

**THE STUDY OF THE INFLUENCE OF ORGANIZATIONAL  
COMMITMENT ON EMPLOYEE TURNOVER OF GENERATION  
Y IN ONLINE ADVERTISING INDUSTRY IN THAILAND**



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Thematic paper  
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**THE STUDY OF THE INFLUENCE OF ORGANIZATIONAL  
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Y IN ONLINE ADVERTISING INDUSTRY IN THAILAND**

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**THE STUDY OF THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON  
EMPLOYEE TURNOVER OF GENERATION Y IN ONLINE ADVERTISING  
INDUSTRY IN THAILAND**

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ABSTRACT

The purpose of this quantitative thematic research is to identify the influencer of organizational commitment in different levels whether it has the impact on employee turnover decision of Gen Y in online advertising industry in Thailand. The organizational commitment generally means the bond employees experience with their organization, including feel a connection with the organization, fit in and understand the goal of organization. If they have low organizational commitment, whether it would result in the intention on turnover. The outcome of this research is derived from 100 respondents who are working in an online advertising industry in Thailand, vary by difference of companies and departments in specific roles.

Quantitative research methodology had been implemented in this research by using a questionnaire survey to collect data from Gen Y employees who are working in online advertising industry in Thailand. The survey was sent to the respondents via online Social media platforms and Google Form.

KEY WORDS: Organizational Commitment / Personal Characteristics / Job Characteristics /  
Gen Y

29 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Problem Statement

One of the major problems of human resource management is the problem of resignation from Generation Y employees because the human resources in the service industry are highly competitive. Resignation can have an impact on organizations, working groups, colleagues and themselves. (Mowday, Porter and Steer, 1982), resulting in higher human resource management costs due to the cost of recruiting new employees to replace as well as affecting work efficiency (Tariq and Ramzan, 2013), productivity, services and performance (Pietersen and Oni, 2014), which is one of the important reasons why many companies have to focus more on the maintenance of human resources by giving more importance to the employees. Organizations are trying to improve the format, guidelines for effective human resource management for maintaining good quality of people with an organization. A quality person to remain with the organization is an employee engagement. The employees are highly committed to the organization and more likely to be committed to perform their most effective ability to help drive the organization towards its goals and have a significant positive impact on business profitability (Macey and Schneider, 2008). Corporate commitment is therefore one of the topics that human resources executives must focus on and realize first (Phillips, 2009). The commitment to the organization should be defined as the main strategy in human resource management for strengthening the employee engagement and driving the organization to be more effective. These operations achieve the goals set forth (Bedarkar and Pandita, 2014).

Commitment to an organization is therefore an extremely important concept for human resource management and development. In this century, the top executives of the organization and human resource executives must be aware, accelerate the solution and seek for the ways to strengthen the bond with the organization in order to maintain talented, good and potential people to remain with the organization. Especially, for the

new generation of employees, also known as Generation Y, they have become an issue that executives in all organizations around the world are aware of and attaches great importance to it. Therefore, it is a challenge for managers in various organizations to find ways to strengthen their relationship with Generation Y employees. This is a risk, uncertainty, complexity and ambiguity (VUCA) of the world (Finn and Donovan, 2013).

Generation Y employees are people who were born from 1977-1999 (Wong and Others, 2008). Generation Y employees are people who look at the world, optimistic, like to work as a team, don't like to follow rules, be smart, accept changes, use technology to be part of life all the time (Howe and Strauss, 2000), love progress focus mainly on success. However, they are planning short-term, impatience, high expectations, high personal world, but do not demonstrate the desire to be independent like the Generation X employees (Gursoy, et. al, 2008). Generation Y employees are not shy to show privacy on social media because Generation Y employees are growing up with technology and learning to live life in an era of economic growth for and the advancement of technology. They can quickly adapt with telecommunications in this era which mostly using smart devices such as mobile phones, tablets and other technological devices. Therefore, they can easily access information and have the ability to apply technology to solve immediate problems. The consumption of this group of information comes mainly from the internet, social media, which is higher than the consumption of television, radio and newspapers (Reisenwitz and Lyer, 2009).

From the study, review, synthesis, documents, academic articles and research related to employee engagement both domestically and internationally, found that 84% of Generation Y employees in most Thai organizations do not have any commitment to the organization (Gullop, 2014). They come to work in the organization because it is necessary to work temporarily, so work as assigned each day only with lack of determination. They tend to not dedicate to full capacity and do not feel that they are a part of the organization. From the above problems, resulting in organizations using human resources not worth the cost and the budget that the organization invested in these employees and they tend to be unhappy with their work. Some of them are lack of determination and dedication from work, often absent from work, provide unsatisfied performance and some eventually resigned the company. These behaviors negatively affect the business results of the organization such as lower sales and profits, lower customer satisfaction

and lower customer retention rates. Generation Y employees are likely to quit when they receive better position, reward or employee benefits from other organizations. In addition, the behavior of employees without attachment to the organization will be causing inefficient financial performance of the organization (Purcell, 2014).

