

**FACTORS AFFECTING EMPLOYEE'S INTENTION TO LEAVE
FOR RECRUITMENT COMPANY IN THAILAND**



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entitled
**FACTORS AFFECTING EMPLOYEE'S INTENTION TO LEAVE
FOR RECRUITMENT COMPANY IN THAILAND**

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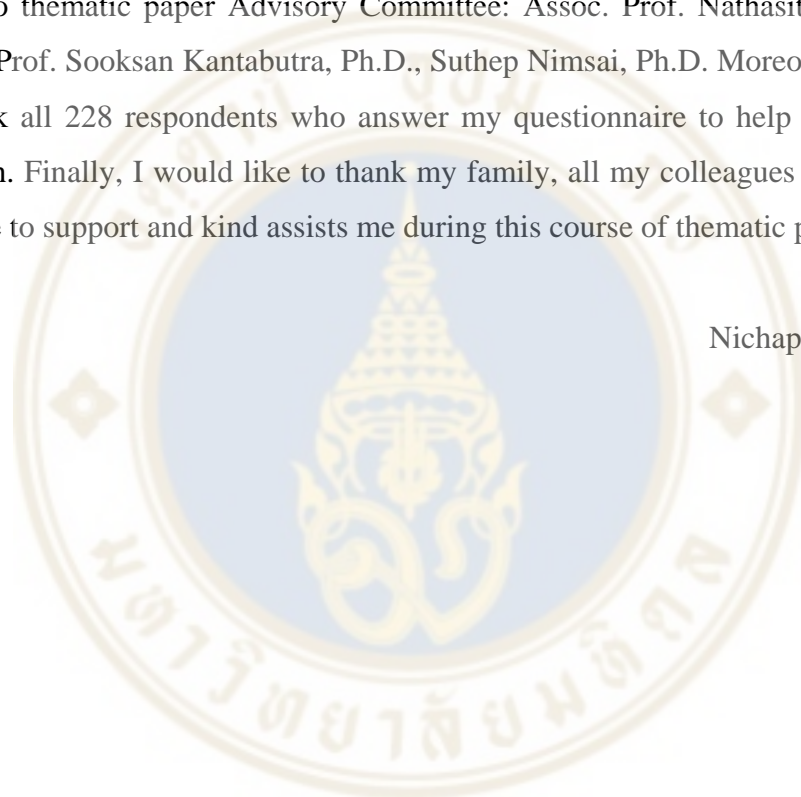
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ABSTRACT

The objectives of this study were to examine the relationships between job satisfaction, organization commitment, and employee's intention to leave. The quantitative research method was applied to this research. The population of this study referred to the employees of the leading recruitment companies in Thailand. The sample size of which was 228. The questionnaires were used to collect data from the research samples. The obtained data was compiled and analyzed by statistical computer program.

The finding revealed that the respondents were satisfied with their job and they had high level of organization commitment. While, low level of intention to leave was found among them. The hypothesis test yielded that there is a negative relationship between job satisfaction and employees 'intention to leave. The hypothesis test also signified a negative relationship between organization commitment and employees' intention to leave.

The author recommended that the management should place an importance on employees' job satisfaction since job satisfaction helps the company in retaining their valuable employees. Moreover, the management should give priority to cultivate organization commitment among employees. Since the finding revealed that the more the employees committed to the organization the less they wanted to leave.

KEY WORDS: Factors/ Employee/ Intention to Leave

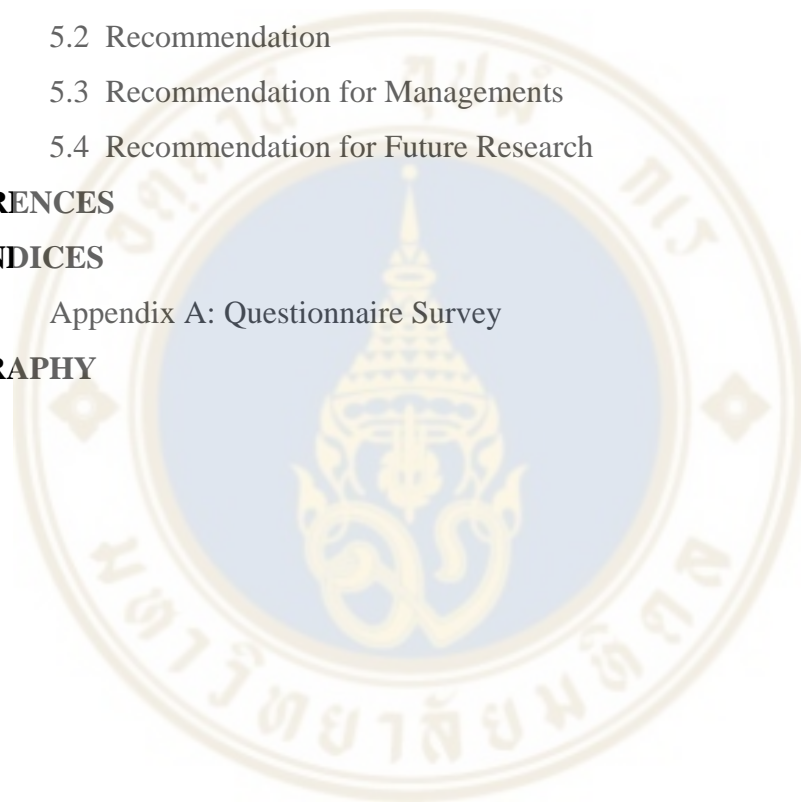
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CHAPTER I

INTRODUCTION

Nowadays, key employee retention is a critical issue for organizations. In order to be successful in adapting to market changes, firms have become increasingly depended upon employees' talent and competency. Hence, the organizational cost of an employee leaving a job is very high. Therefore it is important to understand "What makes people leave?" and "What makes they stay?" (Mulki & Locander, 2006)

Turnover and intention to leave are two different concepts. "Intention to leave" refers to an employee's perception or intention towards leaving the organization. While "turnover" involves the act of individual actually leaving the organization or profession (Hinshaw & Atwood, 1984). An employee is said to have intention to leave when he has serious consideration regarding leaving his or her current work (Castle, 2007). Additionally, many researchers has considered intention to leave to be the most effective predictor of actual employee turnover (Brown & Peterson, 2003; Randall, 2010).

