

**FACTORS INFLUENCING GENERATION Y EMPLOYEE
TURNOVER INTENTION IN ELECTRICAL AND ELECTRONICS
MANUFACTURING COMPANIES**



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entitled
**FACTORS INFLUENCING GENERATION Y EMPLOYEE
TURNOVER INTENTION IN ELECTRICAL AND ELECTRONICS
MANUFACTURING COMPANIES**

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ABSTRACT

This research aimed to study the factors influencing Generation Y employee turnover intention in electrical and electronics industry in Bangkok and perimeter. By investigating from five possible factors were job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance, also the demographic factors related to turnover intention. The quantitative research methodology by using online questionnaire to collect data was used to analyze the results. The findings indicated that employee benefits and supervisor satisfaction have effect to turnover intention. Furthermore, the results of demographic factors found that employees who work in the organization in short period of time, held low position, and have less times of job-hopping tend to have turnover intention. The outcome of this study assisted the management level to pay more attention on Gen Y employees who are becoming the key role in the organizations.

KEY WORDS: Employee turnover intention / Generation Y / Human resource management / Organization behavior

50 pages

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CHAPTER I

INTRODUCTION

1.1 Background and Problem Statement

Due to Thailand is the hub of electrical and electronics manufacturing in southeast Asia. Also, electronic manufacturing sector industries play the crucial role in Thailand's economy, therefore; maintaining the second to none status in this industry is very important. Currently, over 600,000 people are employed in Thailand's electrical and electronics sector (BOI, 2015), so there is a challenge of companies to keep or lose good and experienced employees. Accordingly, the electrical and electronics companies located industrial estates in Bangkok and perimeters was selected as a case study in this research.

In present, many organizations are experiencing the problems with employee turnover, especially in the group of recently graduated or Generation Y. Despite the fact that, they are a stepping stone into the working life and have potential to dedicate themselves to work. Nevertheless, these group of employees are often changing their jobs.

Employees are the most valuable assets and important keys that can lead to the success or failure of an organization. Employees like the heart of management who can lead to increased productivity and allow an organization to achieve higher levels of output. Stephen (2001) has defined the main purposes of human resources management which are,

1. High productivity
2. Low absenteeism
3. Low turnover
4. High job satisfaction
5. High organization commitment

Reducing turnover rate has proven to be one of the apparently difficult human resource challenges faced because changing jobs or resignation of an employee has negative impacts to the organization. For instance, meeting the company's goals is delayed because the operation is disturbed, loss of time and labor costs to recruit the right sort of employees with an appropriate training, qualifications and experience. Employees who resigned from their job will also be affected, whether they are feeling isolated, anxious or stressed, or even impact on their families and social relationships (Black & Loughhead, 1990).

Many researches have been represented a lot of factors influencing employees' turnover intention including job satisfactions, employee benefits, career growth, supervisor satisfaction, and work-life balance (Al Ajmi, 2001; Sankrusme, 2001; Ballout, 2009 Ng & Sorensen, 2008; Shankar & Bhatnagar, 2010).

According to Hall's career stages (Hall, 1976), during the earliest period (exploration stage), new employees consider reinforcing learning, encouraging self-improvement, being acceptance, and finding their place in the company. In the establishment stage, when they already discovered their permanent place, they want to be successful in the organization. In year five, consistency in organization has the least important. Furthermore, Mitrakul & Ananchai (2002) have been studied about work attitude of Thai employees under the age of 25 found that they have low loyalty to the organization. Those researches contribute to the study of the factors influencing Generation Y employee turnover intention. Due to the fundamentals of Thai society, most people are ready to enter the labor market after graduating from the bachelor's degree with an average age of 21 years.

In a nutshell, understanding the factors that cause turnover intention of Gen Y employees will allow the organization to improve or change the way of managing human resources to minimize turnover rate, as well as this would lead the organizations to achieve further goals.

1.2 Objective

1. To investigate the main factors which impact Gen Y employees' turnover intention in electrical and electronics companies.
2. To study the demographic characteristics of Gen Y employees lead to turnover intention.

1.3 Scopes of the Study

The study's population is considered from Thai employees in electrical and electronics sector industries in Bangkok and perimeters. The group has been graduated bachelor's degree or higher who aged between 21-37 years old (born between 1981-1997¹). The survey has been conducted with those used to and never changed their jobs. The data has been collected from 1 to 15 March 2018.

1.4 Expected Benefits

This research will benefit to any organizations in Thailand especially electrical and electronics sector industries to know and understand the characteristic and behavior of Thai Gen Y employee. This research can improve the understanding of issues lead to employee turnover intention and developed the possible solution to improve the understanding between Thai Gen Y employee and their organization. Therefore, the understanding of behavior and the reason to leave can reduce turnover rate and to be a way of recruiting employees into the organizations.

¹ Generation Y was born between 1981 and 2001, also in Thailand, most people are starting to work at 21 years old (1997) after graduating. Therefore, this age range has been used in this research.

CHAPTER II

LITERATURE REVIEW

Employee turnover intention is the issue which required difference influencing factors. Many research have been done in these related factors, the review firstly represents a definition of employee turnover intention and the characteristic of employee in Y generation. Next, the factors influencing are job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance.

2.1 Definition of Employee Turnover Intention

Numerous studies defined the definition of employee turnover intention. Birgit et al., (2007) indicated that employee's intention to change jobs or companies by voluntarily. According to Medina (2012), turnover intention is a consideration of an employee to quit the company and looking for a new opportunity in another organization within a certain period of time. Also, turnover Intention is an idea of voluntary employees to retire when they found the opportunities to work for a new organization or a career change in the near future (Nadiri & Tanova, 2010).

2.2 Characteristic of Generation Y Employee

People in Generation Y are defined as those born between 1981 and 2001 which in the era of Internet, digital technology, and social media (Asian Link issue 15, 2014). Crow & Stichnote (2010) indicated that Baby Boomers are the parents of Gen Y who raised them to feel they are valued, wanted, and necessary. All the way through, Gen Y have been built their self-esteem since childhood by parents and teachers. Furthermore, a lot of researchers have determined job satisfaction for Gen Y. Shaw and Fairhurst (2008) have found that Gen Y prefers flexibility in getting the work done.

They prefer a career that they will be challenged and can grow with the challenges. Gen Y has also priorities technology as their one of key success. Failing to provide the basic needs will results in poor outcome and low productivity. Gen Y also prefers other benefits that come along with the job. Since most Gen Y thinks highly of their work-life balance, many organizations have started to provide gymnasium or any facilities to promote active and healthy lifestyle.

2.3 Electrical and Electronics Industry in Thailand

Electrical and electronics sector industry has played a significant role in Thailand's economy and this is a key factor to national development (Thai EEI, 2013). In present, Thailand becomes the world's electrical and electronics industry investment destination for many countries because Thailand is the hub of electrical and electronics manufacturing in southeast Asia through ASEAN. The electrical and electronic industry need to develop and promote for its sustainable competitiveness in international market trade. Currently, over 600,000 people are employed in Thailand's electrical and electronics sector (BOI, 2015), so there is a challenge of companies to keep or lose skilled and experienced employees.

