

**FACTORS AFFECTING EMPLOYEE'S INTENTION TO LEAVE
FOR SMALL TO MEDIUM COMPANIES IN THAILAND**

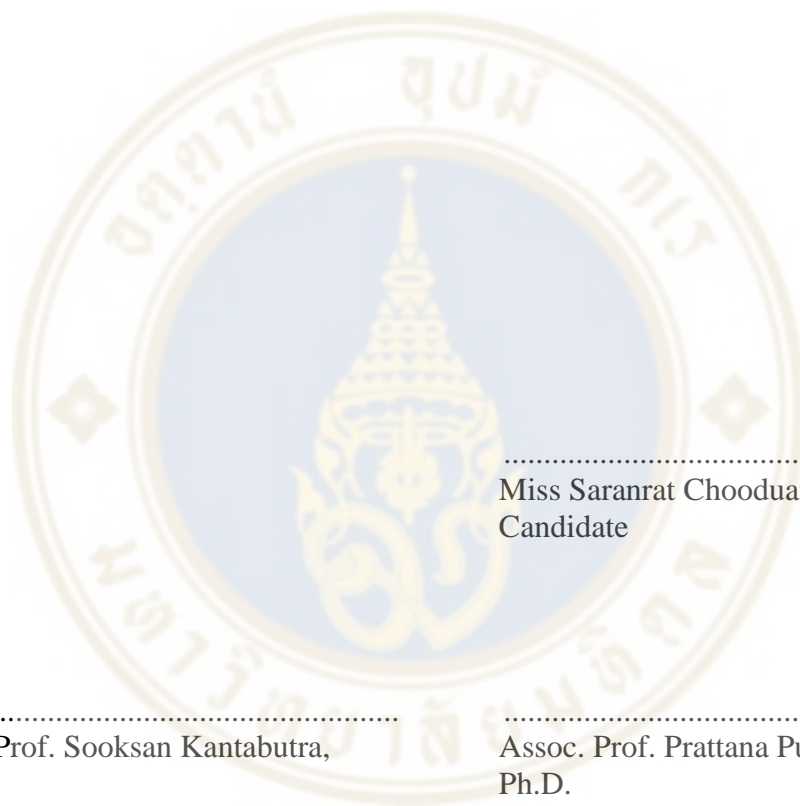


**A THEMATIC PAPER SUBMITTED IN PARTIAL
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Thematic paper
entitled
**FACTORS AFFECTING EMPLOYEE'S INTENTION TO LEAVE
FOR SMALL TO MEDIUM COMPANIES IN THAILAND**

was submitted to the College of Management, Mahidol University
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.....
Miss Saranrat Chooduangngern
Candidate

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

.....
Assoc. Prof. Prattana Punnakitikashem,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

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Saranrat Chooduangngern

FACTORS AFFECTING EMPLOYEE'S INTENTION TO LEAVE FOR SMALL TO MEDIUM COMPANY IN THAILAND

SARANRAT CHOODUANGNGERN 6349037

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D. ASSOC. PROF. PRATTANA PUNNAKITIKASHEM, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

The objective of this study was to discover if there was a link between these three issues: job satisfaction, organization commitment, and employee intention to leave. This study conducted using the quantitative research method. Employees of Thailand's small to medium sized businesses made up the study's population. A total of 191 employee were included in the study. The data from the research sample was collected using questionnaires. A statistical computer software was used to complied and analyzed the data (SPSS).

The findings suggested that the respondents were satisfied with the job and had a high level of dedication to the business. There was also low level of intention to depart. The hypothesis test has a link between employee intention to leave and organization commitment.

The author would recommend the management should prioritize employee job satisfaction because job satisfaction helps the organization retain its important personnel. Furthermore, management should prioritize cultivating employee commitment to the organization. Therefore, the finding demonstrated that the more devoted employees are to the organization, the less they are desire to leave the company.

KEY WORDS: Employee / Intention to leave / Job Satisfaction / Organization Commitment / Work Condition

41 pages

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CHAPTER I

INTRODUCTION

To begin with, employee retention is a critical concern for companies today. Firms have become increasingly reliant on employees' talent and competency to be successful in adapting to market changes. As a result, the cost of an employee leaving a position is quite significant for a business. As a result, recognizing "What leads people to leave?" as well as "What causes them to stay?" is critical. Locander and Mulki (2006)

Job satisfaction was revealed to be an important and substantial driver of leave intention by several researchers who investigated it. Furthermore, work satisfaction has been proven in multiple studies to be a reliable predictor of employee turnover (Mallol, 2007; Hellman, 1997; Feng and Angeline, 2010) and has a direct impact on intention to live (Mallol, 2007; Hellman, 1997; Feng and Angeline, 2010). Harrington and colleagues (2001)

The terms "turnover" and "intention to depart" are not interchangeable. An employee's view or intention to quit the organization is referred to as "intention to depart." While "turnover" refers to someone leaving a company or profession, it also refers to the act of someone leaving an organization or profession (Hinshaw & Atwood, 1984). An employee is considered to have the intention to depart if he or she is seriously considering leaving their current position (Castle, 2007). Furthermore, many experts feel that the intention to depart is the most efficient predictor of actual employee turnover (Brown & Peterson, 2003; Randall, 2010).

As a result, researchers revealed that a person's commitment to the company was a significant predictor of their desire to leave. Studies, on the other hand, have frequently identified a substantial and negative connection between organizational dedication and the desire to quit (Johnston, Parasuraman, Futrell, & Black, 1990; Moore, 2000).

