

**FACTORS AFFECTING THE EMPLOYEE LEAVES  
THE COMPANY**



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THE COMPANY**

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**FACTORS AFFECTING THE EMPLOYEE LEAVES THE COMPANY**

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**ABSTRACT**

Nowadays, the resignation of employees has become a big problem for the organization. Because the turnover rate that happens in the organization is a sign that shows the performance of the management team that it might have something wrong with their organization. So, this paper aims to let the organization know the real reason which is a factor that affects the employees to force them to decide this. And also let the organization be aware and know the employees' perspective that they have with the organization because the reason that employees announce in the letter might not be the real reason that makes them leave. The goal of this paper is to gain more understanding of employees to the reason that they have with the organization.

**KEY WORDS:** Satisfaction/ Leadership/ Motivation/ Resignation

27 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Background of the study

The purpose of this paper is to identify the possible reason why employees resign from their job. The employee's resignation from the organization they are working on is not something that happens because of a sudden thought or decision, but a process that takes time to develop, consider, and review. This could take days, weeks, months, or even years. There are many different factors or causes that one employee thinks about leaving the organization, but overall there are a few main reasons. So this paper needs to find out more details about the factor that becomes a resignation from the company which includes internal and external factors because every company has to invest a lot in their employees in terms of training.

The study of influencing factors becomes the main reason to decide to resign from the company of employees women in private companies in Bangkok between the ages of 23-30 years. Due to administrative or environmental reasons to study the differences in demographic factors affecting the resignation of employees women in private companies in Bangkok between the ages of 23-30 years and to study prevention and methods of retaining or motivating quality employees to continue working with the organization, as people are the most important resource in driving the company to move forward.

Therefore, this paper would like to study the satisfaction of employees with the company. As each human being has different needs when the demand was not met, it was the reason for the decision to leave the company. Therefore, company executives looking to retain quality employees need to understand the needs of each employee to be able to meet those needs. Be able to know the strengths of an organization from an employee perspective. The pleasures, while they are working in an organization, are very helpful in fostering an organizational culture leading to the advancement of the work environment. Moreover, the company will know the weaknesses of the organization, understanding their frustrations. Therefore, organizations need to improve employee

welfare by collecting information on the dissatisfaction of resigned employees, leading to the improvement of the working environment. Besides, the employees' actual reasons for leaving work can also be identified, and these comments can help to further improve the organization. Interviews with real resigning employees will enable the company to receive critical advice on improving the organization and fostering a better work environment. An analysis of the reasons why employees quit is more necessary than recruiting new ones to replace old ones.

This study occurs to prove what the main reason is for an employee that influences their resignation. The problem that might be the reasons are ambiguous assignments creates overlapping tasks, resulting in conflicting and awkward employees, Lack of management objectivity in assessing employee annual bonuses and employee salary increases, Conflicts in the organization of employees create internal politics, forcing employees to choose departments, and employees who are not involved will be embarrassed and awkward, Lack of incentives for welfare and good environment in the organization, Without rotate job make employees feel bored and feel that their work is not challenging and does not develop their skills, and other issues, such as workplace away from home or personal problems. So, these studies will know the real reason for the people who have real experiences from resignation.

The main goal of these articles is to give the company the perspective of an employee because when they write the reason in the letter they might not tell the company the truth. So, when it is not a real reason for their leave company will not know their weakness and point that they need to fix. And it might have employees resign again with the same reason if the reason comes from inside the company that the management level can control but if the reason is personal then it is fine. I hope this article can be more or less helpful for the company to look back at themselves and try to understand the employee much more than today. Because every company needs to keep the potential people to stay with the company so they need to know the way to keep those people. Many reasons for resignation come from the very beginning of a few thoughts of wanting to leave, but entrepreneurs have to keep an eye on and understand what employees want from the organization.

## **1.2 Research Questions and Objectives**

The objective paper is to find out the main factors that affect directly the employee resignation decisions from the company in Bangkok. And also to understand the employee needs that some companies might neglect to focus on employees' feelings. Besides, have any reason to change their mind and keep them to be a part of the company continuously.

## **1.3 Research Scope**

The qualitative method is applied in this paper by using in-depth interviews, observation, and secondary data analysis as the instruments. There are four respondents for an in-depth interview which can be divided into three people who already leave from the company and one person who intends to resign from the company. This is collecting the data from the interview with their own experience. This paper was conducted from October to December 2020.