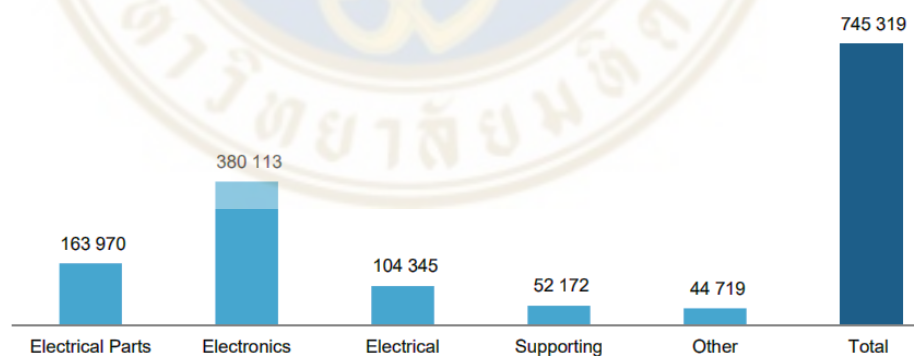


Figure 2.1 Number of employees across electrical and electronics manufacturing subsectors in Thailand in September 2015 (Hotrakool, 2016)

2.4 Job Satisfaction

According to Boran (2011), job satisfaction is simply how people feel about their jobs in different aspects. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Furthermore, Bernstein & Nash (2008) suggested that job satisfaction can be divided into three components:

- i. Emotional such as boredom, anxiety, or excitement
- ii. Cognitive such as feeling challenging and feeling is needed; including how people think, perceive, remember and learn
- iii. Behavioral such as arrive to company early, absence, voluntary work overtime or pretending to be ill in order to avoid work.

Researchers have developed many studies of job satisfaction related to turnover process. Al Ajmi (2001) indicated that job satisfaction is a significant factor impact employee's job performance, absenteeism, and turnover. Another study showed that the level of job satisfaction has directly affect to work behaviors such as productivity, absenteeism, and turnover. The less satisfaction with job, the more likely employee to quit (Martin, 2007). Generally, according to those previous researchers could be accepted that job satisfaction is inversely related to employee turnover intention.

2.5 Employee Benefits

Regarding to Maslow's theory (1943), the existence of a hierarchy of needs found that man's physiological needs were met the most, followed by safety needs, then social needs, Esteem needs and finally self-actualization need. It is interesting to point out that most of the needs which mentioned by Maslow are actually related to one's surroundings, and in order to meet their need, a person needs a supportive environment. This makes the environment, workplace and peer group important to an employee's satisfaction. Stand in the breach is physiological, thus paying directly influence to physiological needs of employee.

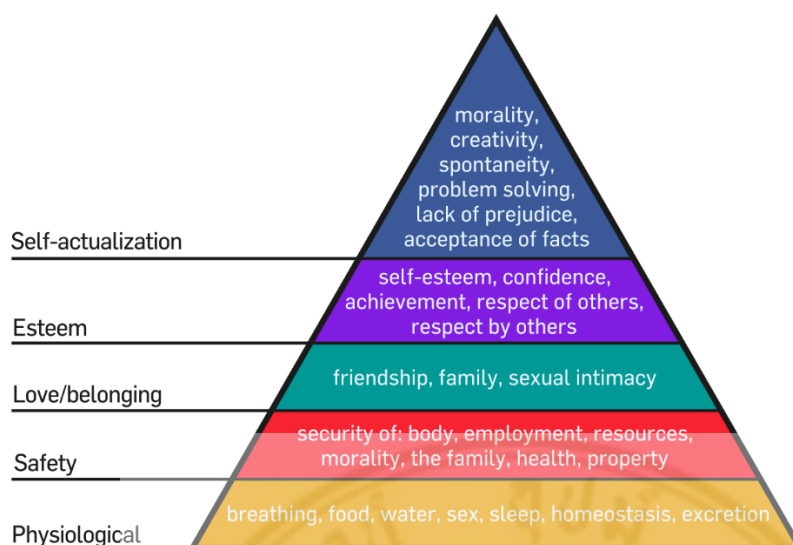


Figure 2.2 Maslow's Need Hierarchy Theory

Furthermore, Sankrusme (2001) has found that the most influencing factors for job changing of Thai employees in industrial sector are higher salary and better benefits.

2.6 Career Growth

Jans (1989) defined career growth as one's perceptions of the chances of development and advancement within an organization. According to Weng & McElroy (2012), the biggest impact of those who desire a career is that organizational career growth shows potential for managing turnover. Therefore, an employee whom can meet their career growth needs within an organization, they are more likely to remain with that organization. On the other hand, if the organization fail to meet those expectations of an employee, they will seek the opportunities elsewhere. Ballout (2009) also suggested that if the employees realize that there are no room to grow in their current organization, they would find personal growth in other organizations.

2.7 Supervisor Satisfaction

Supervisor is a frontline manager who is responsible for the supervision of employees (Heery & Noon, 2001). According to Ng & Sorensen (2008), employee perceives supervisor support strongly related to job satisfaction, affective commitment, and turnover intention. Hence, the supervisor satisfaction must be an important component of turnover intention. Normally, when employees feel that they are discovered their value and given them respect by their supervisors, they take it as inner encourage, so satisfied to organization then likely to remain with it (Eisenberger et al., 2002).

According to Hofstede (1980), power distance in Thailand is quite high (64 out of 100) which mean workers in organizations agrees that power is unequally distributed. Also, the distance of influence or power perceived by employees which exists between subordinates and a supervisor is quite far. Employees in high power distance culture show that they are afraid of questioning from supervisor and disagreeing with them. Likewise, they normally respect and rarely communicate with their supervisors and hence maintain the long social distance (Farh et al., 2007).

2.8 Work-life Balance

Chimote & Srivastava (2013) defined work-life balance as the degree to which an individual is equally engaged in and satisfied with his or her work role and family role, comprising the following three components of work-family balance.

- i. Time balance (equal time devoted to work and family)
- ii. Involvement balance (equal involvement in work and family)
- iii. Satisfaction balance (equal satisfaction with work and family)

Frone (2003) suggested that helping employees achieve work-life balance in useful ways leads to a more motivated workforce, which results in increased productivity, improved recruitment and retention, reduced absenteeism and improved customer experiences as a result of a more motivated workforce.

According to Sturges & Guest (2004), work-life balance indicates not only a balance between work and family, but also a balance between work and the rest of life

activities. Researchers also found that work-life balance has positively related to both individual and organizational outcomes. For instance, improved financial performance, employee satisfaction and productivity, organizational commitment and attachment, and organizational behavior (Shankar & Bhatnagar, 2010).



CHAPTER III

RESEARCH METHODOLOGY

This chapter presents the research methodology used in this research. This research aims to find the influencing factors which will be affect the intention to leave the organization of Gen Y Thai employees in electrical and electronics manufacturing companies. This study is a quantitative research by following these research models:

3.1 Research Design

This study investigates the factors (job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance) influencing employee turnover intention. Hence, this study used quantitative research methodology for exploring factors and developing a model of the employee turnover intention. The questionnaires were distributed through employees in electrical and electronics manufacturing companies. After collecting all data, SPSS was used to examine the relationship between turnover intention and proposed influencing factors.