1.1 Problem Statement

Manpower is one of the important issues for the company. The company needs experienced employee to have a sustainable organization. Employees working in small to medium companies need to have satisfaction and commitment in order to stay in the company. Moreover, small to medium companies need well training and employees that knows their criteria scope of work very well to run the company. Resignation of the employees could have problem on the working flow and training cost. However, to maintain the valuable employee, it should be recognized that what factors affecting the employee's satisfaction and intention to leave. To avoid an unexpected resignation and employment with competitors.

1.2 Research Objectives

The purposes of this research are to

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

1.3 Scope of the research

Research on “Factors Affecting Employee’s Satisfaction and Intention to Leave for Small to Medium Companies in Thailand” is quantitative research. The population of this research are employees of the Small to Medium companies in Thailand the samples size is 129 units.

1.4 Research Contributions

1. The research can be used as a guideline to enhance job satisfaction among employees of companies in Thailand.
2. The research can be used as a guideline to enhance leadership commitment among employees of the companies.
3. The research can be used to decrease employee's satisfaction and intention to leave for companies in Thailand.
4. The research can be used as a guideline for the futures research on human resources.



CHAPTER II

LITERATURE REVIEW

Employee's thoughts or opinions on quitting their existing organizations are classified as intention to depart. Its definition differs slightly from that of employee turnover (Mobley, Griffeth, Hand, & Meglino, 2007). Actual employee turnover, on the other hand, can be adequately predicted by the intention to depart. (Randall, 2010; Brown & Peterson, 2003). Despite previous research findings that said that employee attitudes might be used to predict turnover (Porter, Steers, & Mowday, 2004).

According to recent studies, one of the strongest indicators of employee turnover is the intention to leave (Liou, 2009; Randall, 1990; Shore et al., 1990). In a correlational study, Steel and Ovalle (1984) revealed a 0.50 connection between intention to leave and staff turnover. The intention to leave, according to Harrington et al. (2001), may be more important to the employer than the actual act of turnover.

Although quite a number of studies on employee intention to leave and turnover have focused on and paid attention to individuals' opinions regarding work and employment possibilities. However, several studies have found that job satisfaction is a significant and important factor in the desire to leave. Furthermore, work satisfaction has been shown in a number of studies to be a reliable predictor of turnover and to have a direct influence on intention to leave. (Hellman, 2007; Manlove and Guzell, 2009; Feng and Angeline, 2015) (Harrington et al., 2011; Klenke-Hamel and Mathieu, 1990; Liou, 2008; Klenke-Hamel and Mathieu, 1990)

Moreover, organizational commitment is another predictor of intention to leave. It was a major predictor of intention to depart, according to Liou (2009). Furthermore, studies have revealed a strong and unfavorable link between organizational commitment and the intention to depart (Brown & Peterson, 1993; Johnston, Parasuraman, Futrell, & Black, 1990; Moore, 2000). The relationship between job satisfaction, organizational commitment, and employee intention to leave is revealed

in a review of previous studies on this topic. As a result, the focus of this study will be on the link between these three variables.

2.1 Job Satisfaction and Herzberg's Two factors Theory

The Two-Factor Theory of Motivation is Herzberg's motivation theory. The notion stated that management may use 'motivators,' or things that inspire employees to be more satisfied and perform better at work. Aside from that, management should aim to reduce 'hygiene variables,' which are factors that contribute to job discontent.

To improve the motivators associated with their jobs may lead to increased job satisfaction. On the contrary, if hygiene standards fall below acceptable levels, job dissatisfaction will rise. One intriguing aspect of the theory is that satisfaction and dissatisfaction exist on separate continuums and dissatisfaction does not imply a lack of satisfaction. Employees may not recognize discontent from hygienic issues if they do not perceive satisfaction from motivating ones. Employees in this circumstance may be in a condition of limbo, neither content nor unsatisfied with their work. Because it hampers growth, creativity, and innovation, the limbo condition is unproductive for both workers and enterprises. As a result, it is critical for organizational leaders and managers to recognize both the motivator and hygiene aspects of their jobs. To increase employee job satisfaction and optimize them.

According to Herzberg (1966), work-related motivation factors include: advancement; responsibility; achievement; recognition; tasks; and personal growth. Workplace hygiene factors include coworker relationships, policies and administration, supervisory/managerial relationships, salary, working conditions, status, and security. Many researchers agree that employee dissatisfaction with their jobs can lead to absenteeism, lack of commitment, and an increase in turnover.

Job satisfaction was also discovered to be a good predictor of an organization's retention of a highly skilled and experienced labor force (Chiu & Francesco, 2003; Ajzen, 2002). According to Herzberg's Two Factor Theory, this study, the hygiene factor derived will be used to assess employee job satisfaction. Because hygiene factors can lead to job dissatisfaction among employees if the organization fails to meet their needs.

2.2 Organization Commitment

Organizational commitment, according to Mowday et al. (2002), is the relative strength of an employee's participation in a certain organization. Meyer and Allen's concept of organizational commitment is currently largely regarded as the most recent and mainstream among scholars (1991). A three-dimensional model of organizational commitment that includes emotional, normative, and continuity commitments.