Many researchers whose study focused on intention to leave have found that job satisfaction was an important and major determinant of leaving intention. Moreover many studies have proved job satisfaction to be a reliable predictor of employee turnover (Mallol, 2007; Hellman, 1997; Feng and Angeline, 2010) and shown to have a direct effect on intention to live too. (Harrington et al., 2001)

Moreover, researchers also found that organization commitment was also a strong predictor of intention to leave. Whereas, researches have consistently shown a significant and negative correlation between organizational commitment and intention to leave (Johnston, Parasuraman, Futrell, & Black, 1990; Moore, 2000).

1.1 Problem Statement

Due to the manpower is very important for the company, the company could not sustaining without the experienced employees. The recruitment company is a key factor in human resource field in term of “puting the right man to the right job”. Recruitment employee need to have an analytical skill to analyze the candidate and resume before sending to the client’s company. Moreover Recruitment companies have to take a long time to train the employee to be specialized. Resignation of the employees could have a problem of training cost. Therefore to retain the valuable employee, it is a must to know what factors affecting the employee’s satisfaction and intention to leave. In order prevent unexpected resignation and working for another competitor.

1.2 Research Objectives

The purposes of this research are to

1. To determine the relationship between job satisfaction and intention to leave of the employees of the Recruitment Companies in Thailand.
2. To determine the relationship between organization commitment and intention to leave of the employees of the Recruitment Companies in Thailand.
3. To determine the relationship between job satisfaction, organization commitment and intention to leave of the employees of the Recruitment Companies in Thailand.

1.3 Scope of the research

A research on “Factors Affecting Employee’s Satisfaction and Intention to Leave for Recruitment Companies in Thailand” is a quantitative research. The population of this research are employees of the 5 leading Recruitment firms in Thailand. The sample size is 228 units.

1.4 Research Contributions

1. The finding can be used as a guideline to enhance job satisfaction among employees of the recruitment companies in Thailand.
2. The finding can be used as a guideline to enhance organization commitment among employees of the recruitment companies.
3. The finding can be used to decrease employees' satisfaction and intention to leave for recruitment and headhunter companies.
4. The finding can be used as a guideline for the future researches in human resources.



CHAPTER II

LITERATURE REVIEW

Although intention to leave is defined as people's attitudes or opinions toward leaving their current organizations. Its definition is not absolutely similar to employee turnover (Mobley, Griffeth, Hand, & Meglino, 2007). On the other hand, actual employee turnover can be effectively predict by intention to leave. (Brown & Peterson, 2003; Randall, 2010).

Despite the finding of prior researchers, which pointed that turnover could be directly predicted by employee attitudes (Porter, Steers, & Mowday, 2004). Recent researches suggested that one and the best predictor of employee turnover is intention to leave (Liou, 2009; Randall, 1990; Shore et al., 1990) Moreover a correlational study by Steel and Ovalle (1984) found that correlation between intention to leave and employee turnover was 0.50. Harrington et al. (2001) added that from the employer's standpoint, intention to leave may be more important variable than the actual act of turnover.

Although most studies regarding intention to leave and turnover, have paid their attention and focused on employee's attitude toward works and employment alternatives. However, many researchers have found that job satisfaction is a significant and major determinant of leaving intention. On top of this job satisfaction have been proved by many studies as a reliable predictor of turnover (Hellman, 2007; Manlove and Guzella, 2009; Feng and Angeline, 2015) and shown to have a direct effect on leave intention as well (Klenke-Hamel and Mathieu, 1990; Liou, 2008; Harrington et al., 2011)

Another predictor of intention to leave is organization commitment. As Liou (2009) proposed that it was a strong predictor of intention to leave. Additionally, researches have shown a significant and negative correlation between organizational commitment and intention to leave (Brown & Peterson, 1993; Johnston, Parasuraman, Futrell, & Black, 1990; Moore, 2000). As a matter of fact, organizational commitment, has negative correlation with intention to leave, turnover, absenteeism, and tardiness. (Mathieu & Zajac, 1990; Meyer & Allen, 1997). Put it simple, the less committed an

employee is to an organization, the more likely that employee is to be absent from work or to leave the organization. Conversely, employee with high organization commitment are more likely to remain with their organizations (Johnston et al., 1990)

The review of the prior researches in this topic conveys the relationship between job satisfaction, organization commitment and employee's intention to leave. Therefore, this research will focus on examining the relationship among these three variables.

2.1 Job Satisfaction and Herzberg's Two factors Theory (Contentserver .pdf)

Herzberg's motivation theory has known as the Two-Factor Theory of Motivation. The theory proposed that management could use factors known as 'motivators' to encourage employees to gain satisfaction and better performance in the workplace. Beside, management could try to minimize those factors that increase job dissatisfaction, known as 'hygiene factors'.

Enhancing the motivators associated with their works could increase employees' job satisfaction. On the contrary, if the hygiene factors drop below acceptable levels, job dissatisfaction will be increased. An interesting point of the theory is that satisfaction and dissatisfaction are on two separate continua. And that lack of satisfaction does not equate to dissatisfaction.

This means that even when employees do not perceive satisfaction from motivation factors, they also may not perceive dissatisfaction from the hygiene factors too. In this circumstance, the employees may be in a state of limbo, where they are neither satisfied nor dissatisfied with their job. The limbo state is an unproductive state for either employees and organizations, as it does not support growth, creativity or innovation. Therefore, there is essential value for organizational leaders and managers to recognize both motivator and hygiene aspects of the jobs. In order to promote job satisfaction among employees and optimize them.