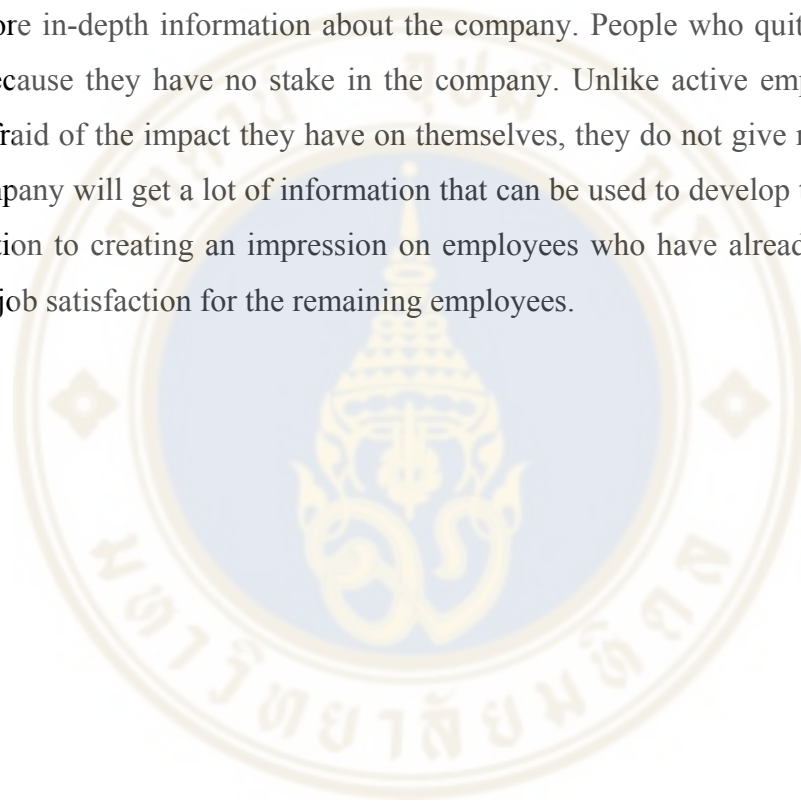
## **1.4 Expected benefits**

This paper is mainly focused on the main factor that makes someone decide to resign from the company and those reasons can be internal or external factors. And also in terms of company, it has something that they can do to keep those people to stay with them. It is a guide for management to create consistency and guide the organization's strategic planning in addressing employee turnover issues. By finding ways to block or prevent factors affecting employee resignation from occurring, or trying to reduce factors to retain effective employees in the organization.

There are a thousand reasons to leave the company and the employee might not tell the real reason to the company. They will make a good and soft reason for resigning from the company. Then the main purpose of this study is to find out the real reason for resignation employees. What do they think or need from the company? So the employer that read this study might bring some part of this paper or get some idea to improve and develop their place to become a better place than before to keep

sufficient employees to stay with the company. Besides, the recommendations at the end of this paper might have some benefit for both sides in terms of the company will understand more about employees feeling that they have before decided to leave the company and also for the employees, they might be aware of the reason that they decide to leave from the company. This made them aware of the factors affecting the employee's decision to resign and as a guideline for correcting, improving, and preventing the employee's turnover problem.

Interviews with resigning employees are a great opportunity for the company to gain more in-depth information about the company. People who quit often speak the truth because they have no stake in the company. Unlike active employees who are often afraid of the impact they have on themselves, they do not give real feedback, so the company will get a lot of information that can be used to develop the organization. In addition to creating an impression on employees who have already issued, it also creates job satisfaction for the remaining employees.



## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter consists of two sections. The first section is the definitions of related terms. The second section mentions intrinsic motivation and extrinsic motivations which is motivation theory that will be used as the framework of this paper.

#### **2.1 Definition of related terms**

1. Employee Turnover "A common definition of employee turnover is the loss of talent in the workforce over time. This includes any employee departure, including resignations, layoffs, terminations, retirements, location transfers, or even deaths" (Roder, 2019)
2. Motivation is the word derived from the word 'motive' which means needs, desires, wants, or drives within the individuals. It is the process of stimulating people to action to accomplish their goals. (Management Study Guide Content Team)
3. Resignation means employees make their own decision to leave the company.
4. Job satisfaction is defined as a positive emotional response you experience when doing your job or when you are present at work. (BasuMallick, 2020)
5. A boss refers to an individual who is in charge of people inside an organization. He or she exercises control over employees, orders, assigns tasks, and duties to them, and is entitled to make decisions on some matters. (Bolduc, 2019)
6. A leader is defined as an individual who possesses the ability to influence and inspire others towards the accomplishment of goals. (Bolduc, 2019)



## 2.2 Motivation Theory

Motivation translates into some human behavior. And there are many types of motivation theory. It can separate into two main types which are extrinsic motivation and intrinsic motivation. Details are as below:

1. Intrinsic motivation: This motivation is an "internal" factor that meets personal needs. That we do because we want to do, not because someone told us to do. We can do something with our own needs and it can serve us satisfaction to do this thing because we are interested in this kind of thing. No matter if it will develop our skill or fulfill the needs or not.

2. Extrinsic motivation: This motivation is an "external" factor that motivates us from outside. We do it because we can gain something in return, we do not do it because we want to do it. If we need something, we have to give something back. This is a basic rule of extrinsic like we make a deal with each other. When you consider what you can get from doing this such as money, reputation, social recognition, or praise more than a concern to fulfill or develop your skill, you are being used extrinsically motivated.