Affective commitment was described as an employee's emotional attachment to the company. A member of staff who feels strongly about the organization stays to work there because he wants to" (Meyer & Allen, 1991, p.67). If pleasant work experiences are valued, an individual will feel at ease and fulfilled at work (Meyer & Allen, 1997).The continuance commitment is based on personal awareness of the costs of leaving the organization. A staff member who has a long-term commitment to the organization stays because they have to" (Meyer & Allen, 1991, p. 67).

Moreover, some research revealed that perseverance commitment is made up of two parts (e.g., Meyer & Allen, 1997). The first group includes employees who think they have limited choices. Personal investments in the company are referred to as the latter. Also, Meyer and Allen (1991) defined normative commitment as "a feeling of responsibility to keep working." A member of staff with a high level of normative commitment thinks they should stay with the company." To put it another way, normative commitment expresses a feeling of commitment as a value and a responsibility in and of itself. According to O'Reilly and Chatman (1986), normative commitment might come from a fit between individual and organizational ideals. Furthermore, because all three components are present in variable degrees in workers' connections with firms. As a result, it's vital to think about all three aspects of organizational commitment at the same time (Meyer & Allen, 1991)

According to the findings of a study (Meyer, Stanley, Herscovitch, &Topolnytsky, 2002). Organizational commitment is negatively associated to intention to depart ($r = -.46$; Mathieu & Zajac, 1990). Affective commitment ($r = -.51$), continuous commitment ($r = -.17$), and normative commitment ($r = -.39$) were all shown to be negatively and substantially connected with the desire to quit. Meyer and Allen (1991)

presented three organizational commitment components, which were utilized in this research.

2.3 Research Framework

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

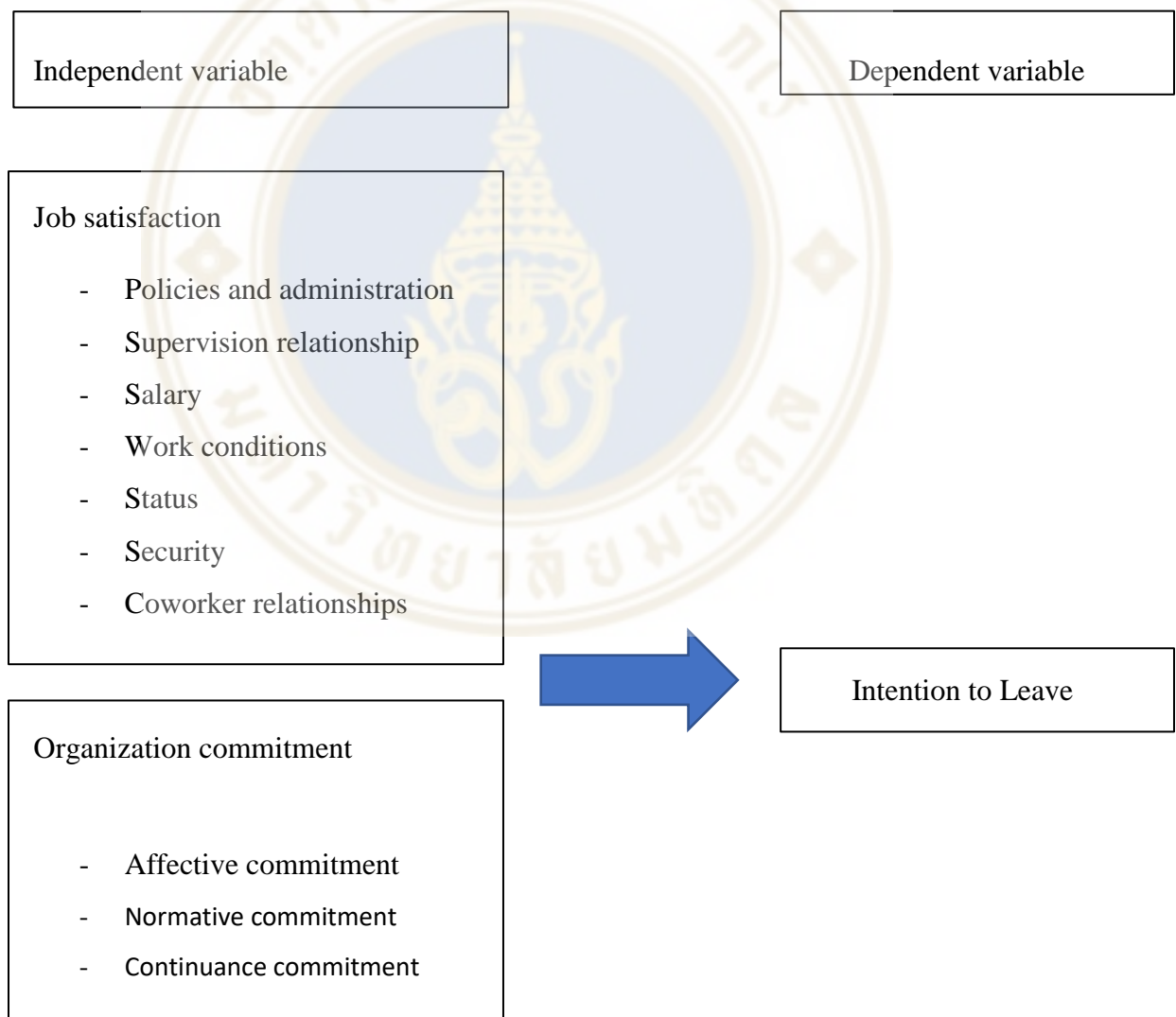


Figure 2.1 Framework

2.4 Research Hypothesis

Hypotheses for Quantitative Research

H1 The provision of job satisfaction has a relationship with employee's intention to leave.

