

WHY DO EMPLOYEES QUIT? EVIDENCE FROM THAILAND



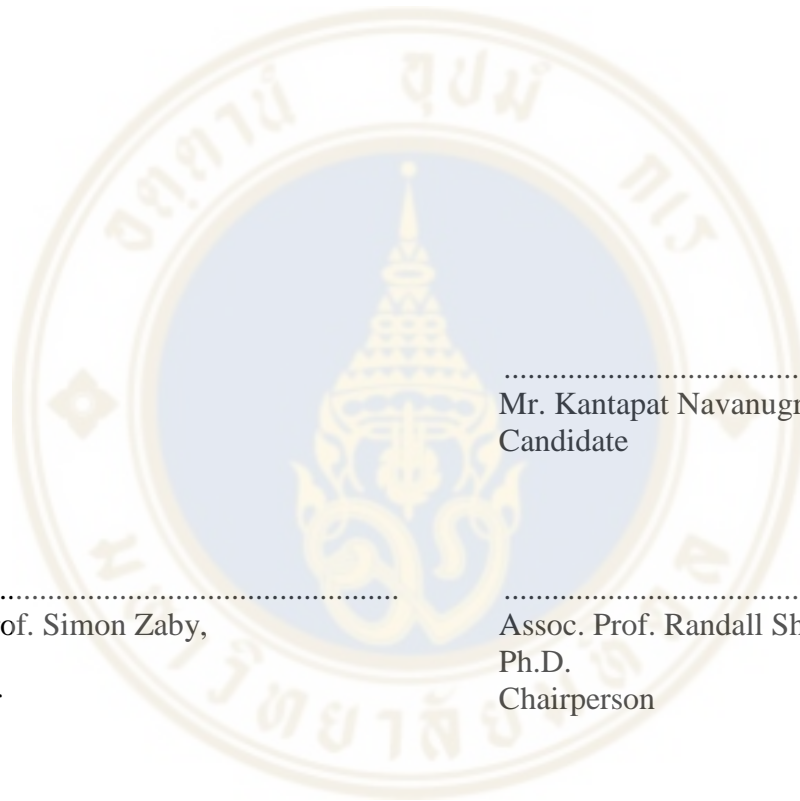
**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2022**

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Thematic paper
entitled
WHY DO EMPLOYEES QUIT? EVIDENCE FROM THAILAND

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
April 30, 2022



.....
Mr. Kantapat Navanugraha
Candidate

.....
Asst. Prof. Simon Zaby,
Ph.D.
Advisor

.....
Assoc. Prof. Randall Shannon,
Ph.D.
Chairperson

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

.....
Manjiri Kunte,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

This thematic paper can be completed by supporting from My Advisor who in guided me, Asst. Prof. Simon Zaby. My advisor provided many information for me to adjust the paper to be in the correct way. I would like to thank you for your kindness, your patience, your advice and other that keep me continue doing the thematic paper since the beginning until it is completed.

Moreover, I would like to thank you to all committees, 1. Assoc. Prof. Randall Shannon and 2. Dr. Manjiri Kunte who are also given a feedbacks and comments for the thematic paper that some parts should be adjust for the better outcome. I would like to thank you all for sparing your time for my research.

Lastly, I would like to thank to my family and my colleges including my friends who help me to introduce for the interviewees and the guideline for doing the thematic paper. Furthermore, thank you to all that keep pushing me to continue the work until the end.

I hope this study will be useful for the other colleges who is looking for the guideline for the same topic, the reason for employees to resign company. I hope this can support your work in the future.

Kantapat Navanugraha

WHY DO EMPLOYEES QUIT? EVIDENCE FROM THAILAND

KANTAPAT NAVANUGRAHA 6349805

M.M. (MARKETING MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. SIMON ZABY, Ph.D., ASSOC. PROF. RANDALL SHANNON, Ph.D., MANJIRI KUNTE, Ph.D.

ABSTRACT

At the present, the business organizations are facing many issues. One of the most broadly seen is the high turnover rate. It does not only happen to big-size companies but, also to medium-scale and small companies. High turnover rate is troublesome to not only the in the organization but it affects other departments especially for Human Resources Management that are requested to find new candidates which takes time and has hidden spending. Many research surveyed the factors that lower employee motivation or their intention to quit the company to know the insight of the reason of quitting the company. The purpose of this research is to understand insight among the employees who decided to resign from company. The method of this research is qualitative research in order to understand the internal feeling from the interviewees of 15 samples who are planning and already resigned from the company. Factor Influencing for employees to resign from company in Thailand of Employees who are planning to resign the company, result shows that Factor Influencing for employees to resign from company in Thailand, they can be sorted as follows Physiological need, Self Esteem, Self-Actualization, Flexible Work Options, Job Sharing, Time Management, Emotional Exhaustion, Personal life enhancement or safety and security, Compensation/Benefit, Performance appraisal, Safety need, Love and belonging, Hours of work, Team-work, Training and development and Recruitment and selection. Factor Influencing for employees to resign from company in Thailand of Employees who are already resigned the company. The interview result shows that Factor influencing for employees to resign from company in Thailand that can use the available material to improve the situation.

KEY WORDS: Employees/ Resignation/ Maslow's Hierarchy of Needs/ Work-life Balance/ Human resource Management

42 pages

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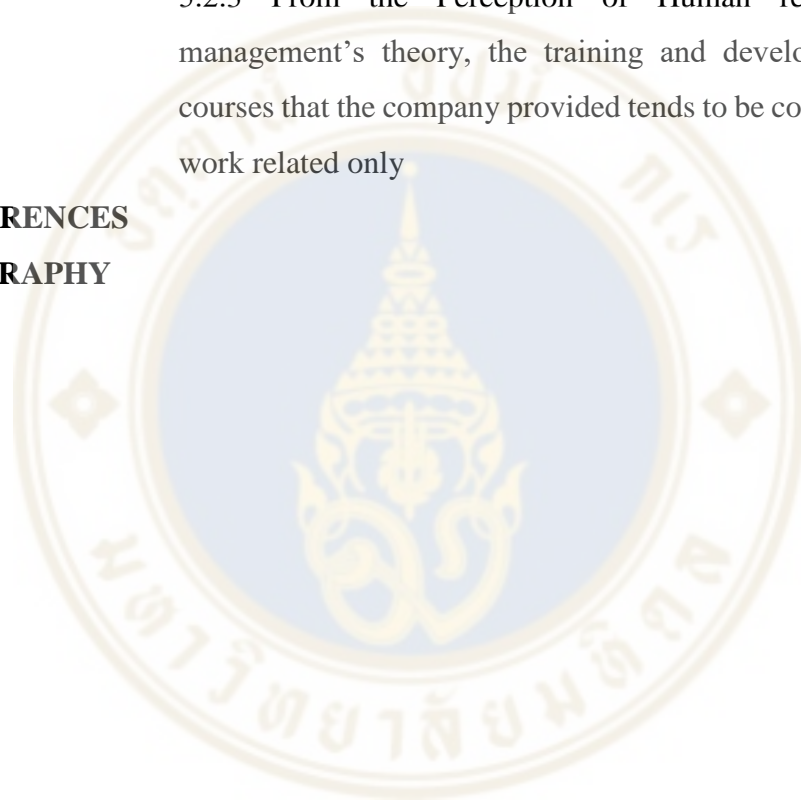
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CHAPTER I