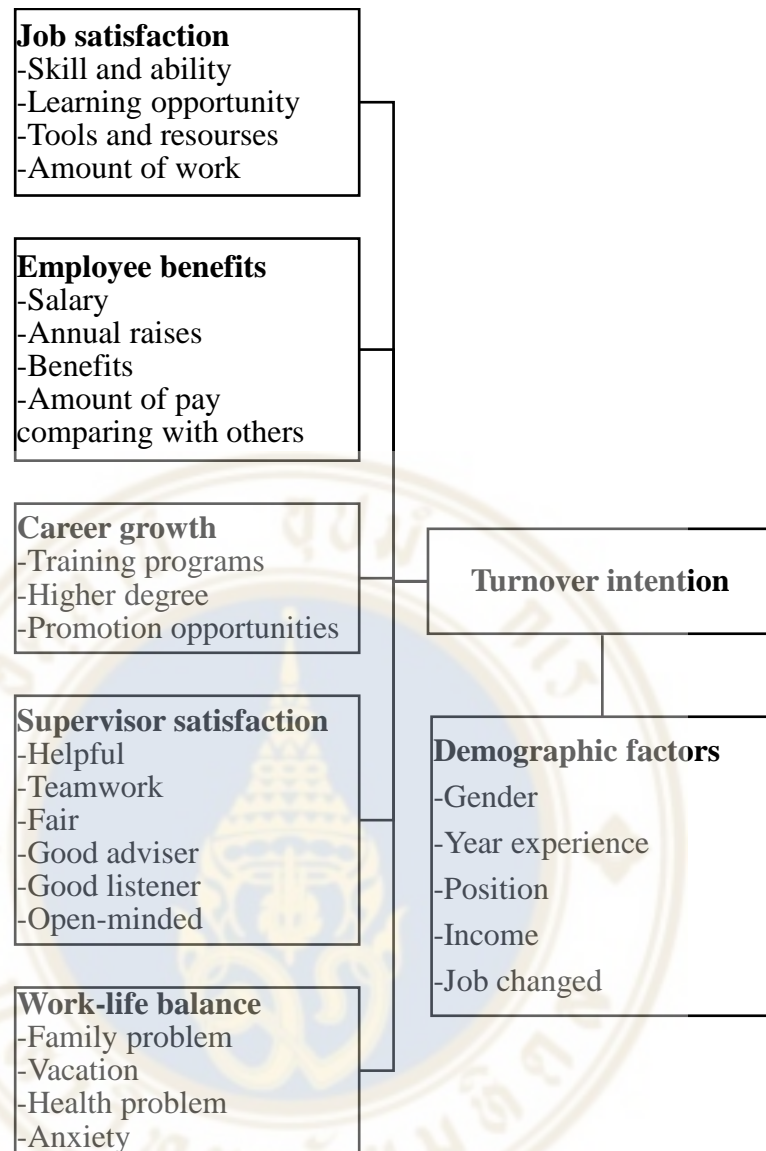


Figure 3.1 Independent variables related to turnover intention

3.2 Population and Sample

The main purpose of this thesis is to study Gen Y turnover intention of Thai employees. The target population in this study was focus on Thai employees in electrical and electronics manufacturers organizations in Bangkok and perimeter. The group has been graduated bachelor's degree or higher who aged between 21-37 years old (born between 1981-1997).

3.3 Data collection

Questionnaire was developed based on literature review. There were 4 sections in questionnaire which were screening questions, specific questions, turnover intention questions, and demographic questions. The total number of questions is 40 questions.

3.3.1 Screening questions

Questions to screen the relevant respondents who have certain characteristics based on the studying topic included the working industry (electronics and electrical company) and the aged in Generation Y (21-37 years old). Each answer in this part was in form of multiple choice which can be selected only one answer per question.

3.3.2 Specific questions

There were 28 questions in this section. Five core job characteristics (job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance) were included with 5-7 questions per core factors. The answer choices were in form of Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

3.3.3 Turnover intention questions

There were 4 questions in this section. Turnover intention questions were applied from Oumpeng (2015). The answer choices were in form of Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

3.3.4 Demographic questions

Questions about respondent personal information were included in this section. There were 5 questions which asked about gender, year experience in a company, area of employment, income per month, and the experienced of resigning job(s). Each answer in this part was in form of multiple choice which can be selected only one answer per question.

3.4 Data analysis

Analyzed data by using SPSS program.

3.4.1 Demographic characteristic

Analyze responds from demographic question section by using descriptive statistic and report results in form of frequency. Frequency of respondents in each demographic group is used to tell that which demographic group can apply from the answer from this research.

3.4.2 Descriptive statistic

Computed mean and S.D. then compare with follow scale range to determine the agreement level of respondents.

Interpretation of the five-point Likert-type scale. The values of variables at an interval scale are normally quantified numerically. The interval value between each level is 0.8, and the interval for breaking the range in measuring each variable in calculated as follow:

$$(5-1)/5= 0.8$$

Table 3.1 Scale of agreement level of respondents

Mean	Meaning
4.21 – 5.00	Strongly agree
3.41 – 4.20	Agree
2.61 – 3.40	Neutral
1.81 – 2.60	Disagree
1.00 – 1.80	Strongly disagree

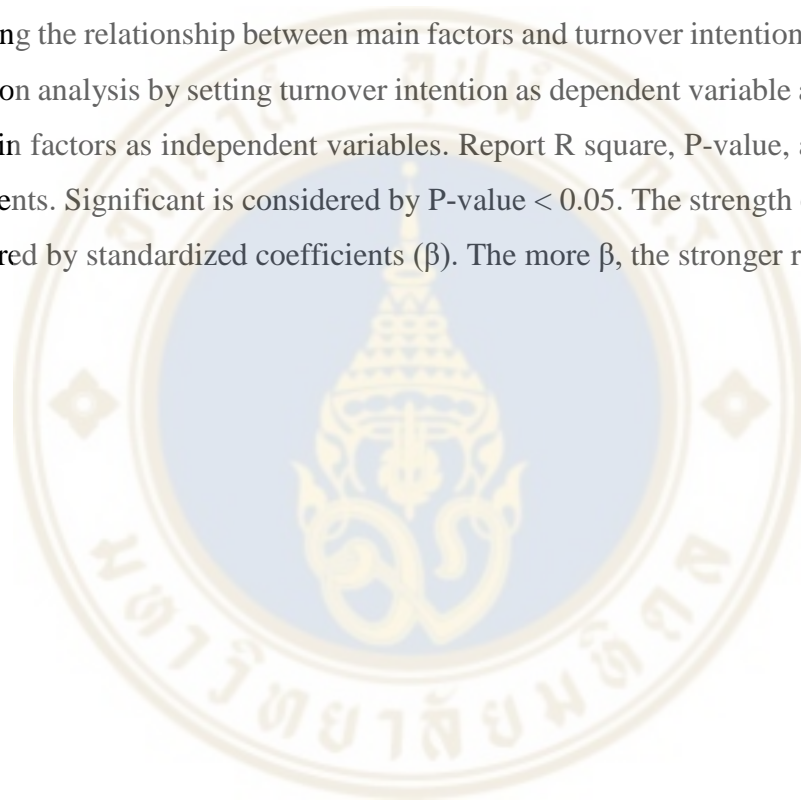
Also, compare mean score of job satisfaction between each demographic group in order to find difference between groups.

3.4.3 Factor analysis

Remove ineffective question in specific questions section by using factor analysis. Remove one by one question which has factor loading < 0.4 (Stevens, 1992) or cross loading or mismatch meaning. Report results in form of total variance explained and rotated component matrix table. Finally, group and label name of construct.

3.4.4 Regression analysis

Regression analysis is a technique which can answer research hypothesis by finding the relationship between main factors and turnover intention. Conduct linear regression analysis by setting turnover intention as dependent variable and constructs of five main factors as independent variables. Report R square, P-value, and standardized coefficients. Significant is considered by P-value < 0.05 . The strength of relationship is considered by standardized coefficients (β). The more β , the stronger relationship.