H2 The provision of Organization commitment has a relationship with employee's intention to leave

H3 The provision of Job satisfaction and Organization commitment have a relationship with employee's intention to leave



CHAPTER III

RESEARCH METHODOLOGY

In this research, the technique focused on the research on factors that affect employee's intention to leave small to medium company. The quantitative research method analysis aids in the interpretation of data and the definition of the conclusion (Bailey, 2011). According to Creswell (2014), the study must include the information (data) as well as the theoretical viewpoint that the researcher brings to the research. The primary research is conducted using the factors stated in the framework. The researcher chose the deductive research approach, which is related to and results in the quantitative research selection (Vogt et al, 2012). Moreover, the purposes of a research on "Factors Affecting Employee's Intention to Leave for Small to Medium Companies in Thailand" is quantitative research. Which aims to examine factors that affect employee's intention to leave. The procedures of which are as detailed:

3.1 Populations

The population of this research are the number of 191 employees of the Small to Medium companies in Thailand. Most will focus on ones who have been working more than three years because from of the experience. The company have not hired someone who came in with above the minimum experience range (must have 3–5 years of experience does not really imply up to a maximum of 5 years, but that they have been minimally dealing with the specific responsibility for a minimum of 3–5 years (Hawkinson,2020)

3.2 Sample Size

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

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

By which

(n) represent sample size

(N) represent number of populations

(e) represent an acceptable error (0.05)

Substitution of the formula

$$\begin{aligned} n &= \frac{191}{1 + 191(0.05)^2} \\ &= 129.272 \end{aligned}$$

Therefore, the sample size of this study is 129 units

Figure 3.2 Yamane's sample size formula

3.3 Research Technique

Convenience research technique was employed to the data collection process in order to collect data from the samples who were willing and were convenient to cooperate. Moreover, this study will use the SPSS program since it is straightforward to use and acceptable for data handling (Gaur, 2006); so, the SPSS software will be used in this research.

3.4 Research Instruments

The questionnaires were used to collect data from participants. Questions were classified in to 4 parts

Part I Personal Information: This section included closed-ended questions on the respondents' age, occupation, and income, among other things.

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

Job satisfaction Question: *(See questions in Appendices)*

1. Policies and administration
2. Supervision/Managerial relationships
3. Salary/ Welfare/ Benefit
4. Working Space
5. Status
6. Security
7. Co-worker Relationships

This is the response scoring part that is consistent with their opinion.

- 5 Represent Very Satisfied
- 4 Represent Satisfied
- 3 Represent Neutral
- 2 Represent Dissatisfied
- 1 Represent Very Dissatisfied

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

Organization commitment Question: *(See questions in Appendices)*

8. Affective commitment
9. Normative commitment
10. Continuance commitment

This is the response scoring part that is consistent with their opinion.

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

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

Intention to leave Question: *(See questions in Appendices)*

11. Intention to Leave

This is the response scoring part that is consistent with their opinion.

- 5 Represent Most Frequent
- 4 Represent Frequent
- 3 Represent Sometimes
- 2 Represent Rarely
- 1 Represent Never

3.5 Data Collection

The data was collected with employees working in small to medium companies in Thailand. By sending questionnaires via Line application and email to the employees. Who were asked to send the questionnaires back within 3 days.

3.6 Statistical Analysis

A statistical computer software generated and evaluated the data obtained (SPSS). Using the following figures as a guide:

1. Descriptive statistics: frequency, percentage, mean, and standard deviation were utilized to assess and show the respondents' attributes and attitudes.

2. Inferential statistics: the hypothesis was tested using Pearson's product moment and multiple regression.



CHAPTER IV

RESEARCH FINDINGS

The finding chapter analytical results are presented in this chapter. The quantitative data was acquired by questionnaires from 129 respondents. The results of the analysis were reported in five parts, as follows:

4.1 Respondent Demographics

Table 4.1 Demographic Characteristics

(n=129)		
Demographic characteristics	Frequency	Percentage (%)
Gender		
Male	34	26.6
Female	90	70.3
Prefer not to say	5	3.1
Age		
20 years and younger	2	1.6
21-30 years old	76	58.9
31-40 years old	39	30.2
41 years and older	12	9.3
Education Level		
Bachelor's Degree	80	62
Master's Degree	43	33.3
Doctoral Degree	1	0.8
Others	5	3.9
Income		
Less than 20,000 Baht	15	11.6

Table 4.1 Demographic Characteristics (cont.)

20,001-40,000 Baht	60	46.5
40,001-60,000 Baht	29	22.5
60,001 baht and higher	25	19.4

From table 4.1 indicates the respondents' demographics characteristics. There were 70.3% female, 26.6% male and prefer not to say 3.1%. Majority of the respondents aged between 21-30 years old (58.9%) followed by those who aged between 31-40 years old (30.2%) and the respondents who were 41 years and older (9.3%) respectively. About 33.3% of them finished the master's degree, 62 % finished bachelor's degree, and 0.8 % finished Doctoral degree. Majority of them earned between 20,001 – 40,000 baht/ month. (46.5%) followed by 40,001 – 60,000 baht/ month (22.5%) and less than 20,000 Baht (11.6%) were ranked the lowest group.