It also goes by another name: Herzberg's Motivation-Hygiene, a theory created by American psychologist Frederick Herzberg in 1959. Herzberg has a particular interest in motivation and the satisfaction of the work of each human being. He researched to find out how attitudes influence motivation. They asked interviewees, who are workplace employees, to explain what situations or factors made them feel good and bad at their job, the surprising response to Herzberg was the factor. Feeling good and bad feeling factors are the same factor at different volumes, such as high-low, yes-no, but the factors that create these two feelings are different. So he created a theory called Two-Factor Theory to explain that a person's motivation and job satisfaction depends on two factors

**Table 2.1 Job satisfaction factors**

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

**Source:** Herzberg (1976)

The Hygiene Factor is the factor that maintains the existing incentives normally; adding to this type of factor does not generate long-term satisfaction. It was only to maintain a state of not being offensive. But if this factor is reduced employees will feel dissatisfaction and demand (dissatisfaction), in other words, the hygiene factor is a factor that, if sufficient or justified, will enable the employee to accept their status and remain in peace. The factor does not affect the performance of employees.

Motivation, these types of factors are the ones that are tied to work. Motivating and enabling employees to perform better. Sometimes referred to as satisfiers, employees view this factor as a reward for their work. Appreciation is that management should appreciate and recognize employees with good performance. As well as awareness of success, employees should recognize the importance of being successful in their work and strive to make that success happen. Opportunities for advancement in work the organization should have a career path for employees to progress for motivation. Besides, the responsibilities of employees must be responsible for their work. Hence, management should give employees a sense of ownership of their work by reducing control but remaining responsible for the outcome of that practice. And meaningful work is interesting and challenging enough to motivate employees to want to accomplish them.

Both the motivation factor and hygiene factor perform their functions. If you want to motivate employees to work with good performance, must give or add factors that create motivation (Factor for Satisfaction or Motivation factor), but if you want employees to not claim or cause disturbances Must provide or improve factors that do not cause dissatisfaction (Factor for dissatisfaction or Hygiene factor). (Oya, 2012)

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research design**

The objective of this thematic paper is to study the factors that influence employees' decision to resign from the company by focusing on internal and external factors. Therefore, qualitative research is suitable for understanding in-depth each employee's experience that decides to leave the company. Even though the result of their decision is to resign from the company, the reason or main purpose that employees give to the company might be different from their answer in this paper.

#### **3.2 Data Collection and Methodology**

This paper will focus on qualitative research to understand the perspective of employees affecting the company. For an in-depth interview, there will be four respondents as the sample sizes by dividing into two groups, First group is people who have already resigned from the company. To know and observe their real experience to understand their reasons those are in the situation. A second group is a person who is willing to quit the jobs but has not resigned yet because of some personal reason.

The main reason that I select to collect the data in terms of interviews is that it also provides me a chance to learn some new things that I might not have expected. If I collect the data from doing a survey, it will limit the response of the respondents, where they can only choose yes or no or how much you like it (select the number that matches with your feelings) but no comments add on in the survey. So I want to understand their decision through their own experience by the story that they might say during the interview.

The main purposes are to focus on the linkages between internal and external factors that the company might be aware of if they want to keep people and prevent the resignation of their employees. Which the company can concern if it is an internal



factor, they might develop and improve the policy and environment in the company to become better than before. Oppositely, if it is an external factor the company should find out the solution to prevent and fix the problem as better as the company can do to maintain the employee to stay with the company. No matter, there are internal or external factors the company can do to maintain their employee as long as the organization values its employees.

Moreover, to find out the reasons and impacts affecting the resignation of the employee by an interview the person in direct who has real experience to know and understand their real reason for making this decision. Which, they have a difference in background and their own experience that might be beneficial for this research. To understand more many companies because even though the business of the company is doing the same but each company has its unique management and internal environment within the organization. So, it has its characteristics in terms of operating the organization.

Their in-brief personal stories have the details as below;

Interviewee 1: Sky (Female)

Interview date: October 23, 2020

Location: on the phone

Duration: around 18 minutes

Personal information: She worked here for one year and three months; she just graduated when applying for a job here. She chose to work here because she liked and was interested in this field and she also set a goal about the scope of work that will relate to the thing she had learned in her bachelor's degree. At the beginning of her career, she felt it was an interesting job, with good benefits compared to other companies in her field. But the main reason why she wanted to quit was that she felt that there was no growth in her line of work and the supervisors who took care of her directly were less attentive. Since the boss is just coming to work later, and the boss still does not know the details of the work and make a decision as a bad solution to solve the problem. The boss may need to know more about the origins of this matter more before making a decision. And most importantly, the boss rarely builds relationships with the team members. The boss does not try to learn and reach out to his subordinates, making the subordinates less daring to approach him, and when there is no discussion between people, it is difficult to solve problems together because there is no discussion and sharing of stories that

arise along the way. They talk to each other when everything reaches a dead end. Including the boss is a new person for the company who does not have experience in the field so he makes the decision even worse. When problem-solving is not on point, it puts pressure on employees who have to work together to find a solution. Also, when this company has no good career path and her parents wanted her to continue her master's degree as it would increase her salary and job position in the company. Then she decided to quit her job to look for another opportunity.