CHAPTER IV

FINDINGS

After collecting data and analyzing data by using SPSS, the result of data analysis and findings was presented in this chapter. Findings were presented in four sections; demographic characteristic, factor analysis, descriptive analysis, regression analysis, and one-way ANOVA.

4.1 Demographic Characteristic

Descriptive statistic was used for analyzing demographic characteristic. Demographic characteristic of respondents reported by frequency of each group from 203 questionnaires from respondents found to be usable for this study. There are 7 main items were considered in the statistic, which are gender, years' experience, position, income, and job changed. Numbers of respondents in each category are shown in Table 4.1

Gender: There are 114 respondents are female by the percentage of 56.2% and 89 males by 43.8% of total number of respondents.

Years' experience: Most respondents are working in electrical and electronics companies for 1 – 2 years are 83 respondents or 40.9%. Next, employees with less than 1-year experience accounted for 22.2% (45 respondents), 3 – 5 years are 19.7% (40 respondents), and there are 35 respondents are working more than 5 years by 17.2%

Position: There are 140 staff/officers in term of job category, it is the most part of total number of respondents by 69%, followed by 33 supervisors (16.3%), 17 assistant managers (8.4%), and managers are 13 respondents by 6.4%.

Income: Most of respondents who have monthly income in 20,000 – 40,000 Baht participated by 54.2%, total 110 respondents, followed by 70 respondents who

have income less than 20,000 Baht by 34.5%, 40,001 - 60,000 Baht were 9.4% (19 respondents), and only 4 respondents who have income more than 60,000 Baht or 2%.

Job changed: Most respondents used to change their job 1 time for 29.6% (60 respondents) followed by 22.7% or 46 respondents who have experience in job changed for 2 times, 22.2% or 45 respondents who never changed their jobs, 15.8% or 32 respondents who used to leave jobs 3 times, and lastly people who changed job more than 3 times were 9.9% or 20 respondents.

Table 4.1 Respondent Characteristics

Demographic Background	Frequency	Percent
Gender		
Male	89	43.8
Female	114	56.2
Total	203	100
Year experience		
Less than 1 year	45	22.2
1 – 2 years	83	40.9
3 – 5 years	40	19.7
More than 5 years	35	17.2
Total	203	100
Position		
Staff/Officer	140	69.0
Supervisor	33	16.3
Assistant Manager	17	8.4
Manager	13	6.4
Total	203	100

Table 4.1 Respondent Characteristics (cont.)

Demographic Background	Frequency	Percent
Income range		
Less than 20,000 Baht	70	34.5
20,000 – 40,000 Baht	110	54.2
40,001 – 60,000 Baht	19	9.4
More than 60,000 Baht	4	2.0
Total	203	100
Job changed		
Never	45	22.2
1 time	60	29.6
2 times	46	22.7
3 times	32	15.8
More than 3 times	20	9.9
Total	203	100

4.2 Factors analysis

Table 4.2 Total variance explained of turnover intention questions

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.260	33.072	33.072	4.775	17.055	17.055
2	3.181	11.361	44.433	4.080	14.572	31.627
3	2.205	7.875	52.308	3.477	12.419	44.045
4	1.844	6.585	58.894	3.263	11.652	55.698
5	1.511	5.398	64.292	2.406	8.594	64.292
6	.918	3.279	67.571			
7	.847	3.024	70.595			
8	.805	2.875	73.470			
9	.700	2.500	75.970			
10	.651	2.326	78.296			
11	.573	2.048	80.344			
12	.542	1.936	82.280			
13	.538	1.921	84.200			
14	.514	1.834	86.035			
15	.457	1.634	87.669			
16	.431	1.539	89.207			
17	.394	1.409	90.616			
18	.377	1.347	91.962			
19	.346	1.236	93.199			
20	.315	1.126	94.325			
21	.289	1.034	95.358			
22	.271	.967	96.325			
23	.240	.856	97.181			
24	.224	.800	97.981			
25	.201	.716	98.697			
26	.171	.612	99.310			
27	.103	.369	99.679			
28	.090	.321	100.000			

Extraction Method: Principal Component Analysis.

4.3 Regression analysis

In order to find influencing factors of turnover intention and the power of each factors, linear regression analysis was conducted. Dependent variable is turnover intention and independent variables are constructs of job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance.

Table 4.3 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.301	.85729

a. Predictors: (Constant), WORKLIFEBALANCE, SUPERVISOR, BENEFIT, JOBSAT, GROWTH

Table 4.3 shows R Square which is 0.318. It means that 31.8% of variance in turnover intention is influenced by job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance.

Table 4.4 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	67.581	5	13.516	18.391	.000 ^b
Residual	144.785	197	.735		
Total	212.366	202			

a. Dependent Variable: TURNOVER

b. Predictors: (Constant), WORKLIFEBALANCE, SUPERVISOR, BENEFIT, JOBSAT, GROWTH

Table 4.4 shows that P-value = 0.000 means that at least one of independent variables (job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance) has significant predictive relationship with dependent variable (turnover intention).

Table 4.5 Coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.372	.351		18.157	.000
	JOBSAT	-.183	.111	-.120	-1.651	.100
	BENEFIT	-.412	.084	-.345	-4.924	.000
	GROWTH	-.078	.090	-.065	-.864	.389
	SUPERVISOR	-.200	.077	-.179	-2.605	.010
	WORKLIFEBALANCE	-.045	.086	-.036	-.523	.601

a. Dependent Variable: TURNOVER

Table 4.5 shows that there are 2 independent variables (employee benefits and supervisor satisfaction) which have significant predictive relationship with dependent variable (turnover intention). Employee benefits is the strongest variable which impact to turnover intention (P-value= 0.000, β =-0.345) followed by supervisor satisfaction (P-value= 0.010, β =-0.179).

4.4 The Level of Agreement Analysis

This part is to determine the cognition of respondents on job satisfaction, employee benefits, career growth, supervisor satisfaction, and work-life balance and employee turnover intention. The method is analysis agreement level of respondents on the same factor by Mean and Std. Deviation. All items were rated on a five Likert scale with a score of 5 indicating strong agreement and a score of 1 indicating strong disagreement. All items are shown in Table 4.6-4.11.

Table 4.6 Descriptive statistics on job satisfaction

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
Overall, I satisfied with my current job. (J1)	3.40	.829	Neutral
My job makes good use of my skills and abilities. (J2)	3.43	1.014	Agree
My job gives me the opportunity to learn. (J3)	3.62	.922	Agree
I have the tools and resources I need to do my job. (J4)	3.53	1.006	Agree
The amount of work expected of me is reasonable. (J5)	3.16	1.017	Neutral
JOB SAT	3.4276	.67165	Agree

The first variable job satisfaction includes 5 dimensions which are overall, I satisfied with my current job. (J1) which has Mean value 3.40 and S.D. value 0.829, in the level of neutral; My job makes good use of my skills and abilities. (J2) which has Mean value 3.43 and S.D. value 1.014, in the level of agree; My job gives me the opportunity to learn. (J3) which has Mean value 3.62 and S.D. value 0.922, in the level of agree; I have the tools and resources I need to do my job. (J4) which has Mean value 3.53 and S.D. value 1.006, in the level of agree; The amount of work expected of me is reasonable. (J5) which has Mean value 3.16 and S.D. value 1.017, in the level of neutral. Therefore, the result indicates that the respondents totally feeling agreement in job satisfaction.