INTRODUCTION

The introduction of the current research outlines the background of employment terminations in Thailand (1.1). Next is the author's motivation for choosing this topic (1.2) then, the study's objective and scope (1.3). Finally, the expected practical benefits (1.4) is explained.

1.1 Background

The currently seen issues in the companies that are high turnover rate which provide negative impact to the company. However, it does not only cause financial issues but also cause other hidden issues. During the time of finding new employees, it causes higher work load in the team that leads to lower productivity and also losing of the opportunity of the experience person from resigned employees. In Thailand, the turnover rate in year 2020 is about 10.8% which slight decrease from the past year 12.6%. In year 2021, after the pandemic period of COVID-19 is recovering, around 33% of companies in Thailand start to increase the number of employees in the companies after hiring freeze while about 6% agree to accept new job offer even with zero increase of salary.

1.2 Motivation to choose the topic

Curiously point that drive author for this research is long experience in the company. It is found that the high turnover is not facing only in the working department but it affects the whole company and also subsidiary companies and other branches in Thailand. The author wants to figure out true reasons that is hidden. Various reasons are provided but, mainly resigned employees used to say is "the better offer for salary and

benefit from new company”. The answer is still unclear which author want to know the hidden issues in order to improve the standard to lower the turnover.

1.3 Research objective and scope

This research is study in order to know the behavior of the resigned people, what is the factor that make them decide or plan to leave company. Moreover, this research wants to study the pain point what employees are currently facing and how to protect and reduce the amount of the issue of turnover.

1.4 Expected benefit

This research is expected to improve the level of the turnover rate to be better standard. Moreover, it is scope to assist the company to find out the employee’s insight to address both physical and mental issue. This research wants to develop the standard to support the current employees and new comers to not leave the company.

CHAPTER II

LITERATURE REVIEW

This chapter represents factors that already studied in the past. It helps guide the author's research. The first theory is Maslow's Hierarchy of Needs (2.1). Another theory is the concern of work life balance (2.2). Lastly, perception of Human Resource Management will be used (2.3). These 3 main concepts are the guideline for this research.

2.1 Theory of Maslow's Hierarchy of Needs

It is defined by Abraham Maslow who is the American psychologist. This theory defines human motivation as there are 5 levels of basic need for human behaviors, which are physiological needs, safety need, love and belonging need, self-esteem needs, and self-actualization (Masterclass, 2020).

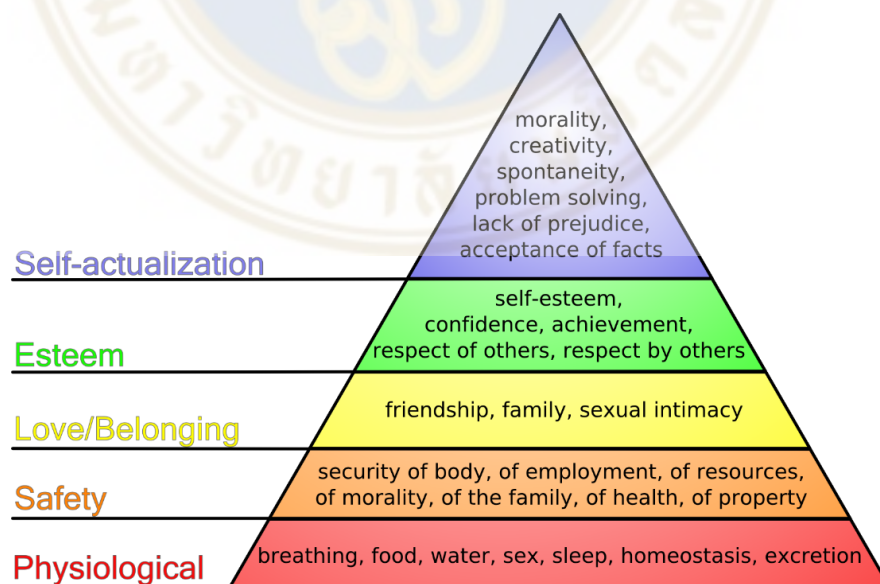


Figure 2.1 Theory of Maslow Hierarchy of Need

Maslow's theory presents needs of people in a pyramid shape, with basic needs at the bottom of the pyramid and more need in higher level, and most desire at the top. People can go to the higher-level needs when their current level of needs are fulfilled.

1. Physiological needs: The lowest level of need from Maslow's Hierarchy is the basic level for human need to survive in daily life such as food, water, rest and health. After fulfillment in this level, human will seek for next level to fulfill.

2. Safety needs: Second rank from the bottom, after achieved the previous level, human will seek for safety, which means the protection such as job security, good health, well-being, stable emotion and enough financial.

3. Love and belonging needs: The middle level of this pyramid is related to human's emotion. Human is social animal that live in the group. The examples to make achievement are being loved and being accepted from others. Furthermore, starting from this level it shifts from the outer factor of need change to the inner feeling.

4. Esteem needs: The second level from the top of pyramid, ego is the main factor to drive this need. To fulfill this level, people need self-acceptance and self-confidence. A good example is higher position inside the company. Not only good career, but also your daily life such as being a leader in group activity or using brand cloth or car leads some group of people to make them achieve this level.