According to Herzberg (1966), Motivation factors associated with work includes: advancement ; responsibility ; achievement; recognition; tasks; and personal growth. The hygiene factors associated with work include: coworker relationships;

policies and administration; supervision/managerial relationships; salary; working conditions; status; and security.

Many researchers agree that lack of job satisfaction among employee may lead to absenteeism, lack of commitment and an increase in turnover rate. Job satisfaction was also found to be a good predictor of retention of a highly skilled and experienced labor force in an organization (Chiu & Francesco, 2003; Ajzen, 2002)

In this study, the hygiene factor derived from Herzberg's Two factors theory, will be used to measure job satisfaction of the employee. Since the hygiene factors are factors that can cause job dissatisfaction among employee in case that the organization cannot respond to their need.

2.2 Organization commitment (Organizational commitment)

Organizational commitment as defined by Mowday et al. (2002) is a relative strength of employees involvement in a specific organization. Nowadays it is known among the researchers that the most recent and popular definition of organizational commitment is proposed by Meyer and Allen's (1991). A model of organization commitment of which comprises three-component conceptualization-affective, normative, and continuance commitments.

Affective commitment was defined as "the employee's emotional attachment to the organization. A staff who has a strong affective commitment continue working in the organization because he wants to do so" (Meyer & Allen, 1991, p.67). An individual will feel comfortable and fulfilled by their work if they get rewarded from good work experiences (Meyer & Allen, 1997).

The continuance commitment bases on personal awareness of the costs associated with quitting the organization. A staff who has continuance commitment toward the organization stays in there because they need to do so" (Meyer & Allen, 1991, p. 67).

Moreover, continuance commitment have found by several researchers to consist of two separate components (e.g., Meyer & Allen, 1997). The former is categorized by employees who feel they have a low number of choices. The latter associates with the dedication of personal investments in the organization.

Further, Meyer and Allen (1991) defined normative commitment as “a feeling of obligation to continue the employment. A staff with a high level of normative commitment feel that they should stay in organization”. In other words, the normative commitment conveys a sense of commitment as a value in itself and a duty. Moreover, O'Reilly & Chatman (1986) stated that, the normative commitment might originated from a congruence between individuals and organizational values. And since employee's relationship with an organization reflects varying degrees of all three components. Therefore, it is essential to consider all three components of organization commitment together (Meyer & Allen, 1991)

According to the study of (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Intention to leave is negatively associated with organizational commitment in general ($r = -.46$; Mathieu & Zajac, 1990). Moreover, affective commitment ($r = -.51$), continuous commitment ($r = -.17$), and normative commitment ($r = -.39$) were all significantly and negatively correlated with intention to leave. In this study 3 components of organization commitment as proposed by Meyer and Allen (1991) are employed in the research.

2.3 Research Framework

The researcher used concepts and theories derived from the literature review in synthesizing a research framework as presented in figure 2.1. Whereas the framework displays relationships between job satisfaction, organization commitment and employee's intention to leave.

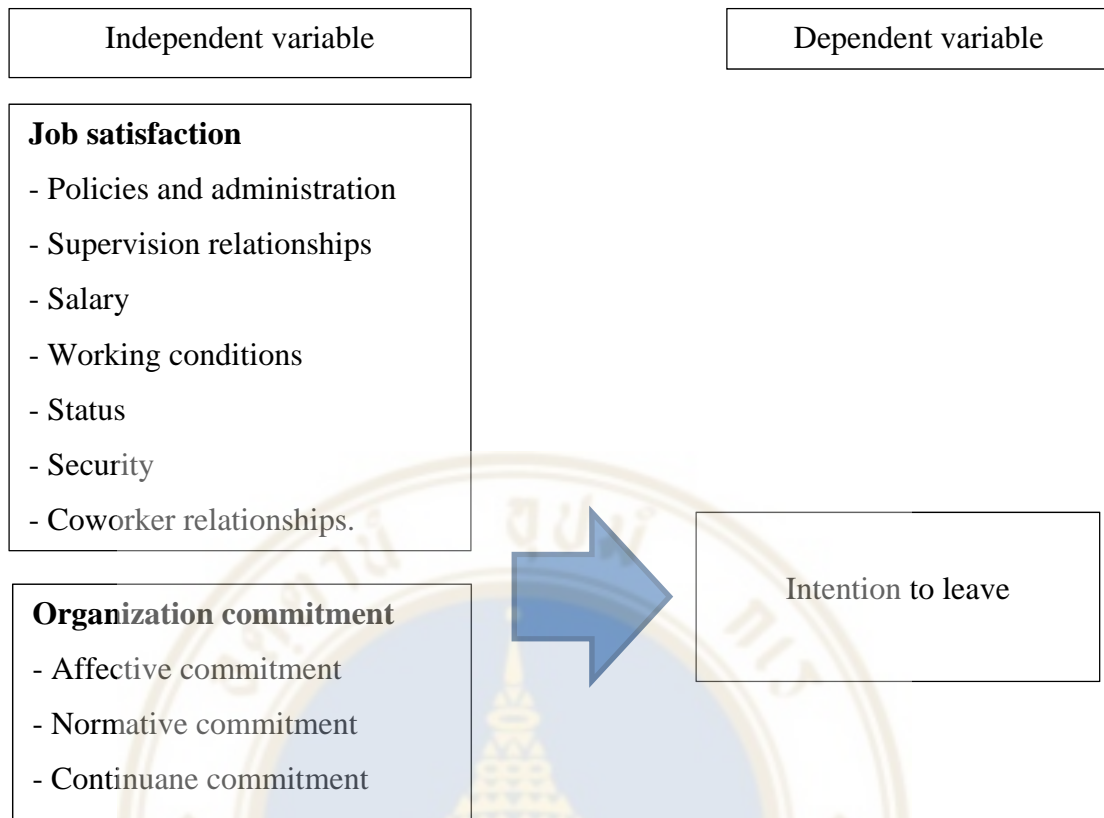


Figure 2.1 Framework

2.4 Research Hypothesis

1. Job satisfaction has a relationship with employees' intention to leave.
2. Organization commitment has a relationship with employees' intention to leave
3. Job satisfaction and Organization commitment have relationships with employees' intention to leave