Table 4.7 Descriptive statistics on employee benefits

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
I satisfy with my base pay or salary. (B1)	3.06	1.044	Neutral
I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job. (B2)	2.77	1.147	Neutral
I satisfy with the process used to determine annual raises. (B3)	2.82	1.100	Neutral
I satisfy with other benefits offer by the company (i.e. health and accident insurance, incentive pay, allowance, and provident fund). (B4)	3.44	1.135	Agree
I satisfy with the amount of pay I received when comparing with other companies doing similar work. (B5)	3.12	1.079	Neutral
BENEFIT	3.0433	.85879	Neutral

Employee benefits includes 5 dimensions which are I satisfy with my base pay or salary. (B1) which has Mean value 3.06 and S.D. value 1.044, in the level of neutral; I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job. (B2) which has Mean value 2.77 and S.D. value 1.147, in the level of neutral; I satisfy with the process used to determine annual raises. (B3) which has Mean value 2.82 and S.D. value 1.100, in the level of neutral; I satisfy with other benefits offer by the company (i.e. health and accident insurance, incentive pay, allowance, and provident fund). (B4) which has Mean value 3.44 and S.D. value 1.135, in the level of agree; I satisfy with the amount of pay I received when comparing with other companies doing similar work. (B5) which has Mean value 3.12 and S.D. value 1.079, in the level of neutral. Therefore, the result indicates that the respondents totally feel neutral on employee benefits.

Table 4.8 Descriptive statistics on growth

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
I am encouraged to explore growth or advancement opportunities within the organization. (G1)	3.11	.979	Neutral
My company arrange continuous training and development programs to enables my professional growth. (G2)	3.18	1.015	Neutral
If I have a higher degree, I would have an opportunity to grow in the organization. (G3)	3.08	1.059	Neutral
My qualification and experience are considered for promotion and the opportunity are equal to other employees. (G4)	3.13	1.075	Neutral
There is some room for me to advance at this organization. (G5)	3.13	1.028	Neutral
GROWTH	3.1271	.85330	Neutral

Growth includes 5 dimensions which are I am encouraged to explore growth or advancement opportunities within the organization. (G1) which has Mean value 3.11 and S.D. value 0.979, in the level of neutral; My company arrange continuous training and development programs to enables my professional growth. (G2) which has Mean value 3.18 and S.D. value 1.015, in the level of neutral; If I have a higher degree, I would have an opportunity to grow in the organization. (G3) which has Mean value 3.08 and S.D. value 1.059, in the level of neutral; My qualification and experience are considered for promotion and the opportunity are equal to other employees. (G4) which has Mean value 3.13 and S.D. value 1.075, in the level of neutral; There is some room for me to advance at this organization. (G5) which has Mean value 3.13 and S.D. value 1.028, in the level of neutral. Therefore, the result indicates that the respondents totally feel neutral on growth.

Table 4.9 Descriptive statistics on supervisor satisfaction

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
Overall, my supervisor does a good job. (S1)	3.52	1.026	Agree
When I have questions or concerns, my supervisor is able to address them. (S2)	3.52	1.091	Agree
My supervisor evaluates my work performance on a regular basis. (S3)	3.40	1.017	Neutral
My supervisor provides me with actionable suggestions on what I can do to improve. (S4)	3.43	1.057	Agree
My supervisor actively listens to my suggestions. (S5)	3.48	1.031	Agree
My supervisor is open to hearing my opinion or feedback. (S6)	3.45	1.039	Agree
SUPERVISOR	3.4672	.91709	Agree

Supervisor satisfaction includes 6 dimensions which are Overall, my supervisor does a good job. (S1) which has mean value 3.52 and S.D. value 1.026, in the level of agree; When I have questions or concerns, my supervisor is able to address them. (S2) which has Mean value 3.52 and S.D. value 1.091, in the level of agree; My supervisor evaluates my work performance on a regular basis. (S3) which has Mean value 3.40 and S.D. value 1.017, in the level of neutral; My supervisor provides me with actionable suggestions on what I can do to improve. (S4) which has Mean value 3.43 and S.D. value 1.057, in the level of agree; My supervisor actively listens to my suggestions. (S5) which has Mean value 3.48 and S.D. value 1.031, in the level of agree; My supervisor is open to hearing my opinion or feedback. (S6) which has Mean value 3.45 and S.D. value 1.039, in the level of agree. Therefore, the result indicates that the respondents totally feeling agreement in supervisor satisfaction.

Table 4.10 Descriptive statistics on work-life balance

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
I find myself able to spend enough time with family. (W1)	3.10	1.055	Neutral
The number of vacation, sick leave and insurance policy is adequate for me. (W2)	3.27	1.098	Neutral
People who always work overtime or on holidays are evaluated as the same as others. (W3)	3.09	1.059	Neutral
I never feel tired or depressed because of work. (W4)	2.91	1.140	Neutral
I am able to get time for working out, travel, or hang out with your friends or family. (W5)	3.24	1.064	Neutral
I never have health problems because of the work environment or inadequate rest. (W6)	2.98	1.090	Neutral
I do not need to be far away from my family or friends because of my job. (W7)	3.08	1.153	Neutral
WORKLIFEBALANCE	3.0950	.81913	Neutral

Work-life balance includes 7 dimensions which are I find myself able to spend enough time with family. (W1) which has Mean value 3.10 and S.D. value 1.055, in the level of neutral; The number of vacation, sick leave and insurance policy is adequate for me. (W2) which has Mean value 3.27 and S.D. value 1.098, in the level of neutral; People who always work overtime or on holidays are evaluated as the same as others. (W3) which has Mean value 3.09 and S.D. value 1.059, in the level of neutral; I never feel tired or depressed because of work. (W4) which has Mean value 2.91 and S.D. value 1.140, in the level of neutral; I am able to get time for working out, travel, or hang out with your friends or family. (W5) which has Mean value 3.24 and S.D. value 1.064, in the level of neutral; I never have health problems because of the work environment or inadequate rest. (W6) which has Mean value 2.98 and S.D. value 1.090, in the level of neutral; I do not need to be far away from my family or friends because of my job. (W7) which has Mean value 3.08 and S.D. value 1.153, in the level of neutral. Therefore, the result indicates that the respondents totally feel neutral on work-life balance.

Table 4.11 Descriptive statistics on turnover intention

(n=203)

Items	Mean	Std. Deviation	Level of Agreement
At this moment, I want to change my current job. (T1)	3.50	1.123	Agree
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	3.29	1.080	Neutral
Right now, I am ready to quit the company if I have another opportunity. (T3)	3.66	1.185	Agree
In present, I often think about resigning this company. (T4)	3.22	1.256	Neutral
TURNOVER	3.4138	1.02534	Agree

Turnover intention includes 4 dimensions which are at this moment, I want to change my current job. (T1) which has Mean value 3.50 and S.D. value 1.123, in the level of agree; I usually search for a job on the Internet or ask my friends or family for a new job. (T2) which has Mean value 3.29 and S.D. value 1.080, in the level of neutral; Right now, I am ready to quit the company if I have another opportunity. (T3) which has Mean value 3.66 and S.D. value 1.185, in the level of agree; In present, I often think about resigning this company. (T4) which has Mean value 3.22 and S.D. value 1.256, in the level of neutral; Therefore, the result indicates that the respondents totally feeling agreement in turnover intention.

4.5 One-Way ANOVA

One-way ANOVA technique is used to find the significant factors which can indicate the difference between those demographic group and independent questions in each factor.