Interviewee 2: Candy (Female)

Interview date: October 23, 2020

Location: Candy's condo

Duration: around 25 minutes

Personal information: This office was the first place she started working after graduation. She chose to work here because the professor recommended it. She has been working here for two years and ten months, the work here is very close to what she has studied and this company is a start-up company. She is interested in this company because clients of this company are big companies and she thinks she can gain and learn new things beyond her expectations if she has a chance to work with those big companies. But as a new company, welfare and responsibilities are unclear. At first, she applied for a job as A-position, but when she did, the boss thought she was a better fit for the B-position. So, she asks her to do them both but when she is doing both jobs, it turns out that the B-position job is quite heavy. So the company hired a more role for A and asked her to take care of position B. She was okay and did not deny anything, feeling that working in the B-position gave her much better time management and she also encouraged her team members. But what made her decide to quit her job was that her supervisor came under pressure and felt full of what she was doing. She felt it was a routine that was no longer a challenge and decided to quit. Another reason is that she wants to pursue a master's degree abroad. When reasons from her supervisor got involved, she made it easier to decide to quit and to stay home waiting to continue her studies.

Interviewee 3: Minnie (Female)

Interview date: October 31, 2020

Location: on the phone

Duration: around 21 minutes

Personal information: She graduated from a private university in Bangkok major International business management. After she graduated she started working at one of the top companies in Thailand. She applied for a job here because of the company's reputation. She has worked here for three and a half years. Her first position was L/C advising, worked for one and a half year and then moved to export bill checker position for one year and her last position in this company was bank guarantee. She has very good colleagues in every position and the environment in this company is good. The details of her work are quite monotonous, so she doesn't feel that she has developed any potential. Although she has adjusted her position in the organization to learn something new in each department. As a well-known organization, the regulations are quite strict. This is one of the limitations that employees like her face. Which in some matters, it should be more flexible to run the operation. Besides, the supervisor of her department likes to ward off responsibility for her subordinates, making her feel uncomfortable with the boss because she feels that the boss should have to be more leadership. As her work requires an overseas parent company to approve the document first before sending it to the client, but sometimes with the issue of time zones, they cannot be contacted immediately but the client's urgent, then her boss should do something to support her or his team to let it done. But the boss asks her to ask other departments instead of helping her by himself. He always said that this matter is out of his control, you have to ask another department. Instead of other departments being able to help her, as her boss said, because of company policies, they could not tell her information, so it was a problem in this loop of work. Thus, her problem was to be solved. She has to wait until overseas companies respond to her mail. Sometimes when they reply to her letter, it was too late. This was one of the main reasons why she decided to leave the company. But the real reason is job security, as technology is now being used to help work instead of human beings, and her company has the policy to lay off some employees. When she felt that her job was no longer interesting, justifying reasons from both her supervisor and her stability in her career, she decided to find a new job.

I also ask her "if you are not on the list of people the company will remove, will you decide to stay?" She said no because she doesn't feel good with the boss a lot, even though her colleagues are nice. And she felt that she didn't need to be patient to work at the place she doesn't want to work and also talk with people that she doesn't want to talk to. When she was able to go out and find new opportunities for her life.

Interviewee 4: Pony (Female)

Interview date: November 3, 2020

Location: on the phone

Duration: around 30 minutes

Personal information: After graduating, she started looking for jobs by listing what she wanted to do, such as job titles, the field of work, office locations, and also she can use languages. This company is quite the answer to the job that she is looking for. She has been working here for five years and she finds that working here is very fun and challenging her ability because she can negotiate with clients and colleagues. It makes her feel that she can handle all hard situations and find a way to solve the problem. The value she gives to the organization is the success of the work; the work that is under her responsibilities has no problems that need to be resolved. She is quite close to her department's boss but not to the owner because the system of this company is a family organization. The hierarchy is relatively small. The owner can order work directly to all positions, not even the housekeeper without needing to pass any head of each department. This action seems to be a positive and advantageous thing that the employee can approach the owner directly but it is not at all. Because it reduces the priorities of the head's department, there is no need for a head's department if the employee can report directly to the owner. On the other hand, if the owner and the supervisor work on the same subject, but in different ways, the employee who receives the orders from both parties will have to listen to the owner rather than the head of the department. It is a matter of not honoring the department head if the owner does a different job order from the department head. Employees will follow what the owner said and ignore the orders of the department head, which reduces the authority and credibility of the department head which the owner might not have thought of this thing before.