5. Self-actualization need: This level of need is the top of pyramid. Thus, this need is defined as the personal fulfillment that it depends on individual need from each person. There is no scope for this level, it can be anything, such as education in master, doctoral or skills development are also included, for example, learning new language or improving proficiency. Moreover, it is not only an education, sometimes it can be traveling to new place, buying a premium car, yacht or making collection of something.

2.2 Concepts and theories concerning work-life balance

This accords with the research (Pichit, 2013) which claimed balance between life and work is the ability to manage of the individual, which can maintain a

balance in the allocation of roles, duties, and responsibilities that exist among various roles in a harmonious life between work, personal life, and family, which will help that individual to have a good quality of life and achieve life and work satisfaction due to the ability to efficiently manage various duties under different environmental conditions. From the aforementioned definitions of work-life balance, it can be perceived that balance between life and work is indeed important and necessary for workers in changing behaviors and mindsets, as well as for organizations in the present in adjusting employee management approaches in order to meet personnel's satisfaction, thus allowing them to fully manage their various roles and responsibilities. Through promoting work-life balance, organizations are able to keep their employees and also reduce the rate of employee turnover, in addition to decreasing the costs as well. (Chamnian, 2009)

More than that, the balance between life and work is a matter of conflict between work and family, as the amount of work life conflict caused must be as little as possible or none at all, since naturally, even when people have work-life balance, most will not notice it. However, if there is an imbalance or conflict between life and work, it can be more easily perceived, such as when feeling tired from work, unhappy at work, or having family problems caused by work, they will believe that there are conflicts between works with family life. Work-life balance is consequently defined by the work life conflict aspect (Jefferey & Nancy, 2000). Work-life balance consists of job satisfaction and life satisfaction. Job satisfaction means behavior and good feelings towards work and expression of the said good feelings towards assigned work, creating attachment with the organization and supervisors, positively affecting work, and resulting in continuous work creation (Varela & García, 2006). In addition, Vroom (1924) stated that the six satisfactions and work attitudes can be used interchangeably because both mean the result of a person's involvement in that matter. A positive attitude will show satisfaction while a negative attitude will show dissatisfaction, which is consistent with the study of Kedsarin (2015) which found that pride aspect of the quality of life in working at an organization with social value, fair salary and compensation, balance between work life and personal life, and good relationship management in cooperation all influence organizational commitment. Life satisfaction means that an individual without physical and mental limitations can conduct various lifestyle

activities, has a long life, and capable of seeking various things they need such as employment, income, education, physical environment, etc. through comparing with people in similar age group or people with normal health (Piyawat, 2016).

Therefore, it can be concluded that work-life balance is an effective management of operations during work and other activities that are important and apart from work. In particular, determining the time for living for work, family, society, and oneself to have an appropriate proportion, this is to maintain balance between work and the personal life that an individual wants about their time spending and lifestyle.

There are many educational reports on benefits from having a balanced work life, but evaluating the benefits of a work life balance program for employees and organizations is still quite difficult, due to the various differences of policies and programs used by each organization. However, a report from a survey of 107 companies in the United States with work life balance programs in 1995 found that 60 percent of companies thought that work life programs had been good for the company, for example, making employees feel that the company was a good workplace and had a good human resource management system, made the employees loyal to the company, and there was higher job satisfaction. Additionally, 40 percent of the companies believed that this program would help increase the organization's productivity (Kate et al, 1997). Studying the benefits of work-life balance, it has been found to be beneficial to both employees and organizations in many ways, including:

1. Increase job satisfaction. There are many reports of the relation between work-life balance and employee work, most of which found that work-life balance leads to higher job satisfaction. (Alan et al, 2001).

2. Increase employee well-being. According to a research by Ronald Burke in a group of 283 male executives, it was found that managers with work-life balance are happier in their work lives than those without a work-life balance, including more joy in work, more career satisfaction, more life satisfaction, less working hours, less job stress, less intention to quit, and better emotion and physical wellbeing (Eileen et al, 2000). For female employees, most reports have also found a positive relation between having a balanced work life and joy in work, as work-life balance programs are often held for female employees (Anne et al, 1999; Herta, 2005).

3. Improve productivity. There is a clear study report that there is a positive relationship between a company with a balanced work life and company productivity, revealing that companies with balanced work life have higher sales growth, asset growth, return on assets, and profits than companies lacking a work life balance (Thomas & Edward 2004). Firstly, work life balance program is an activity that modifies work and employee engagement, improving communication and coordination between employees, resulting in great integration of departments and an overall increase in productivity. Secondly, several activities of work life balance are activities that create incentives for employees, such as flexible work hours, employee-friendly benefits, family care programs, or personal convenience services, etc. These programs will meet the needs of employees, resulting in satisfaction and work motivation, increasing productivity. Finally, the work-life balance program allows employees to become more involved in their work and make decisions, allowing them to be more skillful in their work and thus become more productive. Increase in productivity is higher. In conclusion, a good work life balance will result in higher productivity due to improved communication and coordination, higher employee motivation, and improved work ability of employees.

4. Support human resource management processes. There is evidence from numerous studies which support that organizations with work life balance policies will help support human resource management processes to be more efficient, such as an effective recruitment process that can maintain employees, lower absenteeism rate, good work culture for personnel, work motivation, commitment and loyalty to the organization, equality in work, and good relations between the organization with its employees (Paula & Lisa, 2005; Sarah & Sue, 2003; Stephen et al., 2003).

In order for an organization to be successful in determining work-life balance policies and implementing them, the organization must have a management strategy to promote good work-life balance with the following key principles (Sue, 2004; Eileen & Eamonn, 2005; Pala et al, 2005):

1. Support from important leaders. The first of the strategies for promoting work life balance is that organization leaders or executives must accept and seriously want to support personnel to have work life balance by establishing it as an organization

policy and demonstrate the organization's commitment to promoting this policy to succeed.

2. Review policies and guidelines. The organization must eliminate the gap between policy and practice that makes applying them impractical by changing organizational work life culture appropriately for all employees to be treated fairly.

3. Use information technology appropriately. The organization should use information technology systems to help in the work life balance system, such as the introduction of flexi place/teleworking by communicating via mobile phones or electronic mail, allowing employees to work in various locations easily with no need to be at the workplace all the time.

4. Training program to support work life balance. The organization should have a training program that promotes and assists staff in managing a balanced life and work. Training programs that should be included, such as good work-life balance management, time management, stress management, conference management principles, working happily principles, parenting skills, and elderly care skills, etc.