## **1.2 Research Objective**

From the importance and the said problem, the researcher saw the importance, necessity and challenge of studying and solving such problems. Therefore, interested in research about the study of the influence of organizational commitment on employee turnover of generation Y in online advertising industry in Thailand to increase excellent business results. The development of a model for enhancing the organizational commitment of Generation Y employees in the online advertising industry is created in order to be a model for expanding into action for various industrial organizations. This to apply in enhancing corporate commitment of Generation Y employees, which will become the core employees of the organization in the future and increase work satisfaction and excellent business results for the organization.

## **1.3 Research Question**

Does organizational commitment lead to a lower employee turnover of generation Y in an online advertising industry in Thailand?

The reason of selecting this topic mainly comes from the researcher's own experience as working in an online advertising industry for more than 3 years. Noticed that the generation Y is a majority of employee in this industry who would possibly have high authority, experience and affect an online advertising industry because they are in a digitalization era from the beginning.

## 1.4 Research Scope

This research is aimed to focus on employees who are currently working in online advertising industry in Thailand. The questionnaire is conducted to gain facts from their opinions to be used in research subject: the influence of organization commitment on employee turnover of generation Y in online advertising industry in Thailand. The questionnaire is separated into 3 parts as follows;

Part I: Questions containing in this section were attempting to measure Job characteristics factors. The topics questions asked for Job characteristics include Independence in the work, diverse work, Job challenges, The nature of the organization, Unity of work

Part II: Questions containing in this section were attempting to measure employees' Factors of organizational commitment to the change of Generation Y employees in the online advertising industry in Thailand. The topics questions asked for employees' Factors of organizational commitment to the change of Generation Y employees in the online advertising industry in Thailand include: Affective Commitment, Continuance Commitment, and Normative Commitment.

Part III: Questions containing in this section were attempting to measure demographic of the respondents that cover: gender, age, education degree, years of working experience in an online advertising industry, Marital Status and Monthly Salary. Each question consisted of closed-ended questions.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Organizational Commitment**

Employee engagement is recognized by academics and human resource management practitioners in general as an important matter. This has a useful impact on personnel and the whole organization (Shuck, and Wollard, 2010). On the other hands, organizational commitment means psychological state: ideas, beliefs, perceptions, needs, feelings, attitudes and values of employees towards the organization which consists of 3 connections. Firstly, Affective Commitment is the attachment occurs from the inner feelings of a person is a feeling of connection is part of the organization. There are about how the employees feel proud to work in this organization with most attachments gradually occur and develop from awareness and gaining good work experience. For example, they feel comfortable to work in this organization and this help them to become more talented. Secondly, Continuance Commitment is the need to maintain membership as an employee in the organization without resigning to work with other organizations or engage in other careers. The basic factors that affect the commitment to the organization are age, job length or membership duration of the organization. Lastly, Normative Commitment is a commitment needs to be maintained as a result of norms, past practice, loyalty and the recognition of the gratitude must repay to the organization (Mayer and Allen, 1991).

There are factors that causing commitment to the organization according to a research synthesis of research on organizational commitment. It is found that most scholars are interested in studying the factors influence the organizational commitment of employees widely. Scholars have discussed the factors influence employee engagement in the organization as follows (Steers and Porter, 1991).

### **2.1.1 Personal characteristics**

1. Age, younger employees tend to have less commitment to the organization than older employees. This is because age is an indicator of a person's maturity. Older people will have an idea and be more careful of decision-making than young people. That is the reason why the older employees tend to have a higher commitment to the organization.

2. Education level, individuals with higher educational background will be likely to have low commitment to the organization because highly educated individuals expect higher returns, benefits, and higher occupational positions. They will find more information to make a decision and believe in themselves that there is a chance to change easily.

3. Gender, females have a higher commitment to the organization than males. A past research found that females are less willing to change jobs and have to overcome obstacles in becoming a member of the organization more than males.

4. Working period or duration of work, employees with a long working period are highly committed to the organization because those people dedicated their wisdoms, gradually accumulating work experience and absorbing organization culture until they become more committed to the organization.

5. Experience, the expertise in the work, according to the longer working period makes them become more attractive to the operation and hope to receive more rewards and satisfactory promotion to reduce the demand for resignation.

6. Demand for success and progress the organization, these make people see that they are able to work towards their goals which will make them become more attached to the organization. It is because their successful works indicate the opportunity to progress in work.

7. Status of marriage, employees with a family burden are more attached to the organization than employees with a single status. It is because the burden of responsibility makes them want to work more secure and looking at work positively. They are good at adapting to work well and therefore rarely to change job. The more children they have to burden, the more they find a commitment to the organization.

### **2.1.2 Job Characteristic.**

1. Unity of work means work that has specified scope which needs to be completed as a whole. It can be separated into work pieces for allowing personnel to plan those works from start to finish with a clear picture of the work

2. Independence in the work means the nature of work that gives workers the freedom to work. Freedom means that the employees can use own discretion and determination. Determining work and procedures will complete when they work without under control. It will enable the personnel to work for the best of their knowledge. Moreover, they have a desire to make an effort and dedicate the work to benefits the organization. They also have the opportunity to use the creativity in creating new works.

3. Job challenges mean jobs require knowledge, skills, competence, intelligence, and creativity or use special technology. Job challenges will motivate employees to be active at work and determined to work to prove one's ability. They will feel satisfied when work is successfully done.