Moreover the hierarchy, the owner should complement the employees when they achieve their goals and do work with success. In reality, the owner never compliments the employees, even though they are doing well. On the other hand, if they make a mistake, the owner will tell them the solution that they have to solve this problem without explanation or advice. This makes employees feel more pressure than usual. There is no little encouragement that should be given to the morale of employees. She felt that the company did not have to keep its employees. It is like hiring for the benefit of each other only. It seems like the organization is looking for the work result more than the people. This was the main reason why she decided to leave here, as the owner did not care about the staff as she should, and the attitude was not the same. Another thing that is one of the factors is that she does not see any career path in this company. But now she is still working here due to the poor economic conditions in the country during the past month, so it makes her not quit from the company yet, but she is constantly looking for new jobs that need to be better than the old one.

### 3.3 Instruments

#### 3.3.1 Interview questions

The interview questions intend to ask to focus on three main topics that follow the framework and the questions are designed to be open-ended questions. So that the interviewees can fully tell their experiences and stories

The questions are divided into three groups as detailed below:

**Table 3.1 Interview questions**

Topic	Questions
Motivation	<ol style="list-style-type: none"> <li>1. What makes you feel that you will be motivated to work here?</li> <li>2. What do you think about the company's salary, benefits, forms of compensation, etc.?</li> <li>3. Why did you decide to work at this company?</li> </ol>



**Table 3.1 Interview questions (cont.)**

Topic	Questions
Satisfactions	<ol style="list-style-type: none"> <li>1. What do you like/dislike (make you feel uncomfortable) about your job/company?</li> <li>2. Do you get enough feedback for your personal development?</li> <li>3. What are your goals set for working here?</li> </ol>
Resignation	<ol style="list-style-type: none"> <li>1. What are the main factors that led to the decision to leave here and looking for a new job?</li> <li>2. Have you consulted with anyone about leaving or not?</li> </ol>

### 3.3.2 Conceptual Framework

**Figure 3.1 Conceptual Framework**

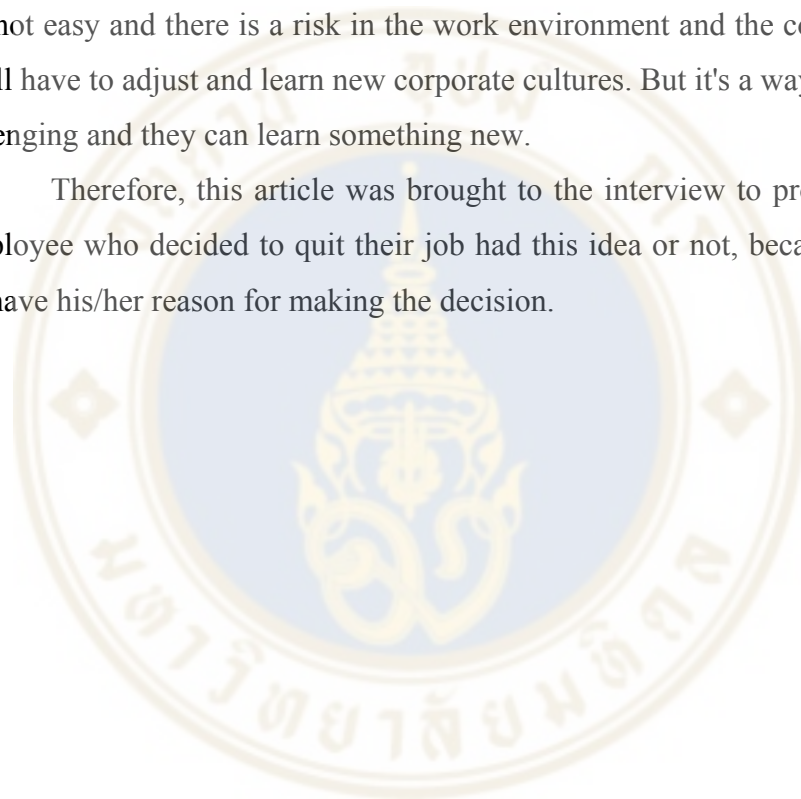
For the above framework, I want to divide the mindset of employees into three levels: starting with having a strong interest in working here, when a person has an interest in wanting to work, it is the beginning of a motive to want to create good results. The presence of incentives allows us to strive to achieve the goals we have set. Motivation is what gives people the initiative to accomplish their objectives, and when they reach their peak, they are as satisfied with their work as their effort is achieved. Moreover, the work that is done by our effort will feel satisfaction and eagerness to do something challenging beyond our ability.

One thing all employees will ever experience is that having worked a while, felt full, began to think that there was a deadlock, there were no challenges at work, felt that we could not move to a better point to the level beyond than this. Or maybe it was because they thought they knew everything in the company then they did not know what to do next because of the past work they were satisfied with. Felt that it was worth the effort from the past. That feeling will gradually accumulate until a condition

known as "Saturation point" In addition to changing jobs, changing companies; saturation is like rust corroding human capabilities. It is a situation where enthusiasm, dedication, patience, persistence, and determination to develop oneself slowly dissipate.