5. Organizational culture of work life balance. Organizational culture is important for a successful work life balance. Without an organizational culture that promotes work life balance, the requirements specified in the work life balance program are not able to make employees have a better work life balance. For example, a work culture that focuses on having employees stay at the workplace for a long time to be considered a good employee will lead to employees fixating on lengthily giving time to work, causing conflicts in family life. Therefore, it is an organizational culture that undermines the work life balance of employees.

6. Changing work time system. "Time" is an important variable that must be shared between family life and work. The imbalance of the burden of life and the burden of work causes conflicts in working life, so the organization plays a role in changing work time system so employees have appropriate working hours, such as reducing time and number of meetings as needed, scheduling meetings only during work hours, allowing employees to work at home by looking at works as a principle, flexible work scheduling (Flexitime), etc. (Anja-Kristin & Laura, 2011; Alexandra & Lesley, 2009; Una (2005); Iain & Brigid, 2013; Chandra, 2012).

7. The involvement of all parties. Work life balance cannot be achieved by only one party's action. The success of creating work life balance must be achieved by the cooperation of all concerned parties: employers, employees, trade unions, and all other stakeholders. Failure of work life balance, that is, failure of work-life balance policies and practices, can happen due to multiple causes. A study in England found that failure to implement work life balance is caused by seven main problems, namely (Jeff & Juliette, 2004). 1) unevenness in implementing policies in every department, 2) organizational policies are unauthorizedly written, 3) employees have little or no opportunity to express opinions, 4) policies arises from the needs of the organization rather than the needs of the employees, 5) no actual application of seriously reducing working hours, 6) encroachment of work into personal life, and 7) female employees are continuously responsible for activities of their family even after work.

Work-life balance is an important variable that supports employees in the organization to have a good quality of working life, which is the expectation and need of personnel in their efforts to create more balance between work and personal life. Every human in their working age is responsible for many roles at the same time, such as working to take care of family members, needing to take care of one's own life to be happy, developing their knowledge and ability, which the organization should not overlook and ought to pay attention to these things, since these are the variables that can affect the capability of employees. Roger and Rebecca (2013) said that there are five important components of an average person's life, as follows: 1) Work, refers to work or career which drives creativity (Grzywacz & Marks, 2000; Gary & Jeffery, 2006); 2) family, creating personal happiness, leading to success that helps to encourage happiness in living within society (Helen et al, 2005; Sarah & Joe, 2005); 3) time, important in relation to every decision in life therefore everyone have to strike a balance between it with other aspects of life (Anne & Robery, 2016; Jeffery, 2005; Jeffery et al., 2004; Alma et al, 2013;) 4) finance, the one tool that allow people to live now and in the future, and it is also involved in working for family and the aspect of (Flora et al., 2010; Jeffery, 2005); and 5) intelligence, since our lives don't stop, what we should do is develop the intellect and create the balance of life to fulfill life in all aspects of life satisfy all parties. (Fisher, 2001; Cynnthia et al., 1999).

There is currently quite clear evidence that employees who have balance between life and work will benefit both the employees and their organizations, making many organizations aware of the importance of encouraging employees to have a good balance between life and work. Therefore, for the employees to have balance between life and work, there must be the following elements, including:

1. Organization, means the executives who perform duties in determining work-life balance policies or family-friendly policies. The one who has an important role in determining the balance between life and work as an organizational policy is the human resource manager, who will persuade executives to realize the importance of a balanced policy between life and work, and communicate with the management to understand the benefits received from this policy, as well as supporting various aspects to be able to act concretely according to the established policies (Anne & Robery, 2016).

2. Employees. When the organization has a policy of balance between life and work, employees must play a role in applying such policies leading to balance, consisting of three areas: time balance, the time given to work and family (Fisher, 2001; Alma et al., 2013) involvement balance, the level of participation with work and family; and satisfaction balance, the level of satisfaction in work and family (Greenhaus, et al, 2003; Jeffery, 2005; Thompson et al., 1999).

3. Resources used in work and n family life, such as working hours, freedom of work, support from leaders and colleagues, pride in work, allowance of time to take care of people within the family, and support from family and relatives (Jeffery, 2005; Jeffery et al., 2001; Alma et al., 2013; Thompson et al., 1999).

2.3 Concepts and theories concerning the Perception of Human Resource Management

Perception of Human Resource Management Practices is the process by which people receive, define, and interpret information received from stimuli or the environment. Each person's perceptions vary according to the variables that cause them. (Schermerhorn et al., 2005). Many scholars reviewed framework to explain linkage between Human Resource Management practices and the improvement of company. Human Resource Management practices also improves not only employee's skill but

also in management level. Furthermore, not only the skills that can be improved but limited, motivation can also of employees also can be improved. Moreover, it is certificated for many samples in the past have the improvement for outcome after apply HRM practices and systems. (John T. D. and Mark A. H., 2017). Additionally, Stephen (1999) studied that to apply HRM theory has to concern for each fits 1. Theory need to fit with Human Resource Practices, 2. Theory need to fit with Human resource system, and 3. Theory need to fit with the organization. Stephen (1999) also showing that Human resource management is also the key driver to integrate company productivity and effective. It is also concern in the as put in the core competencies for develop human capital to make sustain advantage in company. Personnel perception is remarkably important because if the perception of personnel is consistent with the organizational expectations, personnel will show behavior that is appropriate with what the organization wants, causing effective operations within the organization. (Randall and James (1990) said that human resource management is a set of processes or activities in which the human resources department and branch managers are involved to solve human resource problems related to organizational issues. Patrick and Gary (1992), likewise, claimed that strategic human resource management means the format or planning of human resource usage and related activities to achieve organizational goals (Raymond and John, 2014) tell that human resource management is a form of activity and human resource benefits planning in advance in order to enable the organization to achieve its goals. Human resource management is the use of human resources to benefit the organization the most by using employment relations arrangements with related processes, starting from human resource planning, recruiting, appointment, training and development for personnel to be prepared for work, have an appropriate quality of life, including the guarantee of personnel who have to cease working with the organization to live happily in society (Robery et al., 1996; Ivancevich, 1992). Dennis, Michel and Meredith (2002) defined strategic human resource management is the adjustable analyze for developing ideal ideas that can be implemented to practical work or not. In additional, Dennis, Michel and Meredith (2002) also claimed human resource management will improved company's capacity and practical. By implementing human resource management would provide solid ultimate achievement for company. Wayne

and Mondy (2004) summarized the roles of human resource managers as having a mission and activity consisting of 6 related activities, with important duties as follows:

1. Human Resource Planning, Recruitment, and Selection, to find qualified personnel for the job which is a necessity of the organization to utilize the personnel to achieve the specified goals or objectives. Therefore, it requires systematic recruitment and selection planning in order to have sufficient human resources to meet the needs.