4. Diverse work, job characteristic should require knowledge and skills in many fields to be a challenging task which is an incentive and encouragement. Diverse work styles are good incentives which will not make employees feel bored and make them want to perform as expected.

### **2.1.3 The nature of the organization**

1. Decentralization in the organization means the delegation of authority from the executives to the operators. The executives give priority to subordinates, trust to participate in management, authorize responsibility to match the ability and participate in operational decisions.

2. The involvement of the owner of an organization is related to the commitment to the organization due to the employees investing in the operation or participation in the ownership of the organization. This will be causing feelings of attachment and determination to fully work in order to get the profits from this investment. It is because the profits of the organization is the benefit of every employees.

3. Size of the organization, large organizations will result in a high level of organizational commitment. Employees have the opportunity to advance in work

and receive high benefits. Therefore, these make employees to be more likely to interact with others.

Meyer, Allen and Smith (1993) proposed three forms of corporate commitment as follows: 1. Continuance Commitment 2. Affective Commitment and 3. Normative Commitment

## **2.2 Generation Y**

Generation of employees in the organization over the years, the story of workplace generation is becoming an issue with entrepreneurs, business leaders, human resources executives. Many organizations are interested in education widely researched especially in the field of human resource management and organizational development. An interesting issue is at present, this is the time when different organizations there are at least 3 generations of employees working together whether Generation Y, Generation X, and Generation B can be said to be a new challenge in the humans resource management industry in this era (Reynolds, 2005). This phenomenon and challenge have occurred in many countries. Working together in all 3 generations found that sometimes there is a misunderstanding, have different views or different perceptions which creates gaps in work among various generations. The issues might be a communication perspective, learning and career development or demand for technology. (Herbison and Boseman, 2009)

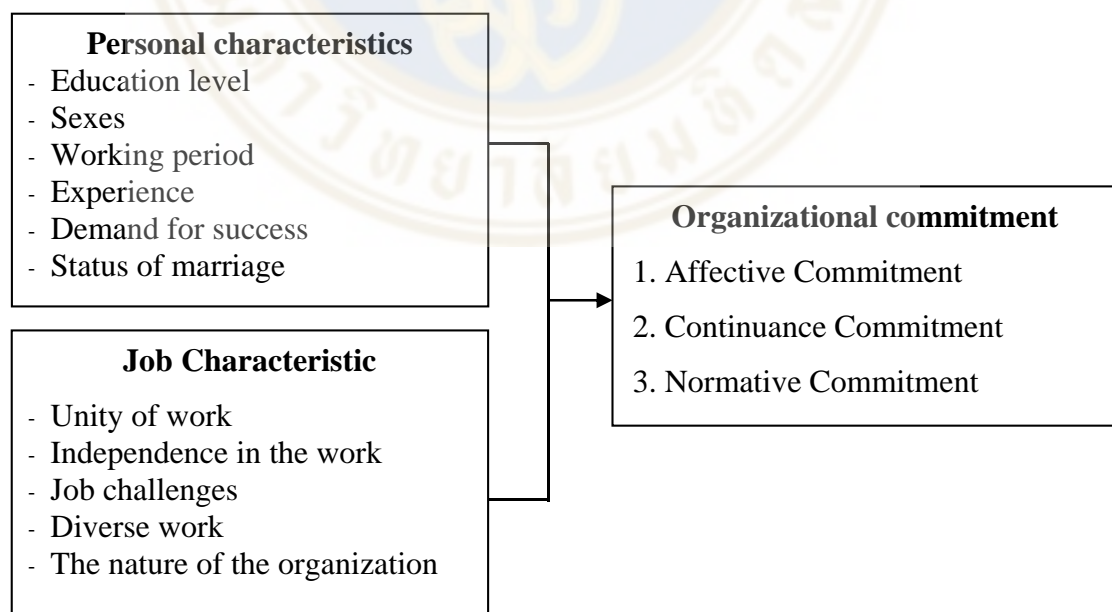
Generation Y is referred to a set of people who were born between 1980-1999, known as Millennial, Why, Dot Com, Net Generation or KIPPERS: Kids in Parents' Pockets Eroding Retirement Saving (Martin, 2005). Generation Y staff has outstanding features which different from other generations staff. That is, they are highly capable of using modern technology (Ling and Yuen, 2014), love, enjoy, accept differences, diversity, dare to openly discuss (Zarim and Zaki, 2015) patience, education, freedom and self-reliance (Ling and Yuen, 2014), cooperate like working as a team (DeLucia, 2015). They have self-confidence and optimistic (Al-Asfour and Lettau, 2014). Also, they realize and value themselves, narcissism, anxiety and has high depression (Twenge and Campbell, 2008).

Generation Y employees and organizational commitment are interesting topic to find out the relationship. Many of the driving force of organizational commitment



can be used to increase organizational commitment for Generation Y employees. For example, hotel business operators should provide ownership opportunities and assign responsibility for various important tasks and projects, providing appropriate support in terms of social networking, training and opportunities for knowledge development, which are very important (Wong, et al., 2008). Employees' perceptions about supervisor support are important as well (Solnet and Hood, 2008). Other driving factors such as work safety (Dries, Pepermans and De Kerpel, 2008) promotion, encourage to work and projects are interesting and meaningful. Individual's attention encourages training, developing practices will help create fun and challenges in promoting work, supporting work by using modern technology will cause Generation Y employees to feel more committed to the organization (Beaver and Hutchings, 2005). They will have more commitment to the organization by job characteristics, rapid growth, and the progress in their works including strive to develop new skills all the time. Meanwhile, emphasizing the balance between work and personal life (D'Amato and Herzfeldt, 2008).