CHAPTER III

RESEARCH METHODOLOGY

The purposes of a research on “Factors Affecting Employee’ s Intention to Leave for the Recruitment Companies in Thailand” is a quantitative research. Which aims to examine factors that affect employee’s intention to leave. The procedures of which are as detailed:

3.1 Population

The population of this research are 530 employees of the 5 leading Recruitment firms in Thailand as follows;

1. PRTR Recruitment (employee 200)
2. JAC Recruitment (employee 70)
3. Manpower Thailand (employee 120)
4. Adecco (employee 40)
5. RSM Recruitment (employee 100)

3.2 Sample Size

The researcher use Yamane’ sample size formula to calculate number of the samples for this study Yamane (1976)

$$n = \frac{N}{1+ Ne^2}$$

By which n represents sample size

N represents number of population

e represents an acceptable error (0.05)

Substitution of the formula

$$\begin{aligned} n &= \frac{530}{1 + 530(0.05)^2} \\ &= 227.956 \end{aligned}$$

Therefore the sample size of this study is 228 units

3.3 Research Technique

Convenience research technique was employed to the data collection process in order to collect data from the samples who were willing and were convenient to cooperate.

3.4 Research Instrument

The questionnaires were used to gather data from participants. The questions were classified in to 4 parts;

Part I Personal Information: This part contended closed-end question about the respondents information such as age, occupation, income, etc.

Part 2 Job satisfaction: This part comprised Likert's rating questions about the respondents' attitude toward job satisfaction. Whereas,

- 5 Represents Very Satisfied
- 4 Represents Satisfied
- 3 Represents neutral
- 2 Represents dissatisfied
- 1 Represents Very Dissatisfied

Part 3 Organization commitment: This part also contended Likert's rating scale questions about the respondents' attitude toward organization commitment. Whereas,

- 5 Represents Strongly Agree
- 4 Represents Agree
- 3 Represents Neither Agree Or Disagree
- 2 Represents Disagree
- 1 Represents Strongly Disagree

Part 4 Intention to leave: This part also contained Likert's rating scale questions about the respondents' attitude toward intention to leave. Whereas,

- 5 Represents Mostly Frequent
- 4 Represents Frequent
- 3 Represents Sometimes
- 2 Represents Rarely
- 1 Represents Never

3.5 Data collection

The data was collected with the assistance of the recruitment firms' HR departments. By sending questionnaires via emails to the employees. Who were asked to send the questionnaires back within 5 days.

3.6 Statistical analysis

The obtained data was compiled and analyzed by a statistical computer program. Using the following statistics;

1. Descriptive statistics, such as, frequency , percentage, mean and standard deviation were used to analyze and present characteristics and attitude of the respondents
2. Inferential statistics, such as, Pearson's product moment, and multiple regression was used to test the hypothesis.

CHAPTER IV

RESEARCH FINDINGS

This chapter presents the analysis result of the study. The quantitative data was collected from 228 respondents through the questionnaires. The analysis result was separately presented in 5 portions as follows;

4.1 Respondent Demographics

Table 4.1 Demographic Characteristics

(n = 228)		
Demographic Characteristics	Frequency	Percentage (%)
Gender		
Male	100	43.9
Female	128	56.1
Age		
21-30 years old	18	48.2
31-40 years old	100	43.9
41 years and older	110	7.9
Education level		
Bachelor Degree	102	44.7
Master Degree	115	50.5
Doctoral Degree	11	4.8
Income		
Less than 20,000 Baht	20	8.8
20,000 – 40,000 Baht	105	41.6
40,001 – 60,000 Baht	115	46.1
60,001 bath and higher	8	3.5

Table 4.1 indicates the respondents' demographics characteristics. There were 56.1% female and 43.9% male. Majority of the respondents aged between 21-30 years old (48.2%) followed by those who aged between 31-40 years old (43.9%) and the respondents who were 41 years and older (7.9%) respectively. About 50.5% of them finished the Master degree, 44.7 % finished Bachelor degree, and 4.8 % finished Doctoral degree. Majority of them earned between 40,001 – 60,000 baht/ month. (46.1%) followed by 20,000 – 40,000 baht/ month (41.6%) and 60,001 bath and higher (3.5%) were ranked the lowest group.

4.2 Job Satisfaction

Table 4.2 Job Satisfaction

Description	\bar{X}	S.D.	level
Policies and Administration	4.12	0.488	satisfied
Supervision/managerial relationships	4.04	0.561	satisfied
Salary/Welfare/Benefit	4.05	0.540	satisfied
Working condition	4.04	0.551	satisfied
Status	4.07	0.496	satisfied
Security	4.02	0.564	satisfied
Coworker Relationships	4.13	0.610	satisfied
Total	4.07	0.439	satisfied

Based on the observation of table 4.2, the respondents were satisfied with overall job satisfaction (\bar{X} =4.07). When considering in details, the respondents satisfaction toward “Coworker Relationships” earned the highest mean score (\bar{X} =4.13). Followed by “Policies and Administration” (\bar{X} =4.12). While their satisfaction toward “Security” had the lowest mean score (\bar{X} =4.02).

Table 4.3 Policies and administration

Description	\bar{X}	S.D.	level
You are satisfied with the fairness of the company's policy	4.17	0.559	satisfied
You are satisfied with the supportiveness of the company's policy	4.13	0.603	satisfied
You are satisfied with the effectiveness of the company's administration	4.07	0.571	satisfied
Total	4.12	0.488	satisfied

Based on the observation of table 4.3, the respondents were satisfied with Policies and administration. (\bar{X} =4.12) When considering in details, the respondents satisfaction toward “The fairness of the company’s policy” earned the highest mean score (\bar{X} =4.17). Followed by “You are satisfied with the supportiveness of the company’s policy”. (\bar{X} =4.13). While the item “You are satisfied with the effectiveness of the company’s administration” had the lowest mean score (\bar{X} =4.07).