2. Human Resource Development (HRD), consists of education, development, training, and learning. These activities help human resources increase working efficiency, starting from employing personnel and continuously operating, including career planning and performance evaluation.

3. Compensation and Benefit, a compensation system to help personnel receive equal compensation, which may be in monetary form or other forms. Supporting benefits are what the organization gives in addition to compensation, such as vacations, sick leave, or holidays and other benefits, etc.

4. Health and Safety, as the organization should consider the matter of health and safety of its employees to be of utmost important. If the employees work with thorough hygiene and in a safe environment, the organization's productivity and quality will improve.

5. Employee and Labor Relation, for it is the duty of the human resource management department to build good relationships between employers and employees, including the role of unions and negotiations, in order to create a useful approach for both parties.

6. Human Resource Research, which is regarded as a top priority to help the organization have methods to prevent and solve problems that occur to human resources in the organization.

Somsak (2014) studied the human resource management at a total of 12 main variables, namely:

1. Design and analysis of work, means data collection and organization, including details about work, skills, duties, and knowledge needed for the operation of the employees in the organization, with regard to objectives, particularly the objectives of the organization establishment in business conduction, to devise work that corresponds and matches with the mission.

2. Planning, means planning to determine the current organization workforce to suit the amount of work done in order to be in line with the expansion and downsizing of the organization, by planning to increase or decrease the number of employees according to the organization plan.

3. Recruitment, means the process of allowing people to apply for work in the organization through using various methods to acquire people to work in the desired positions, both from internal and external parties, for the organization to select further.

4. Selection, means the step of deciding to choose by considering the relation of the individual to the job that is most suitable, which can be considered in many ways: interviews, physical examinations, handwriting viewings, or even simultaneously using multiple methods.

5. Training, means the formal process for educating new and former employees in order to increase the skills needed to work, which can both from internal and external parties and also self-training. This results in two aspects: employees will have more knowledge and the organization will be more effective.

6. Development, means the organization's commitment to develop the behavior and attitude of personnel, so the personnel in the organization have knowledge and abilities, gain work skills, resulting in successful work. Approaches from within the organization are, for example, coaching, mentor system, job rotation, and probation. From outside the organization, methods include providing scholarships and work excursions, or alternatively, self-development by taking leave to study, studying by post, or on holiday.

7. Compensation and salary management, means the organization rewards employees in exchange for work in the form of wages or salaries, benefits, bonuses, and other non-monetary benefits such as employee acclamation, promotion, organizational support, work environment, and flexible working hours to meet individual needs

8. Performance appraisal, means management that involves evaluating subordinates or the participant appraised by supervisors or assessors, based on experiences and regularly-made decisions in accordance with the organization's schedule to help the appraisal participants understand the roles, objectives, expectations, and achievement according to the operational goals, by using comparative assessment, behavioral assessment, or assessment based on objective administration.

9. Maintenance, means activities to take care of personnel to stay with the organization in a timely and useful manner, such as career planning to retain employees, providing appropriate motivation, and giving employees a sense of being a contributor to the organization's success.

10. Competency base, means the ability of an organization to achieve its objectives, drive the organization forward with knowledge, skills, and characteristics or values, that is, organizational culture that will create benefits in the operation.

11. Quality of life, means the good well-being in work. There is satisfaction and commitment as a result of caring for employees all in aspects: work, in progress and stability; economic, in wages and welfare; individual, in physical health care and mental health of employees and their families; and social, focusing on relationship establishment and commitment to the organization.

12. Merit system, means management of human resources by adhering to the principles of morality in four main principles, including equality in opportunities, competence-based selection, career stability, and objectivity.

CHAPTER III

RESEARCH METHODOLOGY

This research evaluates the opinions of the employees who are planning to resign and those who already resigned by using interview method. The interviews was conducted with 7 interviewees who already submitted the resignation letter and 8 interviewees who already resigned respectively. The first group that people who is planning to resign will separate to be 2 groups based on the positions and the time that they spent in the company. The second group is the people who already resigned with the same category. The list of interviewees will be shown as Table 3.1

Table 3.1 List of the interviewees

Sample	Group	Position	Gender	Experienced
1	Employees who are planning to resign the company	Officer	Male	1 Year
2		Officer	Male	2 Year
3		Officer	Female	1 Year
4		Senior	Male	3 Year
5		Senior	Male	5 Year
6		Senior	Female	3 Year
7		Manager	Male	8 Year
8	Employees who are already resigned the company	Officer	Male	1 Year
9		Officer	Male	1 Year
10		Officer	Male	2 Year
11		Officer	Female	3 Year
12		Senior	Female	4 Year
13		Senior	Male	6 Year
14		Manager	Male	5 Year
15		Manager	Female	7 Year

This research used the individual interview that means only the interviewer and the interviewees to ask for the expression of the insight of the interviews in order to know the details why they are planning or resigned the company. Moreover, interview questions will use the same questions that the questions are related to the theory of Maslow's Hierarchy of Needs based on the 5 levels which factors are the most effective for the employees that make them planning to resign or already resigned the company. In additional, there are Work-life balance's theory and Perception of Human Resource Management's theory questions list is shown as below;

Table 3.2 List of the interviewing questions

Question	Interview question	To the theory
1	Do you think your salary is match with your job duty?	Maslow's Hierarchy of Needs (Physiological need)
2	Do you think that your income is enough for your household?	
3	Do you think that your job is secure for your working life?	Maslow's Hierarchy of Needs (Safety need)
4	Do you think that welfare is enough for you?	
5	Do you agree with your work that "is it a good workplace"?	Maslow's Hierarchy of Needs (Love and belonging)
6	Are you satisfied with your job during past 18 months?	
7	How do you think about your organization structure, is it effect to your position?	Maslow's Hierarchy of Needs (Self Esteem)
8	Do you still have any challenge on your position?	Maslow's Hierarchy of Needs (Self-Actualization)

Table 3.2 List of the interviewing questions (cont.)