Table 4.12 Post Hoc Tests (Years' experience)

Multiple Comparisons

Bonferroni

Dependent Variable	(I) YEAR	(J) YEAR	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
The number of vacation, sick leave and insurance policy is adequate for me. (W2)	1 - 2 year(s)	More than 5 years	-.630*	.218	.026	-1.21	-.05
I do not need to be far away from my family or friends because of my job. (W7)	1 - 2 year(s)	More than 5 years	-.638*	.228	.034	-1.25	-.03
At this moment, I want to change my current job. (T1)	1 - 2 year(s)	More than 5 years	.684*	.222	.014	.09	1.28
	3 - 5 years	More than 5 years	.682*	.255	.049	.00	1.36
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	1 - 2 year(s)	More than 5 years	.613*	.215	.029	.04	1.19
Right now, I am ready to quit the company if I have another opportunity. (T3)	Less than 1 year	More than 5 years	.730*	.263	.036	.03	1.43
	1 - 2 year(s)	More than 5 years	.693*	.235	.021	.07	1.32
In present, I often think about resigning this company (T4)	1 - 2 year(s)	More than 5 years	.781*	.249	.012	.12	1.44

Table 4.12 Post Hoc Tests (Years' experience) (cont.)

Descriptives

	N	Mean	Std. Deviation	Std. Error
The number of vacation, sick leave and insurance policy is adequate for me. (W2)	1 - 2 year(s)	3.08	1.095	.120
	More than 5 years	3.71	.957	.162
I do not need to be far away from my family or friends because of my job. (W7)	1 - 2 year(s)	2.82	1.149	.126
	More than 5 years	3.46	.980	.166
At this moment, I want to change my current job. (T1)	1 - 2 year(s)	3.63	1.090	.120
	3 - 5 years	3.63	1.170	.185
	More than 5 years	2.94	1.083	.183
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	1 - 2 year(s)	3.47	1.016	.112
	More than 5 years	2.86	.810	.137
Right now, I am ready to quit the company if I have another opportunity. (T3)	Less than 1 year	3.84	1.127	.168
	3 - 5 years	3.60	1.172	.185
	More than 5 years	3.11	1.207	.204
In present, I often think about resigning this company. (T4)	1 - 2 year(s)	3.41	1.200	.132
	More than 5 years	2.63	1.262	.213

Work-life balance includes 2 questions that have significant between group which are the number of vacation, sick leave and insurance policy is adequate for me. (W2) which is .026 statistically significant between employee with 1 - 2 year(s) and more than 5 year-experience and I do not need to be far away from my family or friends because of my job. (W7) which is .034 statistically significant between employee with 1 - 2 year(s) and more than 5 year-experience. Therefore, employees who have worked for long time (More than 5 years) have less problems about work-life balance (W2, W7) than employees with 1 – 2 years experiences in the company.

Moreover, turnover intention includes 4 questions that have significant between group which are At this moment, I want to change my current job (T1) which is .014 statistically significant between employee with 1 - 2 year(s) and more than 5 year-experience and .049 statistically significant between employee with 3 - 5 years and more than 5 year-experience, I usually search for a job on the Internet or ask my friends or family for a new job (T2) which is .029 statistically significant between employee with 1 - 2 year(s) and more than 5 year-experience, Right now, I am ready to quit the company if I have another opportunity (T3) which is .036 statistically significant between employee with less than 1 year and more than 5 year-experience and .021 statistically significant between employee with 1 - 2 year(s) and more than 5 year-experience, and In present, I often think about resigning this company (T4) which is .012 statistically significant between employee with less than 1 year and more than 5 year-experience. Therefore, employees who work for short period of time (1 – 2 years) are more likely to have turnover intention (T1, T2, T3, T4) than people who work for a long time (1 - 2 years and 3 - 5 years).

Table 4.13 Post Hoc Tests (Job position)

Multiple Comparisons

Bonferroni

Dependent Variable	(I) POSITION	(J) POSITION	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
I am encouraged to explore growth or advancement opportunities within the organization. (G1)	Supervisor	Assistant Manager	.868*	.287	.017	.10	1.63
	Assistant Manager	Manager	1.118*	.389	.027	.08	2.15

Descriptives

	N	Mean	Std. Deviation	Std. Error
I am encouraged to explore growth or advancement opportunities within the organization. (G1)	Supervisor	3.52	.795	.138
	Assistant Manager	2.65	1.057	.256
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	Assistant Manager	4.12	.781	.189
	Manager	3.00	1.225	.340

Growth includes 1 question that have significant between group which is I am encouraged to explore growth or advancement opportunities within the organization (G1) which is .017 statistically significant between supervisor and assistant manager. Therefore, there is the difference between the positions included supervisors were more likely feel they are encouraged to the growth (G1) than assistant managers.

In addition, Turnover intention includes 1 question that have significant between group which is I usually search for a job on the Internet or ask my friends or family for a new job (T2) which is .027 statistically significant between assistant manager and manager. Therefore, assistant managers had higher turnover intention (T2) than managers.



Table 4.14 Post Hoc Tests (Changed jobs)

Multiple Comparisons

Bonferroni

Dependent Variable	(I) CHANGEJOB	(J) CHANGEJOB	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
At this moment, I want to change my current job. (T1)	1 time	More than 3 times	.817*	.287	.048	.00	1.63
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	1 time	More than 3 times	.783*	.275	.049	.00	1.56

Descriptives

	N	Mean	Std. Deviation	Std. Error
At this moment, I want to change my current job. (T1)	60	3.77	1.064	.137
I usually search for a job on the Internet or ask my friends or family for a new job. (T2)	20	2.95	1.146	.256
	60	3.58	1.094	.141
	20	2.80	1.105	.247

Turnover intention includes 2 question that have significant between group which are At this moment, I want to change my current job (T1) which is .048 statistically significant between employee who used to change job 1 times and more than 3 times and I usually search for a job on the Internet or ask my friends or family for a new job (T2) which is .049 statistically significant between employee who used to change job 1 times and more than 3 times. Therefore, employees who used to change their job more often (more than 3 times) have intention to leave (T1, T2) their jobs less than those who used to change just once.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion and Recommendations

According to finding in chapter IV, the results show many interested viewpoints. The following information discusses on the results which can be used for management activities in electrical and electronics industry. The underlying tenet of this study is to investigate factors impact on employee turnover intention. The main purposes of this study were (1) To investigate the main factors which impact Gen Y employees' turnover intention in electrical and electronics companies. (2) To study the demographic characteristics of Gen Y employees lead to turnover intention.

The research was conducted in electrical and electronics industries in Bangkok and perimeter area. By using the sample method of 95% confidence intervals and the error was not more than 5% or significance level 0.05 of the sample size was 203.

Overall, Gen Y employees in electrical and electronics industry have turnover intention because of 2 significant factors which are employee benefits and supervisor satisfaction. According to Singh & Loncar (2010) indicated that salary satisfaction affects turnover intention. Employees who feel under-rewarded will lead to lower productivity, increase absenteeism or being late at work. This shows that when employees are not happy with their salaries and benefit packages according to their experience and qualification, they would decide to resign and look for the better companies.

Furthermore, Birgit Schyns et al., (2007) has been found that direct supervisor of each employee may serve as the representative of an organization who could influence the attitudes and behaviors of an employee toward the company. If a supervisor behaved aggressively and condescendingly towards his or her subordinates, that will affect to raise employee turnover intention rate. It implies that supervisors are meaningful to employees, therefore; supervisors should pay attention more on

subordinates by offering the appropriate jobs for each employee, reducing power distance between each position and creating teamwork atmosphere, and giving more opportunities for employee growing.