4.2 The Data Descriptive

Table 4.2 the data descriptive of Job satisfaction

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	N	%	N	%	N	%	N	%	N	%	
Job Satisfaction											
1.Policies and Administration											
I am satisfied with the effective of the company's administration.	4	3.1%	18	14%	30	23.3%	62	48.1%	15	11.6%	4.07

Table 4.2 the data descriptive of Job satisfaction(cont.)

I am satisfied with the fairness of the company's policy	2 1.6%	15 11.6%	32 24%	60 48.5%	20 15.5%	4.13
I am satisfied with the supportiveness of the company's policy.	3 2.3%	18 14%	33 25.6%	58 45%	17 13.2%	4.17
2.Supervision/Managerial relationships						
I am satisfied with the support I have received from my supervisor.	3 2.3%	18 14%	23 17%	54 41.9%	31 24%	3.98
I am satisfied with relationship between me and my supervisor.	4 3.1%	17 13.2%	19 14.7%	55 42%	34 26.4%	4.12
I am satisfied with the support I have received from the executives	3 2.3%	19 14.7%	31 24%	53 41.1%	23 17.8%	4.02
3.Salary/ Welfare/ Benefit						
I am satisfied with your salary provided by the company	2 1.6%	30 23.3%	32 24.8%	50 38.8%	15 11.6%	4.09
I am satisfied with the welfare provided by the company.	4 3.1%	19 14.7%	31 24%	55 42%	20 15.5%	4.04
I am satisfied with the benefit provided by the company.	3 2.3%	17 13.2%	36 27.9%	47 36.4%	26 20.2%	4.03
4.Working Condition						

Table 4.2 the data descriptive of Job satisfaction(cont.)

I am satisfied with the space utility of my workplace	5 3.9%	12 9.3%	25 19.4%	59 45.7%	28 21.7%	4.01
I am satisfied with temperature in my workplace	3 2.3%	12 9.3%	23 17.8%	59 45.5%	32 24.8%	4.04
I am satisfied with the atmosphere in my workplace	3 2.3%	18 14%	25 19.4%	58 45%	25 19.4%	4.07
5.Status						
I am satisfied with the respect of other employee have toward your status.	1 0.8%	5 3.9%	22 17.1%	71 55%	30 23.3%	4.05
I am satisfied with my status in the company	1 0.8%	10 7.8%	29 22.5%	61 47.3%	28 21.7%	4.09
I am satisfied with the recognition of the company toward my status.	4 3.1%	10 7.8%	28 21.7%	60 46.5%	27 20.9%	4.07
6.Security						
I am satisfied with the security of your career.	6 4.7%	18 14%	31 24%	48 37.2%	26 20.2%	4.08
I am satisfied with the security of the company.	3 2.3%	19 14.7%	27 20.9%	44 34.1%	36 27.9%	4.07
I am satisfied with the security of my life	3 2.3%	28 21.7%	35 27.1%	41 31%	22 17.1%	3.92

Table 4.2 the data descriptive of Job satisfaction(cont.)

7.Co-worker Relationships						
I am satisfied with the coordination between me and my coworkers.	2 1.6%	11 8.5%	18 10.1%	65 50.4%	38 29.5%	4.13
I am satisfied with the supportiveness of my coworkers	3 2.3%	14 10.9%	15 11.6%	56 43.4%	41 31.8%	4.07
I am satisfied with the sense of security from my coworker	2 1.6%	11 8.5%	18 14%	57 44.2%	39 30.2%	4.20

From the table 4.2 satisfy from job satisfaction has a mean of scale around 3.92% to 4.20%, which is lower than all of them. So, it means that most samples have low satisfy on the security in their life as the percentage shown in each item. Also, the second lowest is the support from my supervisor got the percentage of 3.98% which is the second lowest which mean they quite not satisfy with the support from their supervisors. Which Strongly disagree and disagree for all items did not contain more than 50% of all the responses. Moreover, for those Strongly agree and agree with getting satisfied for the job satisfaction, the percentage for each item are as highest 50.4% which is quite high on their satisfy. Therefore, most of the samples are satisfy with their job satisfaction.

Table 4.3 the data descriptive of Organization Commitment

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Organization Commitment	N%	N%	N%	N%	N%	N
8.Affective commitment						
I stay in this company. Because I feel that you belong to this company.	6 4.7%	10 7.8%	25 19.4%	55 42.6%	33 25.6%	4.09
I stay in this company. Because I feel comfortable working there/here.	4 3.1%	17 13.2%	22 17.1%	51 39.5%	35 27.1%	4.05
I stay in this company. Because I love my company.	8 6.2%	11 8.5%	43 33.3%	42 32.6%	25 19.4%	4.04
9.Normative commitment						
I stay this company. Because my work is very important to the company.	5 3.9%	14 10.9%	47 36.4%	46 35.7%	17 13.2%	4.09
I stay in this company. Because it is difficult for the company to find someone to replace me.	13 10.1%	20 15.5%	36 27.9%	43 33.3%	17 13.2%	4.13

Table 4.3 the data descriptive of Organization Commitment(cont.)