Table 4.4 Supervision/managerial relationships

Description	\bar{X}	S.D.	level
You are satisfied with relationship between you and your supervisor.	4.12	0.562	satisfied
You are satisfied with the support you have received from your supervisor.	3.98	0.699	satisfied
You are satisfied with the support you have received from the executives	4.02	0.657	satisfied
Total	4.04	0.561	satisfied

Based on the observation of table 4.4, the respondents were satisfied with Supervision/managerial relationships (\bar{X} = 4.04). When considering in details, the respondents satisfaction toward “You are satisfied with relationship between you and your supervisor” earned highest mean score(\bar{X} = 4.12). Followed by “You are satisfied

with the support you have received from the executives”($\bar{X} = 4.02$). While the item “You are satisfied with the support you have received from your supervisor” had the lowest mean score ($\bar{X} = 3.98$).

Table 4.5 Salary/ Welfare/ Benefit

Description	\bar{X}	S.D.	level
You are satisfied with your salary	4.09	0.728	satisfied
You are satisfied with the welfare provided by the company.	4.04	0.593	satisfied
You are satisfied with the benefit provided by the company.	4.03	0.711	satisfied
Total	4.05	0.540	satisfied

Based on the observation of table 4.5, the respondents were satisfied with “Salary/welfare/benefit” ($\bar{X} = 4.05$). When considering in details, the respondents satisfaction toward “You are satisfied with your salary” had the highest mean score ($\bar{X} = 4.09$). Followed by “You are satisfied with the welfare provided by the company” ($\bar{X} = 4.04$). While the item “You are satisfied with the benefit provided by the company” had the lowest mean score ($\bar{X} = 4.03$).

Table 4.6 Working condition

Description	\bar{X}	S.D.	level
You are satisfied with the space utility of your workplace	4.01	0.647	satisfied
You are satisfied with the temperature in your workplace	4.04	0.689	satisfied
You are satisfied with the atmosphere in your workplace.	4.07	0.611	satisfied
Total	4.04	0.551	satisfied

Based on the observation of table 4.6, the respondents were satisfied with “Work condition” ($\bar{X} = 4.04$). When considering in details, the respondents satisfaction toward “You are satisfied with the atmosphere in your workplace” earned the highest mean score ($\bar{X} = 4.07$). Followed by “You are satisfied with the temperature in your workplace”($\bar{X} = 4.04$). While “You are satisfied with the space utility of your workplace” had the lowest mean score ($\bar{X} = 4.01$).

Table 4.7 Status

Description	\bar{X}	S.D.	level
You are satisfied with your status in the company	4.09	0.612	satisfied
You are satisfied with the recognition of the company toward your status.	4.07	0.619	satisfied
You are satisfied with the respect of other employee have toward your status.	4.05	0.599	satisfied
Total	4.07	0.496	satisfied

Based on the observation of table 4.7, the respondents were satisfied with “Work condition” ($\bar{X} = 4.04$). When considering in details, the respondents satisfaction toward “You are satisfied with the atmosphere in your workplace” earned the highest mean score ($\bar{X} = 4.07$). Followed by “You are satisfied with the temperature in your workplace”($\bar{X} = 4.04$). While “You are satisfied with the space utility of your workplace” had the lowest mean score ($\bar{X} = 4.01$).

Table 4.8 Security

Description	\bar{X}	S.D.	level
You are satisfied with the security of the company.	4.07	0.646	satisfied
You are satisfied with the security of your career.	4.08	0.666	satisfied
You are satisfied with the security of your life.	3.92	0.685	satisfied
Total	4.02	0.564	satisfied

Based on the observation of table 4.8, the respondents were satisfied with “Security” ($\bar{X} = 4.02$). When considering in details, the respondents satisfaction toward “You are satisfied with the security of your career” earned the highest mean score ($\bar{X} = 4.08$). Followed by “You are satisfied with the security of the company” ($\bar{X} = 4.07$). While the item “You are satisfied with the security of your life” had the lowest mean score ($\bar{X} = 3.92$).

Table 4.9 Coworker Relationships

Description	\bar{X}	S.D.	level
You are satisfied with the coordination between you and your coworkers.	4.13	0.634	satisfied
You are satisfied with the supportiveness of your coworkers	4.06	0.835	satisfied
You are satisfied with the light in your office.	4.20	0.725	satisfied
Total	4.13	0.610	satisfied

Based on the observation of table 4.9, the respondents were satisfied with “Coworker relationships” ($\bar{X} = 4.13$). When considering in details, the respondents satisfaction toward “You are satisfied with the light in your office” earned the highest mean score ($\bar{X} = 4.20$). Followed by “You are satisfied with the coordination between you and your coworkers” ($\bar{X} = 4.13$). While the item “You are satisfied with the supportiveness of your coworkers” had the lowest mean score ($\bar{X} = 4.06$).

4.3 Organization Commitment

Table 4.10 Organization commitment

Description	\bar{X}	S.D.	level
Affective commitment	4.06	0.634	Agree
Normative commitment	4.09	0.636	Agree
Continuance commitment	3.91	0.713	Agree
Total	4.03	0.580	Agree

Based on the observation of table 4.10, the respondents' overall attitude toward organization commitment is at an agree level. ($\bar{X} = 4.03$). When considering in details, the respondents' attitude toward "Normative commitment" earned the highest mean score ($\bar{X} = 4.09$). Followed by "Affective commitment" ($\bar{X} = 4.06$). And "Continuance commitment" ($\bar{X} = 3.91$) respectively.

Table 4.11 Affective commitment

Description	\bar{X}	S.D.	level
You stay in this company. Because you feel that you belong to this company.	4.09	0.743	Agree
You stay in this company. Because you feel comfortable working there.	4.05	0.719	Agree
You stay in this company. Because you love your company.	4.04	0.759	Agree
Total	4.06	0.634	Agree

Based on the observation of table 4.11, the respondents' overall attitude toward Affective commitment is at an agree level. ($\bar{X} = 4.06$). When considering in details, the respondents' attitude toward "You stay in this company. Because you feel that you belong to this company" had the highest mean score ($\bar{X} = 4.09$). Followed by "You stay in this company. Because you feel comfortable working there" ($\bar{X} = 4.05$). While the item "You stay in this company. Because you love your company" had the lowest mean score ($\bar{X} = 4.04$).