Regarding to T-test analysis found that there is no significant different in gender. Then, one-way ANOVA analysis was determined in order to find the significant compositions of each factor comparing to demographic information found that employees who have worked for long time have less problems about work-life balance than employees with 1 – 2 years experiences in the company. Also, people who work for short period of time are more likely to have turnover intention than people who work for a long time. Due to experienced employees could adjust themselves to the environment or the nature of an organization better than the newcomers.

There is the difference between positions included supervisors are more likely feel they are encouraged to the growth than assistant managers. In the other hand, managers feel more positive about it is fair to promote someone in their organization than assistant managers. In addition, assistant managers have higher turnover intention than managers. These results imply that manager is the one who responsible for the job responsibilities, workload, salary, and other satisfactions of employees, therefore; they could set the level of job satisfaction which resulted in lower turnover intention. According to Salami (2008), employees who have higher positions with more job responsibilities tend to have lower turnover intention than those with lower position with limited promotion opportunities and lower salary. Generally, employees want to advance in the position, so they tend to do a good job in order to be recognized (Shamsuzzoha, 2007). Therefore, managers should fulfil the employees' need by giving feedback what they are doing right and supporting them to grow.

Lastly, employees who used to change their job more often have intention to resign jobs less than those who rarely changed job. According to Heather (2016), the normal Gen Y tend to change job by four times after graduating from the university. Moreover, Kaytie (2016) showed that there are a lot of positive things about job-hopping in Gen Y's mind such as they can earn more salary, grow faster, and find a better cooperate culture fit for them. Consequently, employees who have less experience in resignation tend to find a better place fit for them. On the other hand, those who used to

leave jobs many times might have found their suitable places and meet their satisfaction of jobs.

5.2 Conclusion

To summarize, this study can help to understand the factors influence to employee turnover intention of Gen Y employees in electrical and electronics industry in Bangkok and perimeter in Thailand. The significant influencing factors are employee benefits and supervisor satisfaction. Furthermore, demographic characteristics which could predict turnover intention are the employees who work in the organization in short period of time, have low position, and have less times of job-hopping. Therefore, management strategies should be applied to reduce employee turnover intention and to retain them. Understanding the nature of employees especially Gen Y is very crucial because they are becoming the key role in the organizations. Management practices should be investing in the employees such as growth, suitable salary and benefit packages, awards, participation in decision making, and teamwork atmosphere, these could improve employee's perceptions toward the organization.

5.3 Limitations and direction for future research

Limitations of this research are about sample size, 203 respondents may not big enough to represent the whole industry. Moreover, R square of regression analysis quite less. If future study can increase number of sample, also add more varieties of factors, results will be more accurate.

Second limitation of this study is about the area of study because the data has been collected in Bangkok and perimeter. Therefore, in the future research should be study in other provinces, the results might be different.

For the future research, the focus group should be on the different industry such as health care, hospitality, or mobility industries because the results would be different. In addition, study in dept by using qualitative research methodology or interview each employee in order to understand the cause and solution to make an action plan.

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Appendix A: Questionnaire about factors influencing Generation y employee turnover intention in electrical and electronics manufacturing companies

Dear Sir/Madam

This set of questionnaires has been developed by College Management of Mahidol student to use for MGMG697 Thematic Paper Subject. The purpose of collecting data is to be able to analyze Factors Influencing Generation Y Employee Turnover Intention in Electrical and Electronics Manufacturing Companies. All data will be treated with high confidentiality and used for education purpose only. It will take about 10-15 minutes to finish. Please be assured that your response is strictly confidential and only aggregate results will be reported and used for educational purposes only. Please complete all question truthfully by choosing in the space given below the following questions. Thank you for your participation.

Part 1 Screening Questions

1. Are you working in an electronics or electrical company?

- Yes
 No (/End of the survey)

2. Are you aged between 21-37 years old?

- Yes
 No (/End of the survey)

Part 2 Specific Questions

Please indicate to what extent you agree or disagree with each of the following statements.	Components				
	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<i>Job satisfaction</i>					
1. Overall, I satisfied with my current job.					
2. My job makes good use of my skills and abilities.					
3. My job gives me the opportunity to learn.					
4. I have the tools and resources I need to do my job.					
5. The amount of work expected of me is reasonable.					
<i>Employee benefits</i>					
6. I satisfy with my base pay or salary.					
7. I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job.					
8. I satisfy with the process used to determine annual raises.					
9. I satisfy with other benefits offer by the company (i.e. health and accident insurance, incentive pay, allowance, and provident fund).					
10. I satisfy with the amount of pay I received when comparing with other companies doing similar work.					
<i>Career Growth</i>					
11. I am encouraged to explore growth or advancement opportunities within the organization.					
12. My company arrange continuous training and development programs to enables my professional growth.					
13. If I have a higher degree, I would have an opportunity to grow in the organization.					
14. My qualification and experience are considered for promotion and the					

Please indicate to what extent you agree or disagree with each of the following statements.	Components				
	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
opportunity are equal to other employees.					
15. There is some room for me to advance at this organization.					
<i>Supervisor Satisfaction</i>					
16. Overall, my supervisor does a good job.					
17. When I have questions or concerns, my supervisor is able to address them.					
18. My supervisor evaluates my work performance on a regular basis.					
19. My supervisor provides me with actionable suggestions on what I can do to improve.					
20. My supervisor actively listens to my suggestions.					
21. My supervisor is open to hearing my opinion or feedback.					
<i>Work-life balance</i>					
22. I find myself able to spend enough time with family.					
23. The number of vacation, sick leave and insurance policy is adequate for me.					
24. People who always work overtime or on holidays are evaluated as the same as others.					
25. I never feel tired or depressed because of work.					
26. I am able to get time for working out, travel, or hang out with your friends or family.					
27. I never have health problems because of the work environment or inadequate rest.					
28. I do not need to be far away from my family or friends because of my job.					

Part 3 Turnover Intention Questions

Please indicate to what extent you agree or disagree with each of the following statements.	Components				
	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. At this moment, I want to change my current job.					
2. I usually search for a job on the Internet or ask my friends or family for a new job.					
3. Right now, I am ready to quit the company if I have another opportunity.					
4. In present, I often think about resigning this company					

Part 4 Demographic Questions

- What is your gender?
 - Male
 - Female
- How long have you worked for your current company?
 - Less than 1 year
 - 1 – 2 year(s)
 - 3 – 5 years
 - More than 5 years
- What position have you held with the company?
 - Staff / Officer
 - Supervisor
 - Assistant Manager
 - Manager
- What is your monthly income?
 - Less than 20,000 Baht
 - 20,000 - 40,000 Baht
 - 40,001 - 60,000 Baht
 - More than 60,000 Baht
- How many times have you changed your job?
 - Never
 - 1 time
 - 2 times
 - 3 times
 - More than 3 times

-----Thank You-----

Appendix B: แบบสอบถาม เรื่อง ปัจจัยที่ส่งผลต่อความตั้งใจในการลาออกจากงานของพนักงานเจนเนอรัลเรชั่น
วาย ในอุตสาหกรรมการผลิตอุปกรณ์อิเล็กทรอนิกส์และเครื่องใช้ไฟฟ้า