### 2.3 Research Framework



**Figure 2.1 Research framework**

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Sample and Population**

For this research, the total of sample size is 100 employees who are Gen Y and currently working in online advertising industry. The questionnaires were distributed by convenience sampling. The advantage of sampling includes less cost, better result for accuracy, faster data collection and population selection availability (Cooper and Schindler, 2003).

Kotler (2003) pointed out that questionnaires compose of a set of questions that asked to the respondents for their feedback and opinions. Zikmund (2003) explained that questionnaire is research tool for the purpose of gathering information from respondents and designed to accomplish statistical analysis of the research. Fundamentally, accuracy and relevance are the two elemental criteria a questionnaire must reach if it is to fulfill the researcher's purposes (Zigmund, 2003).

#### **3.2 Research Instrument**

This research used an online questionnaire to collect data to be analyzed for the topic of: the influence of organizational commitment on employee turnover of generation Y in online advertising industry in Thailand. The questionnaire includes multiple choices and attitude statements. The researcher used the questionnaire which developed from concepts, related research and theory to collect the data. This survey consisted of 3 sections as below details:

Part I: Questions containing in this section were attempting to measure Job characteristics factors. The topics questions asked for Job characteristics include Independence in the work, diverse work, Job challenges, The nature of the organization, Unity of work

Part II: Questions containing in this section were attempting to measure employees' Factors of organizational commitment to the change of Generation Y employees in the online advertising industry in Thailand. The topics questions asked for employees' Factors of organizational commitment to the change of Generation Y employees in the online advertising industry in Thailand include: Affective Commitment, Continuance Commitment, and Normative Commitment.

Part III: Questions containing in this section were attempting to measure Demographic characteristics of the respondents include: gender, age, Education level, Years of working experience in online advertising industry, Marital Status and Monthly Salary. Each question consisted of closed ended questions.

Job characteristics factors and factors of organizational commitment to the change of employees were measured by using likert five scales as shown in Table 1. Likewise, the score of the data were interpreted into five intervals as shown in Table 2.

**Table 3.1 Score of Likert five scales**

| Score | Important Level |
|-------|-----------------|
| 1     | Very low        |
| 2     | Low             |
| 3     | Moderate        |
| 4     | High            |
| 5     | Very High       |

**Table 3.2 Score interval of Likert five scales**

| Score     | Important Level |
|-----------|-----------------|
| 1.00-1.80 | Very low        |
| 1.81-2.60 | Low             |
| 2.61-3.40 | Moderate        |
| 3.41-4.20 | High            |
| 4.21-5.00 | Very High       |

### **3.3 Data Collection**

Data collection was the process of catching or gathering data in the purpose of discovering information for forming a conclusion of the result and accomplish of the objective (Zigmund, 2003).

Two sorts of data that be gathered in this research included secondary data and primary data. For secondary data, the data was collected by online database journals, articles which shown in reference section. For primary data, it was gathered by 100 respondents via online questionnaire during the period of February 20th to March 5th, 2020

### **3.4 Data Analysis**

Data Analysis described as a process of taking the collected data to analytical process in order to detect the result and make a summary for the research (Zikmund, 2003). Both descriptive and inferential statistical analysis would be applied to analyze the data collected in this study.

#### **3.4.1 Descriptive statistical analysis**

For descriptive analysis, this study would be applied frequency percentage, mean, and SD to analyze the data given by respondents from the questionnaire.

#### **3.4.2 Inferential statistical analysis**

For inferential statistical analysis, this study would be applied Independent Sample T-test, used to analyze comparative data on organizational commitment of employee turnover of generation Y in online advertising industry in Thailand which have different personal factors. Thus, researcher uses statistics of Independent T-test and F-test by ANOVA to apply and test for comparing the differences.

## CHAPTER IV

### FINDINGS DISCUSSION

#### 4.1 Research Results

The research result is separated into two main parts. The first part will be the results of Descriptive Statistics consisting of Frequency distribution, Percentage, Mean, and Standard deviation concerning with demographics, Job characteristics factors and Factors of organizational commitment to the change of employees. In addition, the second part will address the results of Inferential Statistics. It consists of testing the proposed research hypotheses in terms of Independent Sample T-test.