Question	Interview question	To the theory
9	Do you feel flexible working in the organization?	work-life balance (Flexible Work Options)
10	Do you think a number of working hours that are appropriate for your workload?	work-life balance (Hours of work)
11	Do you feel supported by the work sharing factor or received assistance in performing tasks?	work-life balance (Job Sharing)
12	Does your organization allocate time to work for employees appropriately?	work-life balance (Time Management)
13	Does your organization have encouragement, compliments, and flexibility in different situations?	work-life balance (Emotional Exhaustion)
14	Do your organization pays attention to working in a team system including the development of teamwork skills seriously in order to create the most benefit to the organization in the end?	work-life balance (Teamwork)
15	Remuneration organizations must take into account the security of life. This includes health and safety or risks in the work of employees as well?	work-life balance (Personal life enhancement or safety and security)
16	Dose the organization encourage employees to attend training and develop in appropriate courses both inside and outside the organization?	The Perception of Human Resource Management (Training and development)

Table 3.2 List of the interviewing questions (cont.)

Question	Interview question	To the theory
17	Dose the organization has set compensation and benefits that are appropriate and in line with the current situation?	The Perception of Human Resource Management (Compensation/Benefit)
18	Dose the organization has standard criteria for the selection of personnel with Qualifications meet the specified location. ?	The Perception of Human Resource Management (Recruitment and selection)
19	Dose the process of evaluating performance with suitable for the position and line of work fair, fair, transparent and verifiable?	the Perception of Human Resource Management (Performance appraisal)

CHAPTER IV

RESEARCH FINDINGS

In this chapter, the result of from the interview will be explained separately in each factor. The first was the response related to the Maslow's Hierarchy of Needs (4.1), followed by Work-life balance's theory (4.2) and the Perception of Human Resource Management's theory (4.3). The overall results were then summarized in (4.4). Lastly, the results of applying each theory to people who plan to resign and already resigned the company are shown respectively (4.5), (4.6), and (4.7)

4.1 Maslow's Hierarchy of Needs

4.1.1 Employees who are planning to resign the company

The interview results show that the Maslow's Hierarchy of Needs affect the decision for resignation. The most significant effect is from the salary which is perceived to not match the work. The good salary offer with less workload is seen as "This is good workplace". The other reasons were the wages are not enough for household expense, and the job not being secured enough. Lastly, the lowest portion of the factors that lead employees to decide to quit are low welfare benefits, challenging work and job satisfaction during the past 18 months. (Table 4.1)

Table 4.1 Maslow's Hierarchy of Needs

Maslow Hierarchy of Need	Interviewee Code							Total
	1	2	3	4	5	6	7	
Do you think your salary is match with your job duty?	✓	✓	✓	✓	✓	✓	✓	7
Do you think that your income is enough for your household?		✓		✓		✓	✓	4
Do you think that your job is secure for your working life?	✓			✓	✓		✓	4
Do you think that welfare is enough for you?		✓				✓	✓	3
Do you agree with your work that "is it a good workplace"?	✓	✓	✓	✓	✓	✓	✓	7
Are you satisfied with your job during past 18 months?				✓	✓			2
Are you satisfied with your position/title in the organization?	✓		✓			✓		3
Do you still have any challenge on your position?		✓		✓			✓	3

4.1.2 Employees who already resigned the company

After interview another target group, the result shows a gap comparing to people who plan to resign. The same reason as income comparing to employee's task and income is not enough is the first factor that employees had concerned. Secondly, a group of employees felt that the previous job is not secured. Lastly, there were a few portion of employees who felt that the welfare from company is not enough and also the employees cannot be motivated by the challenge in the position that they stayed. (Table 4.2)

Table 4.2 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs	Interviewee Code								Total
	8	9	10	11	12	13	14	15	
Do you think your salary is match with your job duty?	✓			✓			✓	✓	4
Do you think that your income is enough for your household?		✓		✓			✓	✓	4
Do you think that your job is secure for your working life?	✓				✓		✓		3
Do you think that welfare is enough for you?		✓				✓			2
Do you agree with your work that "is it a good workplace"?	✓			✓			✓		3
Are you satisfied with your job during past 18 months?					✓			✓	2
Are you satisfied with your position/title in the organization?	✓					✓		✓	3
Do you still have any challenge on your position?		✓		✓					2

4.2 Work-life balance

4.2.1 Employees who are planning to resign the company

From the interview result shows that Work-life balance also affect to the employees decision to quite company. The highest score showing that employees resign because employees feel they work too hard without adequate support or assist from the

organization. It caused employees to quit due to high work load or difficulty of the work. Next portion is from the remuneration from company that did not meet employee's need and also the number of working hours, given the workload. The smallest portion that affect to the resignation plan is company focus on develop the team system to make to better performance. (Table 4.3)

Table 4.3 Work-life balance

work-life balance	Interviewee Code							Total
	1	2	3	4	5	6	7	
Do you feel flexible working in the organization?	✓			✓			✓	3
Do you think a number of working hours that are appropriate for your workload?		✓		✓		✓	✓	4
Do you feel supported by the work sharing factor or received assistance in performing tasks?	✓	✓		✓	✓		✓	5
Does your organization allocate time to work for employees appropriately?		✓				✓	✓	3
Does your organization have encouragement, compliments, and flexibility in different situations?		✓		✓			✓	3
Do your organization pays attention to working in a team system including the development of teamwork skills seriously in order to create the most benefit to the organization in the end?	✓			✓				2
Remuneration organizations must take into account the security of life. This includes health and safety or risks in the work of employees as well?	✓				✓	✓	✓	4

4.2.2 Employees who already resigned the company

From another target group interviewing, it was clear to see that employees did not feel that the working hours were appropriate for the workload. Secondly, the factors that are also affect employees decision are company's lack of recognition and encouragement. However, there is also small portion from some employees who felt that the organization did not provide the flexibility to employees. (Table 4.4)

Table 4.4 Work-life balance

work-life balance	Interviewee Code								Total
	8	9	10	11	12	13	14	15	
Do you feel flexible working in the organization?	✓			✓			✓		3
Do you think a number of working hours that are appropriate for your workload?		✓		✓		✓	✓	✓	5
Do you feel supported by the work sharing factor or received assistance in performing tasks?	✓			✓	✓		✓		4
Does your organization allocate time to work for employees appropriately?		✓				✓	✓		3