When there is no motivation to want to work, the satisfaction of the success of a new work does not arise, resulting in a constant loop, just like every day seems as you already stay in your comfort zones, there are no challenges to learn or create something new. Feeling of wanting to change jobs or change companies to pursue new challenges. To develop their potential and abilities. Although employees are aware that moving jobs is not easy and there is a risk in the work environment and the co-workers where they will have to adjust and learn new corporate cultures. But it's a way that they feel it is challenging and they can learn something new.

Therefore, this article was brought to the interview to prove the fact that the employee who decided to quit their job had this idea or not, because each person would have his/her reason for making the decision.



## **CHAPTER IV**

### **FINDINGS ANALYSIS**

After the interview was conducted using a qualitative research method by interview. This chapter will analyze and conclude the obtained data. The concluded data followed by the main topic in each interview questions to analyze the similarities and differences in responses to the interviewers' questions on each topic. It is divided into three main topics as follows: Motivation, Satisfaction, and Resignation.

#### **4.1 Motivation**

##### **4.1.1 What makes you feel that you will be motivated to work here?**

Three interviewees answered the same answer that the job description matched what they studied at their bachelor's degree, which is like an extension of what they have learned and a specialized job that can apply the theory they learned to their life when their work and they can work in their favorite field because if they do not like this field, they would not choose to study in this field. But one remaining interviewee chose a job based on the reputation of the organization, because she wanted stability in her work life, and her field of study was quite broad, so she was able to work in a variety of careers. Another reason she chose to work here, was because her father worked in this field and thought it was more stable than going to a small private company. So she follows her father's suggestion.

Analysis: Motivation must come first from a feeling of interest in a particular thing. When there is an interest in it, the desire to learn is a driving force that encourages the desire to develop potential in that area although one of the interviewed chose the job because of his father's advice. But if she doesn't feel interested and doesn't want to, it will be difficult for her to decide to apply for a job here.



#### **4.1.2 What do you think about the company's salary, benefits, forms of compensation, etc.?**

As for this question, it cannot be divided into groups because each company has its way. This would explain the details as follows;

Sky earns a standard salary for fresh graduates but the welfare is very good compared to other companies in the same line.

Candy, the company gives good salaries and bonuses, but the benefits are unclear. As her company is a startup company, the management within the organization is not as clear as it should be.

Minnie and Pony are similar in terms of salaries that the company offers relatively high salaries for graduate students, but without overtime pay, which in the departments that both of them do are inevitably not doing overtime. But the difference between the two is that Minnie works in a large organization, so she has good welfare. Also, the longer you work in the company, the better your welfare will be. Unlike Pony, her welfare is not as expected; one thing she wants from the company is health insurance.

Analysis: It is impossible to deny that salary and benefits are the most two important things employees look for when applying to become employees. For a company to be able to offer good salaries and benefits to its employees, it needs to be big or profitable. Sometimes, when employees feel that their work is more than their salary, it is one of the factors that make them want to quit.

#### **4.1.3 Why did you decide to work at this company?**

For reasons of choosing to work, the interviewees were in the same direction, which can be divided into two groups, the first group wanted to work in this field and the second group received advice from people around them.

Analysis: The decision to apply for a job at a particular company is essential to be satisfactory. Whether it is the details of Responsibility The location of the company or even the terms or rules of the company if employees are not satisfied, it is difficult to work together. But employees cannot be satisfied unilaterally the organization will also have to be satisfied with that employee's profile and personality.

## 4.2 Satisfaction

### 4.2.1 What do you like/dislike (make you feel uncomfortable) about your job/company?

Each person, job, and the company has their likes and dislikes in the organization. Like our four interviewees, starting with Sky, what makes her like her job is the scope of work that she does, she wants to learn to enhance her abilities. But what she doesn't like about the organization is the less enthusiastic and ambitious corporate environment. Indeed, it is good not to compete within the organization, but it also has the disadvantage that the employees in the organization are lethargic.

The next one is Candy. At first, she was working on what she studied. But with her company newly opened, the job title doesn't fit. Putting her in charge of another job other than what she is doing is B-position. When she was able to do it for a while, it turned out that the work was quite tough on her alone because she had to do two positions at the same time. The boss is hiring more employees. At first, she thought he would be recruiting for the B-position that she helped look after. Instead, the company hired a new employee in the position she initially applied for and put her to the B-position job as a whole. The supervisor argues that her personality is suitable for this job. So she doesn't mind because she has fun with B-position too. What she learned from working here is time management and how to encourage the team to complete the work before the deadline. She has to coordinate with all parties to meet the schedule required by the customer. But what she dislikes is the perspective and attitude that everyone has about her position. She wants everyone to see that the B-position is not someone who only has a messenger function.

For Minnie, One thing that she loves in this organization is the society in it. She felt that her co-workers were so good that sometimes this was what kept her from quitting her job. But what she doesn't like about working here is the organization's regulations are too strict, not flexible according to work in case of urgency It made her unable to continue her work and then delayed her work.