**Table 4.1 Demographic characteristic of overall respondents**

| Demographics                    | Frequency<br>(N=100) Percent | Percent |
|---------------------------------|------------------------------|---------|
| <b>Gender</b>                   |                              |         |
| Male                            | 31                           | 31.0    |
| Female                          | 69                           | 69.0    |
| <b>Age</b>                      |                              |         |
| Below 21 years old (Gen-Z)      | 0                            | 0.0     |
| Between 21-40 years old (Gen-Y) | 100                          | 100.0   |
| Between 41-55years old (Gen-X)  | 0                            | 0.0     |
| <b>Education level</b>          |                              |         |
| High school Diploma             | 2                            | 2.0     |
| Bachelor's Degree               | 78                           | 78.0    |
| Master's Degree                 | 20                           | 20.0    |
| Doctoral's Degree               | 0                            | 0.0     |

| <b>Demographics</b>                                      | <b>Frequency<br/>(N=100) Percent</b> | <b>Percent</b> |
|--|--------------------------------------|----------------|
| <b>Working experience in online advertising industry</b> |                                      |                |
| Less than 1 year   | 16                                   | 16.0           |
| 1-3 years  | 41                                   | 41.0           |
| 4-6 years  | 31                                   | 31.0           |
| More than 6 years  | 12                                   | 12.0           |
| <b>Marital Status</b>                                    |                                      |                |
| Single   | 93                                   | 93.0           |
| Married  | 7                                    | 7.0            |
| Divorced   | 0                                    | 0.0            |
| <b>Monthly Salary</b>                                    |                                      |                |
| Below 20,000 THB   | 0                                    | 0.0            |
| 20,000-40,000 THB  | 47                                   | 47.0           |
| 40,001-60,000 THB  | 32                                   | 32.0           |
| More than 60,000 THB                                     | 21                                   | 21.0           |

From table 4.1, there are 31% of male and 69% of female respondents. According to the age result, the ages of respondents are between 21-40 years old which are 100 percentage of Gen-Y. In addition, 78% of them have bachelor's degree, while 20% of them have master degree and 2% of High school Diploma. Regarding to experience of working in online advertising industry, the period of 1-3 years is 41% while experience of working in online advertising industry 4-6 years is 31% and 16% of them is experience of working in online advertising industry less than 1 year together with working experience in online advertising industry more than 6 years. 93% of respondents is single and married is 7%. Finally, 47% of respondents have between 20,000-40,000 THB income in average per month while 32 % of respondents have between 40,001-60,000 THB income in average per month, and more than 60,000 THB income in average per month are 21 % respectively which Cherrington (1994) stated that due to the main concept organizational commitment also known as the Antecedents of Organizational Commitment. It was divided into 4 large groups as follows:

1. Personal characteristics such as gender, age, work status (permanent or temporary), Education level

2. Job characteristics are work scope, job challenge Understanding of duties or roles at work Job satisfaction

3. The characteristics of the organization such as the decentralization of the organization, the importance of their duties, clarity of regulations, work procedures, ownership of the business, members of the organization participate in the decision making

4. Work experience such as the feeling of trust and trust that members have with the organization, the organization's thinking or the organization's importance to the members, expectations, attitudes of colleagues

**Table 4.2 Descriptive statistic for Job characteristics factors**

| <b>Job characteristics factors</b>  | <b>Mean.</b> | <b>S.D.</b> | <b>Important Level</b> |
|---|--------------|-------------|------------------------|
| 1. Independence in the work   | 4.01         | .667        | High                   |
| 1.1 Have the opportunity to set goals, plans, working methods in their duties                 | 3.81         | .849        | High                   |
| 1.2 Can use his own discretion to solve problems from work                                    | 4.12         | .729        | High                   |
| 1.3 Have the opportunity to present ideas for the new operation to the supervisor             | 4.11         | .973        | High                   |
| 2. Diverse work   | 3.77         | .821        | High                   |
| 2.1 The work being performed requires knowledge , ability and expertise in many fields        | 4.09         | .922        | High                   |
| 2.2 Assigned to be responsible for tasks are important to the organization on a regular basis | 3.65         | .999        | High                   |
| 2.3 The work being done leads to creativity   | 3.58         | 1.130       | High                   |
| 3. Job challenges   | 3.89         | .771        | High                   |
| 3.1 Responsible work is the work organization gives priority                                  | 3.81         | .971        | High                   |

**Table 4.2 Descriptive statistic for Job characteristics factors (cont.)**

| <b>Job characteristics factors</b>   | <b>Mean.</b> | <b>S.D.</b>  | <b>Important Level</b> |
|--|--------------|--------------|------------------------|
| 3.2 The job that is currently responsible is challenging   | 3.80         | .953         | High                   |
| 3.3 Responsible work requires full knowledge and ability   | 4.06         | .814         | High                   |
| <b>4. The nature of the organization</b>   | <b>3.31</b>  | <b>.885</b>  | <b>Moderate</b>        |
| 4.1 The policies and administration of the organization have been updated to suit the size of the organization | 3.53         | .948         | High                   |
| 4.2 The organization has a clear structure of the work system  | 3.15         | 1.095        | Moderate               |
| 4.3 The organization has allocated various benefits appropriately  | 3.24         | 1.093        | Moderate               |
| <b>5. Unity of work</b>  | <b>4.13</b>  | <b>.644</b>  | <b>High</b>            |
| 5.1 The job is being held is to coordinate with colleagues both inside and outside the organization            | 3.98         | 1.063        | High                   |
| 5.2 Coordination with other people both inside and outside the organization is a challenging task              | 4.04         | .816         | High                   |
| 5.3 Accepting opinions from colleagues   | 4.37         | .614         | High                   |
| <b>Total</b>   | <b>3.92</b>  | <b>0.758</b> | <b>High</b>            |