I stay in this company. Because I am a valuable employee of the company.	5 3.9%	15 11.6%	44 34.1%	46 35.7%	19 14.7%	4.04
10.Continuanace commitment						
I stay in this company. Because I don't want to lose a good job.	9 7%	16 12.4%	20 12.4%	25 15.5%	59 45.7%	3.77
I stay in this company. Because I don't want to lose your major income.	13 10.1%	11 8.5%	21 16.3%	36 27.9%	48 37.2%	3.96
I stay in this company. Because I cannot find a better job.	10 7.8%	11 8.5%	11 8.5%	32 24.5%	65 50.4%	4.01

From the table 4.3, the data did show that 50.4% is the highest of all respondents from Strongly agree to stay in this company because they cannot find a better job for the organization commitment and only 3.1% Strongly disagree on staying in this company because I feel comfortable working there/here. Almost more than 50% from Strongly agree and agree think that they stay in the company because they don't want to lose their jobs. Only 13.2% from Strongly agree thinks that they are importing to the company, and it is difficult to find others to replace them. Overall, the highest score percent will be in agree and strongly agree which means that the samples are quite not committed to the organization.

Table 4.4 the data descriptive of Intention to leave

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Intention to Leave	N%	N%	N%	N%	N%	N
11.Intention to leave						
I have been thinking about finding a better job.	17 13.2%	57 44.2%	36 27.9%	11 8.5%	8 6.2%	2.25
I have been thinking about working in a larger company.	22 17.1%	44 34.1%	36 27.9%	14 10.9%	13 10.1%	2.09
I have been thinking about resigning from this company.	25 19.4%	59 45.7%	20 15.5%	16 12.4%	9 7%	2.01

From the table 4.4 the data show the highest percentage of 45.7% that Disagree on thinking to resign the company they are working. Following by 44.2% from Disagree as well that the employees have been thinking about finding a better job than their present job. Moreover, the same percentage of 27.9% came up on Neutral on both finding a better job and thinking to work in a bigger company. The overall percentage are quite surprise from the Disagree and Neutral are as high as more than 80% from all the percentage. Therefore, it means that most of the sample in small to mediums tend to have a high percentage of not having intention to leave their present companies.

4.3 Regression Analysis

4.3.1 Relationship between Job satisfaction and Intention to Leave (Hypothesis 1)

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

Hypothesis 1 The provision of job satisfaction has a relationship with employee's intention to leave.

Ho: The provision of job satisfaction does not have a relationship with employee's intention to leave.

Ha: The provision of job satisfaction has a relationship with employee's intention to leave.

Table 4.5 The Result of Hypothesis 1

Variables	Correlation Coefficient		
	Intention to Live		
	r	P-value	n
Policies and Administration	.252	.000**	129
Supervision/Managerial Relationship	.266	.000**	129
Salary/Welfare/Benefit	.279	.000**	129
Working Condition	.247	.000**	129
Status	.233	.000**	129
Security	.232	.000**	129
Co-worker Relationships	.238	.000**	129
Job satisfaction	.327	.000**	129

**P-value<.01

The result of hypothesis 1 test in table 4.5, there is relationship between job satisfaction and intention to live. (p-value = 0.00). In details, there is relationship between all elements of job satisfaction (Policies and Administration, Supervision/managerial relationship, Salary/Welfare/Benefit, Working condition, Status, Security, Coworker Relationships) and intention to leave. (p-value = 0.00).

4.3.2 Relationship between Organization Commitment and Intention to Leave (Hypothesis 2)

Hypothesis 2 The provision of Organization commitment has a relationship with employee's intention to leave

Ho: The provision of Organization commitment does not have a relationship with employee's intention to leave

Ha: The provision of Organization commitment has a relationship with employee's intention to leave

Table 4.6 The Result of Hypothesis 2

Variables	Correlation Coefficient		
	Intention to Live		
	r	P-value	n
Affective Commitment	.276	.000**	129
Normative Commitment	.333	.000**	129
Continuance Commitment	.387	.000**	129
Commitment	.378	.000**	129

The result of hypothesis 2 test in table 4.6, there is relationship between commitment and intention to leave. (p-value = 0.000). In details, there is relationship between all aspects of commitment (affective commitment, normative commitment, continuance commitment) and intention to leave. (p-value 0.00).

4.3.3 Relationship between Job satisfaction Organization Commitment and Intention to Leave (Hypothesis 3)

Hypothesis 3 The provision of Job satisfaction and Organization commitment have a relationship with employee's intention to leave

Ho: The provision of Job satisfaction and Organization commitment do not have a relationship with employee's intention to leave

Ha: The provision of Job satisfaction and Organization commitment have a relationship with employee's intention to leave

Table 4.7 The Result of Hypothesis 3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.865	3	17.955	79.264	.000**
	Residual	19.567	188	.140		
	Total	63.432	190			

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

b Dependent Variable: Intention to leave * p-value = .05

The result from table 4.7 showed that the p-value obtained from F-test is less than .05. Therefore the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is retained which implies that there are at least one independent variable that associated with intention to leave.

Table 4.8 Multiple Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.424	.379	.375	.2203

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

b Dependent Variable: Intention to live * p-value = .05

Policies and Administration, Supervision/managerial relationship, Salary/Welfare/Benefit, working condition, Status, Security, Coworker Relationships, Job Satisfaction, affective commitment, normative commitment, continuance commitment, commitment can only explain more than 60 percent of the variation in the dependent variable, which is the Intention to leave, according to the adjusted R square value in table 4.8.

Table 4.9 Coefficient of Regression and Beta Coefficient

Model	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.524	.268		24.388	.000**
Policies and Administrat	.155	.042	.257	3.660	.000**
Supervision/managerial relationship	.155	.039	.209	2.984	.000**

Table 4.9 Coefficient of Regression and Beta Coefficient(cont.)