The last one is Pony, She enjoys her work a lot because she has been doing and learning what she likes. She negotiated with clients and co-workers, and it made her feel that it was a challenge to her. But what she doesn't like is internal politics. It

made her uncomfortable and a job that was beyond her primary responsibility. Because of her company, the owner can order work directly to all employees in the organization without going through the head of the department, she was ordered by the owner to deliver express delivery, which was not her responsibility, but she had to work it first as the owner ordered. As a result, the work that was under her responsibility was not completed, so she had to stay and continue after work.

Analysis: The likes and dislikes of each organization are not the same, but one thing that can be analyzed in the same way is what you like in the organization enough to continue working here? Could it be a thing that would make you want to continue working here? Because every person has things that he/she likes and dislikes. As for the things that they do not like in the organization, how much they can accept and tolerate them. If they feel that the thing that they face is too much, there is no reason to be patient; the conclusion of it is to resign from the company.

#### **4.2.2 Do you get enough feedback for your personal development?**

All interviewees responded with the same voice that they did not receive feedback on their work, and each person had different reasons for not receiving feedback.

Sky did not receive it because the supervisor did not understand the details of the work at all.

Candy did not receive personal feedback because the supervisor would give an overview of the job rather than personally.

Minnie does not get it because her job is quite a fixed job that runs in loops, because the work problems she runs into are still unsolvable, and if they are to be solved, they have to be solved at corporate regulations, which is difficult to solve because it is a large company, the amendments to company regulations will affect many parties.

Pony boss tells you what needs to be done to fix the problem without explaining why to fix it like the boss is more interested in results than processes.

Analysis: Failure to provide feedback to employees leads to non-development because the organization wants employees to develop their potential. Companies need to provide mirror-like feedback that reflects their actions because perhaps they are unthinkable. Therefore, the boss's job is to suggest the flaws and mistakes of the

employees so that they can make corrections and that they might not repeat the same mistakes.

#### **4.2.3 What are your goals set for working here?**

The responses of all interviewees were directed in the same direction. That is, working in a field that can build upon what they have learned. So, that they can learn and develop their potential and abilities to be better than ever. In the work, they will allow them to learn new things and allow them to discover what they like.

Analysis: A goal is an important force that drives everyone to develop their potential to achieve their intended purpose. Setting goals is the same as setting a path to success.

### **4.3 Resignation**

#### **4.3.1 What are the main factors that led to the decision to leave here and looking for a new job?**

The four of them felt that the job they were doing had no career path as Sky, She can grow up in this company but will grow very slowly. Next is Candy, her company is a startup company so it has no possibility for a career path. Minnie, although the company she worked on was big her position in the company was always changing and it was a routine job that was quite difficult to grow. The last one is a pony. Her company is a family business, so there will be no career growth if the current boss position does not leave.

The next factor is challenging. Challenging work is a test that makes the job interesting and motivates them to get the job done. When the task that they handle, it was no longer feels challenging, it becomes a monotonous routine that does not develop their potential and abilities. They want to do a challenging job to make everyone accept their talents and potential.

The last one is the boss who closed to them directly. They have to work under the boss's control. But the boss's problems that they encounter are completely different. For Sky, her boss is quite new in this company. So, her boss does not know

the details when he decides without knowing the real problem. It turns into an inaccurate solution. Candy, her boss does not work at all, flinging on the owner only as though letting his subordinates work alone which makes the team uncomfortable. The boss problem that Minnie faces is that he does not help when she has trouble which his position can do something to support her. He told her to seek help from another department because what she needed was not his responsibility. Like he throws work, ignoring the problems his team members face. For the last one Pony, the fact that the owner can direct the work without going through the department head leads to a reduction in the credibility of the department head. Besides, sometimes the work orders overlap, causing making the operator confused. But there is one thing that is different from everyone: Minnie's company has a list of employees to lay off and it made her feel insecure about working here

Analysis: From interviews with four interviewees on why they decided to quit their jobs. In conclusion, everyone has the same factor that results in resignation, which can be summarized as three main factors: the first thing there is no career path. Second, they began to feel that their work did not challenge their ability anymore. They feel full and have not learned anything new from their work, and the last one is their boss. The result made me a lot of surprises because I always thought that it must be a thousand reasons to let employees resign from the company such as the effect of outside/inside the organization or personal matters. But it turns out after making the interview, the main factor that led to the interviewee deciding to leave is the same story.

#### **4.3.2 Have you consulted with anyone about leaving or not?**

All of them consult with their trusted people who are their parents, friends, or colleagues for the decision to leave the company. In which the advice they got was different. Sky's parents wanted her to go to a master's degree to get her qualification to increase her salary and job position. As for Candy, she had the first intention of continuing her education after finishing her bachelor's degree. She came to work following her teacher's advice but when she met the supervisor's problems, she resigned earlier than scheduled. For Minnie, as for her parents see that she has been working here for quite some time. Now, it was time to go out and get some experience in a new field. And the last person Pony wants to quit her job just like everyone else, but she will not quit until



she gets a new job. All interviewees have the same direction which is to continue their study to a Master's degree, but she did not and she said that she will not resign until she gets a new job that is better than this company.