From the table 4.2, overall respondents have high level towards job characteristics factors which the mean value is equal to 3.92. In specific, Unity of work has most high level mean value of 4.13, meanwhile independence in the work has high level mean value of 4.01. Job challenges has high level mean value of 3.89 and diverse work has high level mean value of 3.77. Last but not least, the nature of the organization had moderate level mean value of 3.31 which Mayer & Allan (1997) describes the factors involved and the effects of organizational commitment, consisting of 3 different characteristics as follows:



1. Factors affecting psychological attachment to education level, working time in the department factors related to job characteristics, work experience and job satisfaction

2. Factors affecting persistent commitment are education levels position, some work-related factors which are found to have low relationship

3. Factors affecting the norm commitment are education levels, position, job characteristics or work experience

**Table 4.3 Descriptive statistic for Factors of organizational commitment to the change of employees**

| <b>Factors of organizational commitment to the change of employees</b>  | <b>Mean.</b> | <b>S.D.</b> | <b>Important Level</b> |
|---|--------------|-------------|------------------------|
| 1. Affective Commitment   | 3.74         | .679        | High                   |
| 1.1 Feeling proud to be a part of the organization  | 3.80         | .752        | High                   |
| 1.2 Pride to speak about the organization with outsiders  | 3.73         | .815        | High                   |
| 1.3 Pleasure and willingness to comply with the organization's operational guidelines   | 3.70         | .810        | High                   |
| 2. Continuance Commitment   | 2.98         | .913        | Moderate               |
| 2.1 Pride has contributed to the progress of the organization with a well-known reputation  | 3.86         | .921        | High                   |
| 2.2 Have the determination to be personnel of the organization until retirement or termination  | 2.43         | 1.200       | Moderate               |
| 2.3 Persistence in continuing to work in the organization despite the opportunity to receive offers from other organizations with a higher salary or has been relocated | 2.66         | 1.157       | Moderate               |
| 3. Normative Commitment   | 4.02         | .628        | High                   |
| 3.1 The pleasure to work with full capacity for the good reputation of the organization   | 4.01         | .759        | High                   |
| 3.2 Feeling attached to colleagues in the organization. Therefore, not thinking of leaving the organization at this time  | 3.71         | 1.076       | High                   |
| 3.3 Intention to work responsibly despite the obstacles   | 4.34         | .670        | High                   |
| <b>Total</b>  | <b>3.58</b>  | <b>0.74</b> | <b>High</b>            |

From the table 4.3, overall respondents have high level toward factors of organizational commitment to the change of employees which the mean value is equal to 3.58. In specific, Normative Commitment has most high level mean value of 4.02, Affective Commitment has high level mean value of 3.74 and Continuance Commitment has moderate level mean value of 2.98 respectively. The results of the study are at a high level, consistent with the research by Greenberg & Baron, (1993, pp.176-177) stated as below:

1. If there is a high commitment to the organization, absence rate and resigning will be low
2. If there is a high commitment to the organization, the level of willingness to work for the organization is high
3. If there is a high commitment to the organization, personal opinions will be positive

**Table 4.4 T-test analysis of Mean difference male and female respondents have different Factors of organizational commitment to the change of employees**

| <b>Factors of organizational commitment to the change of employees</b> | <b>F</b> | <b>Sig.</b> | <b>t</b>         | <b>df</b>    |
|--|----------|-------------|------------------|--------------|
| 1.Affective Commitment   | 2.339    | .129        | -1.182<br>-1.048 | 98<br>44.704 |
| 2.Continuance Commitment   | .312     | .577        | .043<br>.045     | 98<br>63.545 |
| 3. Normative Commitment  | .745     | .390        | .016<br>.016     | 98<br>53.907 |
| Factors of organizational commitment to the change of employees        | .727     | .396        | -.407<br>-.388   | 98<br>51.849 |

From table 4.4, T-Test is used to analyze whether male and female respondents have different Factors of organizational commitment to the change of employees. T-test analysis reveals that there is no significant difference between male and female respondents have different Factors of organizational commitment to the change of employees by given result ( $t_{98} = -.407, p > .05$ ).

**Table 4.5 F-test analysis of Mean difference Education level of respondents have different Factors of organizational commitment to the change of employees**

|   |                | Sum of Squares | df | Mean Square | F     | Sig. |
|---|----------------|----------------|----|-------------|-------|------|
| 1. Affective Commitment   | Between Groups | .032           | 2  | .016        | .034  | .967 |
|   | Within Groups  | 45.714         | 97 | .471        |       |      |
|   | Total          | 45.746         | 99 |             |       |      |
| 2. Continuance Commitment                                       | Between Groups | 1.382          | 2  | .691        | .826  | .441 |
|   | Within Groups  | 81.146         | 97 | .837        |       |      |
|   | Total          | 82.528         | 99 |             |       |      |
| 3. Normative Commitment   | Between Groups | 1.761          | 2  | .881        | 2.290 | .107 |
|   | Within Groups  | 37.310         | 97 | .385        |       |      |
|   | Total          | 39.071         | 99 |             |       |      |
| Factors of organizational commitment to the change of employees | Between Groups | .310           | 2  | .155        | .407  | .667 |
|   | Within Groups  | 36.903         | 97 | .380        |       |      |
|   | Total          | 37.213         | 99 |             |       |      |

From table 4.5, F-Test is used to analyze whether difference Education levels of respondents have different Factors of organizational commitment to the change of employees. F-test analysis reveals that there is no significant difference between difference Education level of respondents have different Factors of organizational commitment to the change of employees by given result ( $F = .407$ ,  $Sig = .667$ ).