เรียน ท่านผู้ตอบแบบสอบถาม

แบบสอบถามนี้จัดทำโดยนักศึกษามหาวิทยาลัยมหิดลเพื่อจัดทำสารนิพนธ์ เรื่อง ปัจจัยที่ส่งผลต่อความตั้งใจในการลาออกจากงานของพนักงานเจนเนอรัลเรชั่นวาย ในอุตสาหกรรมการผลิตอุปกรณ์อิเล็กทรอนิกส์และเครื่องใช้ไฟฟ้า ผลจากการศึกษานี้จะเป็นเครื่องมือในการพัฒนากรอบแนวคิดเกี่ยวกับความตั้งใจในการลาออกจากงานแบบสอบถามนี้ใช้เวลาในการตอบคำถามประมาณ 10-15 นาที กรุณาตอบแบบสอบถามทุกข้อตามจริงโดยคลิกในข้อที่ต้องการ คำตอบทั้งหมดจะเป็นความลับ และใช้เพื่อการศึกษาเท่านั้น ขอขอบคุณที่สละเวลาในการตอบแบบสอบถาม

ส่วนที่ 1 คำถามคัดกรอง

1. ท่านทำงานในอุตสาหกรรมการผลิตอุปกรณ์อิเล็กทรอนิกส์และเครื่องใช้ไฟฟ้าใช่หรือไม่
 - ใช่
 - ไม่ใช่ (/สิ้นสุดแบบสอบถาม)

2. ท่านมีอายุระหว่าง 21-37 ปีใช่หรือไม่
 - ใช่
 - ไม่ใช่ (/สิ้นสุดแบบสอบถาม)

ส่วนที่ 2 ลักษณะการทำงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	1	2	3	4	5
	ไม่เห็น ด้วย อย่างยิ่ง	ไม่เห็น ด้วย	ปาน กลาง	เห็น ด้วย	เห็นด้วย อย่างยิ่ง
ความพึงพอใจในการทำงาน					
1. โดยภาพรวมฉันพึงพอใจกับองค์กรของฉัน					
2. ฉันได้ทำในตำแหน่งที่ตรงกับทักษะและความสามารถ ที่ฉันถนัด					
3. ฉันได้มีโอกาสเรียนรู้และพัฒนาตนเอง					
4. ฉันได้รับวัสดุอุปกรณ์ และเครื่องมือที่จำเป็นในการ ทำงาน					
5. ฉันได้รับการมอบหมายงานปริมาณงานที่เหมาะสม					
ค่าตอบแทน					
6. ฉันมีความพอใจในเงินเดือนที่ได้รับ					
7. ฉันมีความพอใจกับโบนัสที่ได้รับแต่ละปีเมื่อเทียบกับ ผลงาน					
8. ฉันมีความพอใจในการปรับขึ้นเงินเดือนในแต่ละปี					
9. ฉันมีความพอใจในสวัสดิการที่ได้รับ เช่น ประกัน สุขภาพและอุบัติเหตุ เบี้ยเลี้ยง เบี้ยขยัน กองทุนสำรอง เลี้ยงชีพ					
10. ฉันมีความพอใจในเงินเดือนที่ได้รับ เมื่อเทียบกับอง กรณ์อื่นที่เป็นธุรกิจคล้ายคลึงกัน					
การเติบโตในองค์กร					
11. ฉันรู้สึกได้รับการสนับสนุนให้มีโอกาสเติบโตและ ก้าวหน้า					
12. ฉันได้รับการฝึกอบรมและพัฒนาเพื่อเพิ่มพูนความรู้ และทักษะอย่างต่อเนื่อง					
13. ถ้าฉันสำเร็จการศึกษาที่สูงขึ้น องค์กรของฉันพร้อมที่ จะสนับสนุนฉันให้มีโอกาสเติบโตในตำแหน่งที่สูงขึ้น					
14. ผลงานและประสบการณ์ของฉันมีโอกา สที่จะได้รับพิจารณาในการเลื่อนตำแหน่งด้วยความ โปร่งใสเท่าเทียมกับคนอื่นในแผนกเดียวกัน					

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	1	2	3	4	5
	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
15. ในองค์กรของฉันมีโอกาสดำเนินตำแหน่งให้ฉันได้ก้าวหน้า					
ความพึงพอใจในหัวหน้างาน					
16. ฉันมีความพึงพอใจที่ได้ร่วมงานกับหัวหน้าของฉัน					
17. เมื่อฉันมีข้อสงสัยหรือต้องการความช่วยเหลือ หัวหน้าของฉันสามารถให้คำแนะนำหรือช่วยเหลือฉันได้					
18. ฉันพึงพอใจในการประเมิน ผลการทำงานของฉันจากหัวหน้า					
19. หัวหน้าของฉันมักให้คำปรึกษาที่มีประโยชน์ต่อการแก้ปัญหาในการทำงาน					
20. หัวหน้าของฉันมียินดีในการรับฟังการนำเสนอแนวคิดต่าง ๆ จากฉัน					
21. หัวหน้าของฉันยินดีในการแลกเปลี่ยนความคิดและคำแนะนำจากฉัน					
ความสมดุลของชีวิตและงาน					
22. การทำงานไม่มีผลกระทบต่อเวลาที่ให้กับครอบครัวและเพื่อนของฉัน					
23. ฉันพึงพอใจกับจำนวนวันหยุดพักผ่อนและวันลาป่วยที่ได้รับ					
24. ผู้ที่ทำงานล่วงเวลาบ่อย ๆ ได้รับการพิจารณาเท่าเทียมกับผู้ทำงานตามเวลา					
25. ฉันไม่ได้รู้สึกเหนื่อย หดหู่ หรือรู้สึกแย่ในการทำงาน					
26. ฉันมีเวลา และสามารถท่องเที่ยวกับเพื่อนหรือพักผ่อนกับครอบครัวได้					
27. สภาพแวดล้อม หรือความเหนื่อยล้าในการทำงานไม่ได้ส่งผลต่อสุขภาพของฉัน					
28. การทำงานไม่ได้ทำให้ฉันอยู่ห่างไกลจากครอบครัว เพื่อนฝูง หรือสังคมเดิมที่ฉันเคยรู้จัก					

ส่วนที่ 3 ความตั้งใจในการลาออกจากงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	1	2	3	4	5
	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็น ด้วย	ปาน กลาง	เห็น ด้วย	เห็นด้วย อย่างยิ่ง
1. ฉันมีความคิดที่อยากจะเปลี่ยนไปทำงานที่อื่น					
2. ฉันติดตามข่าวประกาศรับสมัครงานตามหน่วยงาน หรือสอบถามคนรู้จักเพื่อหางานใหม่เป็นประจำ					
3. ฉันจะลาออกจากงานทันที ถ้าได้งานใหม่ที่ดีกว่า					
4. ฉันคิดเกี่ยวกับการลาออกจากบริษัทนี้บ่อยครั้ง					

ส่วนที่ 4 ข้อมูลส่วนบุคคล

1. เพศ

ชาย

หญิง

2. ระยะเวลาที่คุณทำงานร่วมกับองค์กรปัจจุบัน

น้อยกว่า 1 ปี

1 - 2 ปี

3 - 5 ปี

มากกว่า 5 ปีขึ้นไป

3. ตำแหน่งของท่านในปัจจุบัน

Staff/ Officer

Supervisor

Assistant Manager

Manager

4. รายได้ของท่านต่อเดือน

น้อยกว่า 20,000 บาท

20,000 - 40,000 บาท

40,001 - 60,000 บาท

มากกว่า 60,000 บาท

5. ท่านเคยเปลี่ยนงานมาแล้วกี่ครั้ง

ไม่เคยเปลี่ยนงาน

1 ครั้ง

2 ครั้ง

3 ครั้ง

มากกว่า 3 ครั้ง

-----ขอบคุณค่ะ-----