Salary/Welfare/Benefit	.435	.021	.454	15.091	.000**
Working condition	.137	.034	.131	8.042	.000**
Status	.238	.025	.231	5.208	.000**
Security	.183	.038	.172	4.768	.000**
Co-worker Relationships	.144	0.61	.151	3.089	.000**
Job Satisfaction	.183	0.88	.307	3.497	.000**
Affective commitment	.440	.032	.400	12.526	.000**
Normative commitment	.281	.062	.242	4.508	.000**
Continuance commitment	.514	.063	.497	8.435	.000**
Organization Commitment	.452	.034	.461	13.882	.000**

Dependent Variable: Intention to leave

Significant level =.0

From the table 4.9 the result that Sig value is lower than 0.001, which the data prove that the Job satisfaction and Organization commitment variable have a significant impact on the employee's intention to leave small to medium companies in Thailand.

Moreover, the coefficients table reports the number of independent variables that have a relationship to the dependent variable. The job satisfaction and Organization

commitment variable have entirely significant for the customer's purchasing intention variable with the Sig. A value is lower than 0.001.

The table also shows the most significant factor to the employee's intention to leave variable by exploring the Beta. The table shows that job satisfaction was 0.307 Beta, and organization commitment variable was 0.461. The statement has meaning that the organization commitment has more impact on the employee's the intention to leave the company.

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

1. X1 = Policies and Administration
2. X2 = Supervision/managerial relationship
3. X3 = Salary/Welfare/Benefit
4. X4 = Working condition
5. X5 = Status
6. X6 = Security
7. X7 = Coworker Relationships
8. X8 = Job Satisfaction
9. X9 = Affective Commitment
10. X10 = Normative Commitment
11. X11 = Continuance Commitment
12. X12 = Commitment

CHAPTER V

CONCLUSIONS AND RECOMMENDATION

5.1 Conclusions

Research on “Factors Affecting Employee’s Intention to Leave for Small to medium Companies in Thailand” is quantitative research. Which the goal of this study is to investigate the elements that influence an employee's decision to leave. The effects of two criteria, "job satisfaction" and "organization commitment," on employees' intentions to leave their organizations, were investigated in this study.

The population of this research are the number of 191 employees of the Small to Medium companies in Thailand. Most will focus on ones who have been working more than three years because of the working experience. The questionnaires were used to gather data from 129 staffs.

A statistical computer program was used to analyze the data, and (SPSS). The statistics that were employed in the data analysis were divided into two categories. "Descriptive statistics" was the first category. Frequency, percentage, mean, and standard deviation were all contested. Inferential statistics, which included "Pearson's product moment correlation" and multiple regression analysis, were the second type. The following is a summary of the findings:

For Females made up 70.3 percent of the respondents, while men made up 26.6 percent. Most of them were between the ages of 21 and 30, with 58.9 percent, followed by those between the ages of 31 and 40, with 30.2 percent, and those aged 41 and up, with 9.3percent. Most of the respondents (62 percent) completed a Bachelor's degree, 33.3percent completed a master’s degree, and 0.8 percent completed a Doctoral degree. Many of them were paid between 20,001 and 40,000 baht each month (46.5percent). Those earning 40,001 – 60,000 baht per month (22.5 percent) and 60,001 baht or more per month (19.4percent) came in second and third, respectively.

In terms of job satisfaction, the results of the investigation revealed that the respondents were happy with their jobs. (The average is 4.07). They were pleased with coworker relationships (mean = 4.13), followed by business policies and administration. (mean = 4.12); salary (mean = 4.05); work status as defined by supervisory and managerial relationships (mean=4.04); and security (mean=4.02).

In terms of organizational commitment, the findings demonstrated that the respondents had a high level of commitment to their organizations. (Average =4.03) In terms of specifics, they possessed a strong organizational commitment to each and every area. Normative commitment, on the other hand, received the highest mean score (X = 4.09). Affective commitment (X = 4.06) follows. Continuance commitment (X = 4.03) and Continuance commitment (X = 4.03), respectively.

In terms of intention to leave, the findings suggested that the respondents' intention to leave was low. (X = 21.12) When they thought about it more closely, their attitude regarding each item was also negative. For example, their attitude regarding "You've been considering changing jobs" (X = 2.25). "You've been considering working for a larger company" (X = 2.09) follows. The lowest mean score (X = 2.01) was for "You have been thinking about resigning from this firm."

The hypothesis test revealed that work satisfaction and employee intention to depart have a negative connection. Job satisfaction has negative correlations with intention to leave when it comes to "policy and administration," "supervision/managerial relationships," "salary/welfare/benefit," "working condition," "status," "security," and "coworker relationships," according to the findings.

In addition, the hypothesis investigates whether there is a link between organizational commitment and employee intention to depart. It also denoted a negative association between affective commitment, normative commitment, continuation commitment, and the intention of employees to depart. Furthermore, regression analysis supports the existence of a strong negative association between work satisfaction, organizational commitment, and employee intention to leave.

5.2 Recommendation

This study's findings revealed the links between job satisfaction, organizational commitment, and employee intent to leave. Furthermore, work satisfaction and organizational commitment were found to have a link with employee intention to leave. This research implied that the more satisfied people are with their jobs, the less likely they are to leave them. Similarly, the more dedicated employees are to their organizations, the less likely they are to abandon them. The author would like to make the following recommendations based on the findings:

5.3 Recommendation for Managements

1. Management should place a premium on employee work happiness since job satisfaction aids in the retention of valuable employees.