**Table 4.6 F-test analysis of Mean difference working experience in online advertising industry of respondents have different Factors of organizational commitment to the change of employees**

|                           |                | Sum of Squares | df | Mean Square | F     | Sig.  |
|---------------------------|----------------|----------------|----|-------------|-------|-------|
| 1. Affective Commitment   | Between Groups | 6.248          | 3  | 2.083       | 5.062 | .003* |
|                           | Within Groups  | 39.497         | 96 | .411        |       |       |
|                           | Total          | 45.746         | 99 |             |       |       |
| 2. Continuance Commitment | Between Groups | 8.905          | 3  | 2.968       | 3.871 | .012* |
|                           | Within Groups  | 73.622         | 96 | .767        |       |       |
|                           | Total          | 82.528         | 99 |             |       |       |

**Table 4.6 F-test analysis of Mean difference working experience in online advertising industry of respondents have different Factors of organizational commitment to the change of employees (cont.)**

|   |                | Sum of Squares | df | Mean Square | F     | Sig.  |
|---|----------------|----------------|----|-------------|-------|-------|
| 3. Normative Commitment   | Between Groups | 1.979          | 3  | .660        | 1.707 | .171  |
|   | Within Groups  | 37.092         | 96 | .386        |       |       |
|   | Total          | 39.071         | 99 |             |       |       |
| Factors of organizational commitment to the change of employees | Between Groups | 4.434          | 3  | 1.478       | 4.329 | .007* |
|   | Within Groups  | 32.779         | 96 | .341        |       |       |
|   | Total          | 37.213         | 99 |             |       |       |

\* = The mean difference is significant at the .05 level

**Table 4.7 Post Hoc Tests**

| Multiple Comparisons  |  |                       |            |       |
|---|--|-----------------------|------------|-------|
| Dependent Variable: Factors of organizational commitment to the change of employees |  |                       |            |       |
| Bonferroni  |  |                       |            |       |
| (I) Years of working experience in online advertising industry                      | (J) Years of working experience in online advertising industry | Mean Difference (I-J) | Std. Error | Sig.  |
| Less than 1 year  | 1-3 years  | -.40583               | .17224     | .123  |
|   | 4-6 years  | -.24104               | .17987     | 1.000 |
|   | More than 6 years  | -.75926*              | .22315     | .006  |
| 1-3 years   | Less than 1 year   | .40583                | .17224     | .123  |
|   | 4-6 years  | .16479                | .13908     | 1.000 |
|   | More than 6 years  | -.35343               | .19179     | .411  |
| 4-6 years   | Less than 1 year   | .24104                | .17987     | 1.000 |
|   | 1-3 years  | -.16479               | .13908     | 1.000 |
|   | More than 6 years  | -.51822               | .19867     | .063  |
| More than 6 years   | Less than 1 year   | .75926*               | .22315     | .006  |
|   | 1-3 years  | .35343                | .19179     | .411  |
|   | 4-6 years  | .51822                | .19867     | .063  |

From table 4.6, F-Test is used to analyze whether difference working experience in online advertising industry of respondents of have different Factors of organizational commitment to the change of employees. F-test analysis reveals that

there is a significant difference among employees who have different time of working experience in online advertising industry as given result ( $F = 4.329$ ,  $Sig = .007$ ). Then, researcher has run the Post Hoc analysis (Bonferroni) to see the difference among the groups and found that there is a significantly different between employees who has been working less than 1 year and employees who has been working more than 6 years ( $Sig = 0.006$  which is lower than 0.05 and mean difference is negative). It means that the employees who has been working less than 1 year have lower organization commitment comparing to the employees who has been working less than 1 year and employees who has been working more than 6 years.

**Table 4.8 T-test analysis of Mean difference Marital Status respondents have different Factors of organizational commitment to the change of employees**

| <b>Factors of organizational commitment to the change of employees</b> | <b>F</b> | <b>Sig.</b> | <b>t</b>         | <b>df</b>   |
|--|----------|-------------|------------------|-------------|
| 1.Affective Commitment   | .708     | .402        | -1.231<br>-1.396 | 98<br>7.264 |
| 2.Continuanace Commitment  | .046     | .831        | -1.490<br>-1.570 | 98<br>7.058 |
| 3. Normative Commitment  | .170     | .681        | -.952<br>-1.174  | 98<br>7.552 |
| Factors of organizational commitment to the change of employees        | .165     | .686        | -1.524<br>-1.652 | 98<br>7.132 |

From table 4.8, T-Test is used to analyze whether Marital Status are single and married of respondents have different Factors of organizational commitment to the change of employees. T-test analysis reveals that there is no significant difference between Marital Status (single and married) of as given result ( $t_{98} = -.1.524$ ,  $p > .05$ ).