Table 4.4 work-life balance (cont.)

work-life balance	Interviewee Code								Total
	8	9	10	11	12	13	14	15	
Does your organization have encouragement, compliments, and flexibility in different situations?	✓					✓	✓	✓	4
Do your organization pays attention to working in a team system including the development of teamwork skills seriously in order to create the most benefit to the organization in the end?		✓			✓			✓	3
Remuneration organizations must take into account the security of life. This includes health and safety or risks in the work of employees as well?		✓		✓			✓	✓	4

4.3 The Perception of Human Resource Management

4.3.1 Employees who are planning to resign the company

The interview result shows that The Perception of Human Resource Management is related to the decision of employees. The biggest portion is the

compensation offered by the company. Then, the small amount for the decision was the company's development program for employees and company's performance evaluation method. (Table 4.5)

Table 4.5 The Perception of Human Resource Management

The Perception of Human Resource Management	Interviewee Code							Total
	1	2	3	4	5	6	7	
Dose the organization encourages employees to attend training and develop in appropriate courses both inside and outside the organization?	✓						✓	2
Dose the organization has set compensation and benefits that are appropriate and in line with the current situation?		✓		✓		✓	✓	4
Dose the organization has standard criteria for the selection of personnel with Qualifications meet the specified location. ?	✓				✓		✓	3
Dose the process of evaluating performance with suitable for the position and line of work fair, fair, transparent and verifiable?						✓	✓	2

4.3.2 Employees who already resigned the company

For the employees who already resigned samples, it was seen that for the Human resource perception's theory also effect to the employees. The main reason is the development process for employees that was not good enough. Many of employees felt overlooked for the training. It is one of the benefit from the company which it can be related to the job or extra knowledge. While, the evaluation method had the smallest effect to employees. (Table 4.6)

Table 4.6 The Perception of Human Resource Management

The Perception of Human Resource Management	Interviewee Code								Total
	8	9	10	11	12	13	14	15	
Dose the organization encourages employees to attend training and develop in appropriate courses both inside and outside the organization?	✓							✓	4
Dose the organization has set compensation and benefits that are appropriate and in line with the current situation?		✓				✓	✓		3
Dose the organization has standard criteria for the selection of personnel with Qualifications meet the specified location. ?				✓			✓	✓	3
Dose the process of evaluating performance with suitable for the position and line of work fair, fair, transparent, and verifiable?		✓					✓		2

4.4 Overall factors Influencing employees to resign from company in Thailand

4.4.1 Employees who are planning to resign the company

Once the overall results were ranked for the employees who are planning to resign the company, the top factors affect the decision are from the Maslow's Hierarchy of Needs in Physiological need and Love and belonging need. Next is the job sharing from Work-life balance's theory, followed by Maslow's safety need and self-esteem. The lowest effect to the decision is the development of the team work and the development for the training course in the company. (Table 4.7)

Table 4.7 Factor influencing for employees to resign from company in Thailand

Factor influencing for employees to resign from company in Thailand	Interviewee Code							Total
	1	2	3	4	5	6	7	
Physiological need	✓	✓	✓	✓	✓	✓	✓	7
Love and belonging	✓	✓	✓	✓	✓	✓	✓	7
Job Sharing	✓	✓		✓	✓		✓	5
Safety need	✓			✓	✓		✓	4
Hours of work		✓		✓		✓	✓	4
Personal life enhancement or safety and security	✓				✓	✓	✓	4
Compensation/Benefit		✓		✓		✓	✓	4
Self Esteem	✓		✓			✓		3
Self-Actualization		✓		✓			✓	3
Flexible Work Options	✓			✓			✓	3
Time Management		✓				✓	✓	3
Emotional Exhaustion		✓		✓			✓	3
Recruitment and selection	✓				✓		✓	3
Team-work	✓			✓				2
Training and development	✓						✓	2
Performance appraisal						✓	✓	2

4.4.2 Employees who already resigned the company

For the result of interviewing for second group, the main factors provided by resigned employees are the working hour from Work-life balance's theory. Following by other factors such as physiological need from Maslow's theory and job sharing from Work-life balance's theory. In addition, the job sharing and emotional exhaustion are both effects to the plan to quit. However, the different point is the lowest score of self-actualization which almost have no effect in the decision to leave. On the other hand, the similar finding is the performance evaluation method that there is no effect for both sample groups. (Table 4.8)

Table 4.8 Factor Influencing for Employees who are already resigned the company

Factor Influencing for employees to resign from company in Thailand	Interviewee Code								Total
	8	9	10	11	12	13	14	15	
Hours of work		✓		✓		✓	✓	✓	5
Physiological need	✓			✓			✓	✓	4
Job Sharing	✓			✓	✓		✓		4
Emotional Exhaustion	✓					✓	✓	✓	4
Personal life enhancement or safety and security		✓		✓			✓	✓	4
Training and development	✓							✓	4
Safety need	✓				✓		✓		3
Love and belonging	✓			✓			✓		3
Self Esteem	✓					✓		✓	3
Flexible Work Options	✓			✓			✓		3
Time Management		✓				✓	✓		3
Team-work		✓			✓			✓	3
Compensation/Benefit		✓				✓	✓		3
Recruitment and selection				✓			✓	✓	3
Performance appraisal		✓					✓		2
Self-Actualization		✓		✓					2

4.5 Maslow Hierarchy of Need vs resign from company

As applying Maslow's Hierarchy of Needs in your professional life, you may find areas that could improve. An employer can provide ways to fulfill many of these needs, but you also need to be aware of how your needs impact your overall success in certain roles. For example, if you struggle with rejection, a career in sales could make it more challenging to meet your needs. To reach the top level of this motivational theory in the workplace, you must be self-actualized, which means you understand your skills, abilities and what you're capable of handling. A healthy and engaged workforce is filled with individuals who have reached the top level of Maslow's Hierarchy of Needs. Employers with low engagement rates often have higher turnover rates, as well as issues with low morale and unhappy employees. By investing in the overall happiness of its employees, a business can increase satisfaction while boosting engagement and motivation, which ultimately impacts productivity. It is important to assess whether you feel your needs are being met in your current position. Your needs are important and valuable, so keep them high on your list of priorities. You can also look for ways to make changes in your professional life and create a positive, engaging working atmosphere.