Table 4.12 Normative commitment

Description	\bar{X}	S.D.	level
You stay this company. Because your work is very important to the company.	4.09	0.734	Agree
You stay in this company. Because it is difficult for the company to find someone to replace you.	4.13	0.751	Agree
You stay in this company. Because you are a valuable employee of the company.	4.04	0.756	Agree
Total	4.09	0.636	Agree

Based on the observation of table 4.12, the respondents' overall attitude toward normative commitment is at an agree level. ($\bar{X} = 4.09$). When considering in details, the respondents' attitude toward "You stay in this company because it is difficult for the company to find someone to replace you" earned the highest mean score ($\bar{X} = 4.13$). Followed by "You stay in this company. Because your work is very important to the company" ($\bar{X} = 4.09$). While the item "You stay in this company. Because you are a valuable employee of the company" had the lowest mean score ($\bar{X} = 4.04$).

Table 4.13 Continuance commitment

Description	\bar{X}	S.D.	level
You stay in this company. Because you don't want to lose a good job.	3.77	0.994	Agree
You stay in this company. Because you don't want to lose your major income.	3.96	0.778	Agree
You stay in this company. Because you cannot find a better job.	4.01	0.718	Agree
Total	3.91	0.713	Agree

Based on the observation of table 4.13, the respondents' overall attitude toward continuance commitment is at an agree level. ($\bar{X} = 3.91$). When considering in details, the respondents' attitude toward "You stay in this company. Because you cannot find a better job" earned the highest mean score ($\bar{X} = 4.01$). Followed by "You stay in this company. Because you don't want to lose your major income" ($\bar{X} = 3.96$). While the item "You stay in this company. Because you don't want to lose a good job" had the lowest mean score ($\bar{X} = 3.77$).

4.4 Intention to Leave

Table 4.14 Intention to leave

Description	\bar{X}	S.D.	level
You have been thinking about finding a better job.	2.25	0.916	Rarely
You have been thinking about working in a larger company.	2.09	0.892	Rarely
You have been thinking about resigning from this company.	2.01	0.832	Rarely
Total	2.12	0.737	Rarely

Based on the observation of table 4.13, the respondents' attitude toward intention to leave is at a rarely level. ($\bar{X} = 2.12$). When considering in details, their attitude toward every item was also at a rarely level. For instances, their attitude toward "You have been thinking about finding a better job" was at a rarely level with the highest mean score ($\bar{X} = 2.25$). Followed by "You have been thinking about working in a larger company" ($\bar{X} = 2.09$). And "You have been thinking about resigning from this company" had the lowest mean score ($\bar{X} = 2.01$).

4.5 Hypotheses Test

Based upon the review of prior researches, the hypotheses of this study are presented below.

Hypothesis 1 There is a relationship between Job satisfaction and Intention to leave.

Ho: There is no relationship between Job satisfaction and Intention to leave.

Ha: There is a relationship between Job satisfaction and Intention to leave.

Table 4.15 The result of hypothesis

Variables	Correlation Coefficient		
	Intention to live		
Job Satisfaction	r	P-value	n
Policies and Administration	-.509	.000**	228
Supervision/managerial relationship	-.536	.000**	228
Salary/Welfare/Benefit	-.559	.000**	228
Working condition	-.497	.000**	228
Status	-.553	.000**	228
Security	-.532	.000**	228
Coworker Relationships	-.538	.000**	228
Job Satisfaction	-.657	.000**	228

**p-value < .01

The result of hypothesis 1 test in table 4.15, there is negative relationship between job satisfaction and intention to live. (p-value = 0.00). In details, there is negative relationship between all elements of job satisfaction (Policies and Administration, Supervision/managerial relationship, Salary/Welfare/Benefit, Working condition, Status, Security, Coworker Relationships) and intention to leave. (p-value = 0.00).

Hypothesis 2 There is a relationship between Organization commitment and Intention to leave.

Ho: There is no relationship between Organization commitment and Intention to leave.

Ha: There is a relationship between Organization commitment and Intention to leave.

Table 4.16 The result of hypothesis test

Variables	Correlation Coefficient		
	Intention to live		
Commitment	r	P-value	n
Affective commitment	-.596	.000**	228
Normative commitment	-.693	.000**	228
Continuance commitment	-.787	.000**	228
Commitment	-.778	.000**	228

**p-value < .01

The result of hypothesis 2 test in table 4.16, there is negative relationship between commitment and intention to leave. (p-value = 0.000). In details, there is negative relationship between all aspects of commitment (affective commitment, normative commitment, continuance commitment) and intention to leave. (p-value -0.00).

Hypothesis 3 There is a relationship between Job satisfaction, Organization commitment and Intention to leave.

Ho: There is no relationship between Job satisfaction, Organization commitment and Intention to leave.

Ha: There is a relationship between Job satisfaction, Organization commitment and Intention to leave.

Table 4.17 Result of hypothesis test

	Sum of Squares	df	Mean Square	F	p-value
Regression	83.865	3	27.955	158.264	.000*
Residual	39.567	224	.177		
Total	123.432	227			

a Predictors: Policies and Administration, Supervision/managerial relationship, Salary/ Welfare/ Benefit, Working condition ,Status, Security, Coworker Relationships, job satisfaction, affective commitment, normative commitment, continuance commitment, commitment.

b Dependent Variable: Intention to live

* p-value = .05

The result from table 4.17 showed that the p- value obtained from F-test is less than .05. Therefore the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is retained which implies that there are at least one independent variable that associated with intention to leave.