Analysis: The decision to leave is not made by one person but by asking the opinions of those around them. What they think about this matter, each person may have different opinions according to the personal living experience.



## **CHAPTER V**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusion**

According to interviews with four employees who decided to quit their jobs, it turned out that all of them had the same factor that resulted in the decision to leave, namely job progress and supervisors. It can be explained that young people who have recently graduated have ambitions and want to progress in the company of their choice. If working and unable to see a career path, the employee would like to quit opening up new opportunities for their life. Another equally important thing is the boss. It is unbelievable that the results of interviews in four organizations look the same. The same personality is a leader's opinion, but a lack of leadership. They command their employees to work on orders under the pressure they have to offer. Without paying attention to the opinions or feelings of employees, pay more attention to the results of the work than the feelings of the people. Therefore, it is difficult to keep employees in the organization. At the beginning of the interview, I honestly thought that the main factors that made people decide to leave must be in terms of salary and benefits, but not all of the employees' experiences were studied. It is recognized that salary and benefits are some of the factors that employees look for. But what is important is the value of the employee the boss gives. He sees much of our importance as a measure of whether we should continue to work in this organization. Every human being needs someone who values us and values us, no matter what role or situation they are in. Therefore, entrepreneurs need to learn to please their employees more than they should. Do not pay too much attention to the success of the job. Until they neglect the importance and feelings of the employees all human beings coexist on this planet with kindness and compassion for each other. Therefore, it is better for the organization if management learns to encourage employees. Appreciate it when he does well. And admonish him when he makes mistakes by explaining solutions to problems, not letting him face the problem alone.

One of the main problems that interviewers face alike in all administrative organizations is the management level of being a boss, not a boss who is a leader. Their boss is not interested in developing any potential of their subordinates, not to comment and give them feedback, just tell them to change as they want them to do. Everything must be done by order. It creates a lot of pressure within the organization. A boss who does not trust his subordinates to work, but also commands them to do the thing as the boss wants. All of these are the kind of boss that all interviews face and it becomes part of the employee's resignation decision. Because those bosses seek results and achievement of their work more than the satisfaction of the employee and also they are not concerned about the staff's feelings. The boss does not interest in developing or training their staff as much as they should. So, it makes the employee feel a lack of development while working here. All human beings want to further their career and look for bigger challenges and gain more experience in their line of work, but the organization does not develop personnel, increase the potential of people and not allow them to try something new over the routine job and doing as ordered.

At the beginning of this article, I understood that jobs and salaries must affect employee turnover decisions. But when analyzing from interviews, external factors such as money are not something that can meet the needs of employees. While increasing salaries or benefits sometimes make employees decide to stay, it is not permanent, because it is to live for the benefit, not to live because of wanting to live. Over time, employees become more mindful of deciding to leave, so the organization must create internal incentives that keep employees engaged and wanting to grow with the organization. Stability and growth in the company is another thing that employees seek from the organization. It does not increase and challenge their potential or allow employees to learn something new. The company is unable to maintain potential employees to stay with the organization for sure because the potential people want to know and develop themselves all the time. Whenever they felt that the organization was unable to meet their needs, it led to the decision to resign to take on a new challenge. Carrying out too many commands might not be what they want. Managers need to learn their personalities and characteristics because every human being is different. Some people need a very detailed work procedure but some people just want to tell only outcomes without having an explanation of the process. The thing that the boss can do with the type of employee is



just waiting to see the results of the work. When the behavior of the boss and the employee is inconsistent, it can be difficult to work together.

## **5.2 Recommendation**

Motivating employees does not always have to be money. Sometimes, the appreciation of an employee is one of the things employees need. All humans need social acceptance. If we have done something well and someone appreciates it and congratulates us on our success, it is a form of reward that we have already received. Then, it is an easy way for the boss to do it. Giving money or gifts in return is a given which is like an outside incentive to keep those employees and it will not be stable, as the motivation of employees' feelings of wanting to do the job. It can provide more security to the organization because those employees will have the feeling of wanting to do a job, want to improve, change anything to become better. These things directly benefit both the employees themselves and the organization. Any organization that has talented and passionate employees in the company considers that the organization has the right to succeed more than any other organization. Because humanity is a key factor in driving the organization to grow forward, no matter how far technology advances but it must be invented and developed by humans anyway. Therefore, employees are a valuable resource for the organization. If you, as an entrepreneur, want to retain potential employees you must learn and understand more compassion. Look at the feelings of employees rather than results. But here it doesn't mean that you don't look at success and focus only on the subordinates, you need to balance these things. When an employee does poorly or makes a mistake, it is the boss's job to teach and explain how to fix the problem to the employee so that they do not repeat the same mistakes. If the boss does not explain to make the employee understand just tell them how to fix it. Employees will never learn and they will make the same mistakes again from their incomprehensibility.

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