2. In order to avoid employee unhappiness, managers should be able to make employees feel safe in their workplace. Because employment uncertainty can lead to dissatisfaction, which can lead to employees wanting to leave their companies.

3. Management should focus on fostering positive relationships between supervisors and employees. This can be accomplished through activities such as leadership development, teamwork development, and so on. Both supervisors and employees participating in recreational activities will help to foster understanding and a positive relationship between the two sides.

4. The management should pay attention to the employees' work state. Because every employee desire advancement possibilities in their profession. Employees may become dissatisfied with their jobs as a result of an unprogressive work environment and may decide to leave the company. As a result, clear and equitable promotion criteria are equally applicable.

5. To keep up with the ever-changing environment, company policy and administration should be changed and developed. To assure the administration's efficiency. Employee unhappiness may result from the outmoded policy and awkward management, and employees may decide to leave the organization.

6. The salary of employees should be taken into consideration by management. Employees may become dissatisfied and discouraged as a result of a

lack of revenue. This could lead to employees wanting to leave the company. As a result, necessary pay adjustments should be made monthly to keep up with the ever-increasing cost of living.

7. Through activities such as teamwork training, recreation seminars, sports, and other activities, management can develop strong relationships among coworkers.

8. Management should prioritize cultivating employee commitment to the organization. Since the findings demonstrated that the more dedicated a person was to the company, the less likely they were to leave. The company's leader can start the process of cultivating organizational culture. Also set who should be in charge for creating an organizational culture that values employee participation.

9. Management should allow employees to speak their minds about the company's policies and administration.

10. Management should allow employees to share in the company's success and benefits.

5.4 Recommendation for Future Research

1. For future research could expand the study's population to larger size of example and also a larger scale of the company such as big scale company or a global company.

2. For future study could shift the independent variables away from job satisfaction and organizational commitment and toward other factors like fairness, employee participation, work stress, and so on.

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Appendix A: Questionnaire Survey

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

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

Screening Question

How long have you been working in the (Small to Medium)

- Less than 3 years (Stop answering question)
- 3 years or more (Continue answer the questions)

Part I: Personal Information

1. Gender

Female

Male

2. Age

20 and younger

21- 30

31- 40

41 and older

3. Education levels

- Bachelor's Degree Master's degree
- Doctoral Degree Others

4. Income (Baht)

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

Part II: Job Satisfaction

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

5 Represent Very Satisfied

4 Represent Satisfied

3 Represent Neutral

2 Represent Dissatisfied

1 Represent Very Dissatisfied

Questions	Levels of satisfaction				
	5	4	3	2	1
1. Policies and administration					
1.1 I am satisfied with the effective of the company's administration.					
1.2 I am satisfied with the fairness of the company's policy					

1.3 I am satisfied with the supportiveness of the company's policy.					
2. Supervision/Managerial relationships					
2.1 I am satisfied with the support you have received from my supervisor.					
2.2 I am satisfied with relationship between me and my supervisor.					
2.3 I am satisfied with the support you have received from the executives					
3. Salary/ Welfare/ Benefit					
3.1 I am satisfied with your salary provided by the company					
3.2 I am satisfied with the welfare provided by the company.					
3.3 I am satisfied with the benefit provided by the company.					
4. Working Condition					
4.1 I am satisfied with the space utility of my workplace					
4.2 I am satisfied with temperature in my workplace					
4.3 I am satisfied with the atmosphere in my workplace					
5. Status					
5.1 I am satisfied with the respect of other employee have toward your status.					
5.2 I am satisfied with my status in the company					
5.3 I am satisfied with the recognition of the company toward my status.					
6. Security					

6.1 I am satisfied with the security of your career.					
6.2 I am satisfied with the security of the company.					
6.3 I am satisfied with the security of my life.					
7. Co-worker Relationships					
8.1 I am satisfied with the light in my office.					
8.2 I am satisfied with the supportiveness of my coworkers					
8.3 I am satisfied with the coordination between me and my coworkers.					



Part III: Organization commitment

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

5 Represent Strongly Agree

4 Represent Agree

3 Represent Neither Agree Or Disagree

2 Represent Disagree

1 Represent Strongly Disagree

Questions	Levels of agreement				
	5	4	3	2	1
1. Affective commitment					
8.1 I stay in this company. Because I feel that you belong to this company.					
8.2 I stay in this company. Because I feel comfortable working there/here.					
8.3 I stay in this company. Because I love my company.					
2. Normative commitment					
9.1 I stay this company. Because my work is very important to the company.					
9.2 I stay in this company. Because it is difficult for the company to find someone to replace me.					
9.3 I stay in this company. Because I am a valuable employee of the company.					
3. Continuance commitment					
10.1 I stay in this company. Because I don't want to lose a good job.					
10.2 I stay in this company. Because I don't want to lose your major income.					
10.3 I stay in this company. Because I cannot find a better job.					

Part IV: Intention to leave

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

5 Represent Most Frequent

4 Represent Frequent

3 Represent Sometimes

2 Represent Rarely

1 Represent Never

Questions	Levels of frequency				
	5	4	3	2	1
1. Intention to leave					
11.1 I have been thinking about finding a better job.					
11.2 I have been thinking about working in a larger company.					
11.3 I have been thinking about resigning from this company.					