Table 4.18 Multiple Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.824	.679	.675	.4203

a Predictors: Policies and Administration, Supervision/managerial relationship, Salary/Welfare/Benefit, Working condition ,Status, Security, Coworker Relationships, job satisfaction, affective commitment, normative commitment, continuance commitment, commitment

b Dependent Variable: Intention to live

* p-value =.05

The adjusted R square value in table 4.18 conveys Policies and Administration, Supervision/managerial relationship, Salary/Welfare/Benefit, Working condition, Status, Security, Coworker Relationships, Job Satisfaction, affective commitment, normative commitment, continuance commitment, commitment can explain only 67.9 % of the variation in the dependent variable which is the Intention to live.

Table 4.19 Coefficient of Regression and Beta Coefficient

	Unstandardized		Standardized	t	p-value
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	6.524	.268		24.388	.000**
Policies and Administration	-.155	.042	-.257	-3.660	.000**
Supervision/managerial relationship	-.115	.039	-.209	-2.984	.003**
Salary/Welfare/Benefit	-.435	.021	-.454	-15.091	.000**
Working condition	-.137	.034	-.131	-8.042	.000**
Status	-.238	.025	-.231	-5.208	.000**
Security	-.183	.038	-.172	-4.768	.000**
Coworker Relationships	-.144	.061	-.151	-3.089	.001**

Table 4.19 Coefficient of Regression and Beta Coefficient (cont.)

	Unstandardized		Standardized	t	p-value
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Job Satisfaction	-.307	.088	-.183	-3.497	.001**
Affective commitment	-.440	.032	-.400	-12.526	.000*
Normative commitment	-.281	.062	-.242	-4.508	.000**
Continuance commitment	-.514	.063	-.497	-8.435	.000**
Commitment	-.452	.034	.461	13.882	.000**

Dependent Variable: Intention to live

Significant level =.01

The analysis 'result from regression analysis confirms that there are twelve factors which significantly correlate with the Intention to live. Which are

- X₁ = Policies and Administration
- X₂ = Supervision/managerial relationship
- X₃ = Salary/Welfare/Benefit
- X₄ = Working condition
- X₅ = Status
- X₆ = Security
- X₇ = Coworker Relationships
- X₈ = Job Satisfaction
- X₉ = Affective commitment
- X₁₀ = Normative commitment
- X₁₁ = Continuance commitment
- X₁₂ = Commitment

CHAPTER V

CONCLUSIONS AND RECOMMENDATION

5.1 Conclusions

A research on “Factors Affecting Employee’s Intention to Leave for Recruitment Companies in Thailand” is a quantitative research. Which aims to examine factors that affect employee’s intention to leave. In this study two factors which are “Job satisfaction” and “Organization commitment” were test for their association with employee’s intention to leave their organizations.

The population of this research are 530 employees of 5 Recruitment and Headhunter firms in Thailand. The questionnaires were used to gather data from 228 staffs.

The data was analyzed by statistical computer program. The statistics used in data analysis was classified in to two groups. The first group were “descriptive statistics”. This contended frequency, percentage, mean, and standard deviation. The second one were inferential statistics, which comprised “Pearson’s product moment correlation” and multiple regression analysis. The finding can be concluded as follows;

Approximately 56.1% of the respondents were female and 43.9% were male. By which majority of them aged between 21-30 years old (48.2%) followed by those who aged between 31-40 years old (43.9%) and the respondents who were 41 years and older (7.9%) respectively. Majority of the respondents, accounting for 50.5% finished the Master degree, 44.7 % finished Bachelor degree, and 4.8 % finished Doctoral degree. Majority of them earned between 40,001 – 60,000 baht/ month (46.1%). Followed by those who earned 20,000 – 40,000 baht/month (41.6%) and 60,001 baht and higher per month (3.5%), respectively.

In respect to job satisfaction the analysis result showed that the respondents were satisfied with their job. (Mean = 4.07). In details, they were satisfied with the relationship between coworkers (mean = 4.13) followed by policy and administration of the company. (mean = 4.12); salary (mean = 4.05); work status as equal to the relationship with supervisors and managers (mean=4.04); and security (mean=4.02) respectively.

Regarding to organization commitment the finding revealed that the respondents had high level of organization commitment. (mean =4.03). In details, they had high organization commitment toward each and every aspect. Whereas, normative commitment earned the highest mean score ($\bar{X} = 4.09$). Followed by Affective commitment ($\bar{X} = 4.06$). And Continuance commitment($\bar{X} = 4.03$), respectively.

As for the intention to leave, the finding indicated low level of the respondents' intention to leave. ($\bar{X} = 2.12$). When considering in details, their attitude toward every item was also at a low level. For instances, their attitude toward "You have been thinking about finding a better job" ($\bar{X} = 2.25$). Followed by "You have been thinking about working in a larger company" ($\bar{X} = 2.09$). And "You have been thinking about resigning from this company" had the lowest mean score ($\bar{X} = 2.01$).

The hypothesis test yielded that there is a negative relationship between job satisfaction and employees' intention to leave. Considering in details, the finding revealed that job satisfaction toward "policy and administration", "supervision/ managerial relationships", "salary/welfare/benefit", "working condition", "status", " Security", "coworker relationships" have negative relationships with intention to leave.

Furthermore the hypothesis test a negative relationship between organization commitment and employees' intention to leave. It also signified negative relationships between affective commitment, normative commitment, continuance commitment, and employees' intention to leave. Further, regression analysis confirm the significant negative relationship between job satisfaction, organization commitment and employee's intention to leave.

5.2 Recommendation

The finding of this study has signified the relationships between job satisfaction, organization commitment and employee's intention to leave. Moreover, it revealed that job satisfaction and organization commitment have negative relationship with employee's intention to leave. This finding implied that the more the employees are satisfied with their job the less they have intention to leave their companies. Similarly, the more the employees are committed to their organization the less they have intention to leave

their companies. From this finding the author would like to propose the following recommendations;

5.3 Recommendation for Managements

1. The management should place an importance on employees' job satisfaction since job satisfaction helps the company in retaining their valuable employees.