**Table 4.9 F-test analysis of Mean difference Monthly Salary of respondents have different Factors of organizational commitment to the change of employees**

|   |                | Sum of Squares | df | Mean Square | F     | Sig. |
|---|----------------|----------------|----|-------------|-------|------|
| 1.Affective Commitment  | Between Groups | .821           | 2  | .410        | .886  | .416 |
|   | Within Groups  | 44.925         | 97 | .463        |       |      |
|   | Total          | 45.746         | 99 |             |       |      |
| 2.Continuanace Commitment                                       | Between Groups | 1.863          | 2  | .931        | 1.120 | .330 |
|   | Within Groups  | 80.665         | 97 | .832        |       |      |
|   | Total          | 82.528         | 99 |             |       |      |
| 3. Normative Commitment   | Between Groups | 1.330          | 2  | .665        | 1.709 | .186 |
|   | Within Groups  | 37.741         | 97 | .389        |       |      |
|   | Total          | 39.071         | 99 |             |       |      |
| Factors of organizational commitment to the change of employees | Between Groups | 1.076          | 2  | .538        | 1.444 | .241 |
|   | Within Groups  | 36.137         | 97 | .373        |       |      |
|   | Total          | 37.213         | 99 |             |       |      |

From table 4.9, F-Test is used to analyze whether difference Monthly Salary of respondents have different Factors of organizational commitment to the change of employees. F-test analysis reveals that there is no significant difference among employees who have different Monthly Salary as given result (F = 1.444, Sig = .241).

## 4.2 Key Findings

The findings of this study reveal that overall respondents have high level towards job characteristics factors. In specific, Unity of work has a highest number. Also, the overall respondents have high level towards factors of organizational commitment to the change of employees. Specifically, Normative Commitment has a highest number. Finally, different period of time of working experience in online advertising industry of respondents have significantly different of organizational commitment to the change of employees. The Generation Y employees who work with the organization less than 1 year have less organization commitment comparing to the Generation Y employees who work with the organization more than 6 years. It could imply that those employees have

higher attachment with the organization and more understanding about organization culture. Moreover, they already got preferred rate of salary and a lot of benefits. It is difficult for other companies to offer them higher salary and better benefits that they currently gain.



## **CHAPTER V**

### **RECOMMENDATION AND CONCLUSION**

This study is conducted to scrutinize the influence of organization commitment on employee turnover of generation Y in an online advertising industry in Thailand whether there is an impact. Therefore, the main objective is to study influence of organization commitment on employee turnover of generation Y in an online advertising industry in Thailand. All primary data are collected from 100 respondents who have working in online advertising industry in Thailand. It is found that majority of the respondents are male of 31%, the age between 21-40 years old (Gen-Y) are 100%, In addition, 78% of them have bachelor's degree. Regarding to working experience in online advertising industry, the majority of respondents are 1-3 years which is 41%. Also, 93% of the respondents are single. Finally, 47% of respondents have between 20,000-40,000 THB income in average per month. After researcher has done and got the result, the researcher comes up with the recommendations as below:

Personnel management in the midst of generation difference in the organization is something that executives and related parties should give importance to be a part of a group of 4 generations. Most organizations often encounter problems working together which is caused by personality differences communication behavior. Flexibility is something that organizations apply to management. Since the present generation Baby Boomer began to decline from the organization due to retirement age. Generation X then stepped into top management positions, with Generation Y as a middle management. Traditional assignments are not available in modern times. The supervisor must be both the dispatcher and mentor adopting technology to replace the old operation in order to develop a work style. To be fast and suitable for the times and groups of people who work in the organization.

The working style of the organization - the study found that the difference working experience in online advertising industry of respondents have different factors of organizational commitment to the change of employees. This is because generation Y



employees in online advertising industry in Thailand will have a characteristic age range and different behaviors based on working experience. Therefore, suggestions for Generation Y employees, a new group of people that in the age range 25-40 years. If they start to work with a new organization, they may not be able to adapt themselves to an organization or colleagues very well. The organizations should pay more attention to adaptation to work patterns and colleagues in the organization quickly, reducing operational worries in order to be able to work with the organization more efficiently. For the Generation Y, the characteristics and behavior are high self-confidence, creative, like a challenge of working, like the new way of working. The organization should give importance to strengthening the organization's commitment to employees in Generation Y, such as modifying forms and working processes to be more modern. This is to increase efficiency and speed of work. Technology may be applied to facilitate the work process to be faster and reduce unproductive work processes. Employees will be more challenged to work in a new way and not feel unsatisfied at work. In addition, the organization should support the professional development such as manage the training programs related to the work performed for employees. This can be reused for practical use in reinforce creativity in the workplace. To provide an opportunity to present new ideas that are useful for job development and have activities to strengthen the relationship between employees in the organization.

For those interested in studying organization commitment on employee turnover of generation Y in online advertising industry in Thailand. There could be an opportunity to study in-depth and select samples by type of work. This is because it would be able to compare employee engagement of the employee turnover of generation Y in online advertising industry in Thailand by classifying other factors to create new perspectives on organizational commitment. Also, it could be used as a reference for developing the personnel management system in an organization. Moreover, improving the personnel to be more efficient at work and increase employee engagement level of the organization as well as studying environmental factors inside and outside the organization. The reason is that in the present age, it is considered as a digital age adaptation in responding to the rapid change of external factors. It is an important issue of all organizations that they should pay attention for.

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