฉันสามารถควบคุมเนื้อหาของงานได้					
20	ฉันมีอิสระในการตัดสินใจของวิธีการดำเนินการ					
21	ฉันสามารถกำหนดระยะเวลาการจบงานได้ สำหรับงานที่ได้รับมอบหมาย					
	การตอบกลับของงาน	1	2	3	4	5
22	ฉันมองเห็นผลงานได้ทันทีจากงานที่ฉันทำ					
23	หัวหน้าให้ความสำคัญเห็นแก่งานฉันอย่างต่อเนื่อง					
24	ฉันมองเห็นผลการปฏิบัติงานของฉันอย่างชัดเจน					
25	เมื่องานของฉันผิดพลาด ฉันสามารถรับรู้และแก้ไขได้ทันที					

ส่วนที่ 3 ความพึงพอใจ

ที่	ความพึงพอใจต่อการจ่ายค่าตอบแทน	1	2	3	4	5
26	เงินเดือนที่ฉันได้รับเหมาะสมกับปริมาณงานที่ฉันทำ					
27	เงินเดือนฉันเพียงพอที่จะใช้จ่ายในชีวิตประจำวัน					
28	ระยะเวลาของการขึ้นเงินเดือนเหมาะสม					
29	องค์กรฉันมีอัตราเงินเดือนที่เหมาะสม					
	ความพึงพอใจที่มีต่อหัวหน้างาน	1	2	3	4	5
30	หัวหน้าได้แจ้งให้ทราบล่วงหน้าหากมีการเปลี่ยนแปลงใดๆ					
31	หัวหน้ายินดีที่จะรับฟังปัญหาต่างๆในการทำงานของฉัน					
32	หัวหน้าประเมินคะแนนประสิทธิภาพเพื่อเพิ่มผลตอบแทนให้กับพนักงาน					
33	หัวหน้ายกย่องผู้ที่ทำผลงานดี					
	ความพึงพอใจต่อผู้ร่วมงาน	1	2	3	4	5
34	ความสัมพันธ์ระหว่างฉันกับพนักงานอื่นๆในองค์กรนี้ดีมาก					
35	เพื่อนร่วมงานส่วนใหญ่ให้การยอมรับฉันในฐานะสมาชิกขององค์กรนี้					
36	เพื่อนร่วมงานส่วนใหญ่ได้ช่วยฉันปรับตัวให้เข้ากับองค์กรนี้					
37	เพื่อนร่วมงานได้ช่วยงานฉัน ในรูปแบบต่างๆ					
	ความพึงพอใจต่อการโปรโมท	1	2	3	4	5
38	งานปัจจุบันของฉันมีโอกาสในการพัฒนาอาชีพเพื่อให้มีประสิทธิภาพในบทบาทของฉัน					
39	องค์กรได้ให้โอกาสฉันร่วมทำงานในงานระดับที่สูงกว่า					
40	องค์กรได้ให้โอกาสฉันในการเรียนรู้และการเจริญก้าวหน้าอย่างเพียงพอ					
41	ฉันมีโอกาสมากมาย ในการก้าวสู่ตำแหน่งงานที่สูงขึ้น					

ส่วนที่ 4 ความผูกพันต่อองค์กร

ที่	ความผูกพันด้านความรู้สึกลึก	1	2	3	4	5
42	ฉันค่อนข้างภูมิใจที่สามารถบอกคนอื่นว่าได้ทำงานในองค์กรนี้					
43	ฉันรู้สึกว่าคุณเองมีส่วนร่วมในการเป็น"เจ้าของ"องค์กรนี้แทนที่จะเป็นเพียงพนักงาน					
44	องค์กรนี้มีความหมายพิเศษสำหรับฉัน					
45	ฉันรู้สึกว่าคุณผลงานบางอย่างที่ฉันทำไม่ได้ทำเพื่อตัวเอง แต่ทำเพื่อองค์กร					
	ความมุ่งมั่นต่อเนื่อง	1	2	3	4	5

46	ฉันคิดว่าการออกจากองค์กรนี้จะทำให้ฉันสูญเสียสิ่งสำคัญไปอย่างมาก					
47	ชีวิตจะต้องมีเรื่องมากมายสะอูดลง หากฉันตัดสินใจที่จะออกจากองค์กรในขณะนี้					
48	ฉันต้องเริ่มต้นใหม่ทั้งหมด หากฉันจะออกจากองค์กรนี้					
49	ฉันอยู่ในองค์กรนี้เนื่องจากองค์กรอื่นๆ ไม่สามารถให้อะไรกับฉันได้มากกว่าที่นี่					
	ความมุ่งมั่นทุ่มเท	1	2	3	4	5
50	ฉันได้รับการปลูกฝังค่านิยมว่าต้องจงรักภักดีต่อองค์กร					
51	ฉันไม่อยากทำให้องค์กรสูญเสียหากฉันออกจากที่นี่					
52	ฉันรู้สึกว่ามีหน้าที่ที่จะสนับสนุนองค์กรต่อไป					

ส่วนที่ 5 ความตั้งใจที่จะลาออก

ที่	ความตั้งใจที่จะลาออกของพนักงาน	1	2	3	4	5
53	ฉันมักจะมีความคิดที่จะไปทำงานที่อื่นอยู่เสมอ					
54	ฉันอาจจะมองหางานอื่นในเร็วๆนี้					
55	ฉันมักจะคิดอยู่เสมอว่าจะเลิกทำงานปัจจุบัน					
56	ฉันอาจจะลาออกจากงานนี้ในอนาคตอันใกล้					