2. In order to prevent job dissatisfaction among employees, the management should be able to make the staff feel secure toward their company. Because career insecurity can lead to job dissatisfaction which will result in employees' intention to leave their firms.

3. The management should pay attention to cultivate good relationship between supervisors and employees. This can be done through the activities, such as, leadership training, team working training, etc. The participation of both supervisors and employees in the recreation activities will help to cultivate understanding and good relationship between both parties.

4. The management should pay attention to work status of the employees. Since every employee wants to have progress opportunities in their career. Unprogressive work status can lead to employees' job dissatisfaction which may result in deciding to leave their organization. Therefore, clear and fair promotion criteria equally applied to every employee is essential for retaining valuable employees.

5. The company policy and administration should be adjusted and developed to keep pace with the ever changing environment. To ensure the effectiveness of administration. The outdated policy and awkward administration can lead to employee dissatisfaction which may result in employees' intention to leave the company.

6. The management should pay attention to employees' salary. Since insufficient income can leads to employees' dissatisfaction and discouragement. Which may result in employees' intention to leave the organization. Therefore, appropriate salary adjustment should be done regularly to keep pace with the ever rising cost of living.

7. The management can encourage good relationship among coworkers through activities, such as, team working training, recreation seminar, sports, etc.

8. The management should give priority to cultivate organization commitment among employees. Since the finding revealed that the more the employee committed to the organization the less they wanted to leave. The cultivation of organization culture can be initiated by the leader of the company. Who should develop an organization culture that places value on participation of the staff.

9. The management should allow employees to express their opinions toward policy and administration of the company.

10. The management should allow employees to share success and benefit of the company.

5.4 Recommendation for Future Research

1. The future research can alter the population of the study to other careers, such as, engineer, banker, retailer, etc.

2. The future research can alter the independent variables from job satisfaction and organization commitment to other variables, such as, fairness, employee participation, work stress, etc.

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Appendix A: Questionnaire Survey

Factors Affecting Employee's Satisfaction and intention to leave for Recruitment Company in Thailand

Please tick ✓ in the box in front of the right answer

Screening Question

How long have you been working in the (Recruitment Company)

- Less than 3 year (Stop answering question)
 3 years up (continue answer the questions)

Part 1 Personal Information

1. Gender

- Female Male

2. Age

- 20 and younger 21 – 30
 31 – 40 41 and older

3. Educational levels

- Bachelor degree Master degree
 Doctoral degree Others

4. Income (baht)

- Less than 20,000 20,000 – 40,000
 40,001 – 60,000 60,001 and higher

Part II: Job Satisfaction

Please tick ✓ in the box □ that is consistent with your opinion. By which

5 Represents Very Satisfied

4 Represents Satisfied

3 Represents Neutral

2 Represents Dissatisfied

1 Represents Very Dissatisfied

Questions	Levels of satisfaction				
	5	4	3	2	1
1. Policies and administration					
1.1 You are satisfied with the fairness of the company's policy					
1.2 You are satisfied with the supportiveness of the company's policy					
1.3 You are satisfied with the effectiveness of the company's administration					
2. Supervision/managerial relationships					
2.1 You are satisfied with relationship between you and your supervisor.					
2.2 You are satisfied with the support you have received from your supervisor.					
2.3 You are satisfied with the support you have received from the executives					
3. Salary/ Welfare/ Benefit					
3.1 You are satisfied with your salary					
3.2 You are satisfied with the welfare provided by the company.					
3.3 You are satisfied with the benefit provided by the company.					
4. Working condition					
4.1 You are satisfied with the space utility of your workplace					
4.2 You are satisfied with the temperature in your workplace					
4.3 You are satisfied with the atmosphere in your workplace.					

Questions	Levels of satisfaction				
	5	4	3	2	1
5. Status					
5.1 You are satisfied with your status in the company					
1.2 You are satisfied with the recognition of the company toward your status.					
5.3 You are satisfied with the respect of other employee have toward your status.					
6. Supervision/managerial relationships					
6.1 You are satisfied with relationship between you and your supervisor.					
6.2 You are satisfied with the support you have received from your supervisor.					
6.3 You are satisfied with the support you have received from the executives					
7. Security					
7.1 You are satisfied with the security of the company.					
7.2 You are satisfied with the security of your career.					
7.3 You are satisfied with the security of your life.					
8. Coworker relationships.					
8.1 You are satisfied with the coordination between you and your coworkers.					
8.2 You are satisfied with the supportiveness of your coworkers					
8.3 You are satisfied with the light in your office.					

Part III: Organization commitment

Please tick ✓ in the box □ that is consistent with your opinion. By which

5 Represents Strongly Agree

4 Represents Agree

3 Represents Neither Agree Or Disagree

2 Represents Disagree

1 Represents Strongly Disagree

Questions	Levels of agreement				
	5	4	3	2	1
9. Affective commitment					
9.1 You stay in this company. Because you feel that you belong to this company.					
9.2 You stay in this company. Because you feel comfortable working there. here.					
9.3 You stay in this company. Because you love your company.					
10. Normative commitment					
10.1 You stay this company. Because your work is very important to the company.					
10.2 You stay in this company. Because it is difficult for the company to find someone to replace you.					
10.3 You stay in this company. Because you are a valuable employee of the company.					
11 Continuance commitment					
11.1 You stay in this company. Because you don't want to lose a good job.					
11.2 You stay in this company. Because you don't want to lose your major income.					
11.3 You stay in this company. Because you cannot find a better job.					

Part III: Intention to leave

Please tick ✓ in the box □ that is consistent with your opinion. By which

5 Represents Most Frequent

4 Represents Frequent

3 Represents Sometimes

2 Represents Rarely

1 represents Never

Questions	Levels of frequency				
	5	4	3	2	1
12. Intention to leave					
12.1 You have been thinking about finding a better job.					
12.2 You have been thinking about working in a larger company.					
12.3 You have been thinking about resigning from this company.					