4.6 Work Life Balance vs resign from company

For many people, achieving perfect harmony and a rewarding balance between your work and personal life is far from easy. Splitting your time and energy between the two can be a daily challenge, made even more difficult when battling obstacles such as a long commute, family commitments, or working different hours to your partner.

Work life balance is a hot topic in the UK right now, with research showing that up to 98% of Brits consider work life balance as important, but over one third admit they don't experience it. In fact, over half of employees said they have resigned from a job that failed to offer work life balance.

As an employer, handling the issue of work life balance can be difficult, because it is different for every employee – a busy working parent's idea of work life balance might look very different from that of a recent graduate settling into a new city

and taking the first steps in their career. Goals for work life balance tend to differ between single and married workers, and between those new in their careers and those looking ahead to retirement.

4.7 The Perception of Human Resource Management vs resign from company

Human resource management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. The department members provide the knowledge, necessary tools, training, administrative services, coaching, legal and management advice, and talent management oversight that the rest of the organization needs for successful operation. Therefore, in the variable of human resource management practice, which is an organizational variable, the researcher will study from the perspective of the personnel perception, using the name 'recognition of human resource management practices.' Human resource management is the usage of personnel which is considered to be the most valuable asset of an organization in order to achieve its objectives.

CHAPTER V

CONCLUSION

This chapter represent the conclusion of data collected from the interviewing to find hidden reason for employees to resign the company in Thailand. This chapter is separate to be 2 sections which are the summary of the research (5.1) and recommendations (5.2) for companies.

5.1 Summary of the research

5.1.1 Maslow's Hierarchy of Needs

From the Maslow's Hierarchy of Needs, both groups are saying the same that they are still at the lowest level "Physiological need" with the mostly information informed the salary is low compared to the working task. However, it seems the gap of different opinion is Love and belonging need because for the employees who are planning to resign said that it affect to the decision to resign. While, employees who already resigned said that only the first level is effect to the decision.

5.1.2 Work-life balance

From the Work-life balance's theory, the main reason for group 1's sample is they feel unsupported from the related organization that make them have to do more task to complete the process. However, group 2's sample shows that the working hour per day did not match to the task. In order to complete every work that is expected in one day, it cannot be completed within working hours. So everyone has to do overtime works that lead to high stress.

5.1.3 The perception of Human Resource Management

For the last theory, “Perception of Human Resource Management” is also affect to the people’s thinking. The most effect for group 1 is looking for a benefit and a compensation that company will provide to them. However, for the group 2 is different that they are looking for the training that company can provide. Lastly, for the performance evaluation method is similar in both groups that it does not affect any decision for resigning. (Table 5.1)

Table 5.1 Comparing factors influencing for Employees resigned the company

Factor Influencing for employees to resign from company in Thailand	Employees who are planning to resign the company (%)	Employees who are already resigned the company (%)
Physiological need	78.57	50.00
Safety need	50.00	31.25
Love and belonging	64.29	31.25
Self Esteem	42.86	37.50
Self-Actualization	42.86	25.00
Flexible Work Options	42.86	37.50
Hours of work	57.14	62.50
Job Sharing	71.43	50.00
Time Management	42.86	37.50
Emotional Exhaustion	42.86	50.00
Team-work	28.57	37.50
Personal life enhancement or safety and security	57.14	50.00
Training and development	28.57	50.00
Compensation/Benefit	57.14	37.50
Recruitment and selection	42.86	37.50
Performance appraisal	28.57	25.00

5.1.4 Maslow Hierarchy of Need/Work Life Balance/ The Perception of Human Resource Management vs resign from company

From the Maslow's Hierarchy of Needs application, both groups did not fulfill the physiological level but the different point is the gap in love and belonging level that people still in the company are concerned on being in the company society but after they left the company, there is no effect on the decision. Next is the comparison in Work-life balance, the most concern for this section the job sharing for group 1. They feel that the work on their side is too much and need to share some responsibility with others in the department. However, for group 2, it is different that they were concerned about the working hour that related to the duty. Lastly, the Perception of Human Resource Management's theory is also effect in the different point between employees who are planning and those who quit company. For employees who are still in the company, they are looking for the benefit of both salary and welfare that company will provide to them. But, for the people who already left, they prefer the training course from the company. Other remaining factors have effect to the decision but with the small effect.

5.2 Recommendations

This research provides the recommendation how to avoid and reduce the risk of employees who have resignation plan.

5.2.1 The top reasons that make employees resign is the salary. This is relate to the Maslow's Hierarchy of Need for Physiological need. Companies have tried to find out whether the salary paid to employees are the right rate. At the same time, company can also check with the current rate in the market or from the business competitors that the amount of wage is suitable rate or not. Because employees may quit due to getting a better offer that can use their experiences for the competitors. The solution is the company need to increase for the standard to improve the employee's need with suitable amount. For the example for amount of standard wages could be separated in to 3 groups based on education degree, bachelor's graduate and above bachelor. The minimum wage in Thailand is 330 Thai Baht per day for 20 days per

month, so the minimum wage should be over 6,600 Thai Baht per month. For the first group, the wages should increase to be about at least 8,000-9000 Thai Baht because company should concern that these group people will do the labor skills that every company need the same skills, even they left your company they will go to the similar skills requirement with better offer. So the way to stand out is with better offer. For the second group, who is graduated with bachelor degree, their standard salary is around 15,000 – 18,000 Thai Baht per month which need to increase to be over 21,000 Thai Baht because the current situation has changed. There are more types of the occupation and also the generation has change. Young generations in these days look for the high salary without experience. Lastly, for the one who graduated in Master/Doctoral or special skills such as language skills or specialized in the requirement, the company should provide additional wages for the special skills in order to show them that we value special skills that they toughly spent time to differentiate from other level among the employees.

5.2.2 From the theory of Work-life balance, that main problem that needs to be solved is to create a clear job expectation. Employees that need co-working with other department may feel that they have to do some additional work from other department outside their scope. This will cause employees to feel that there is the other important that need to do rather than this gap of work. Moreover, the number of the working hour per day and the workload have to be balanced. Employees who resigned said that the workload is due to high pressure on them and decide to resign. However, it causes the employees remaining in the company to handle these gaps until newcomer comes. So the company should consider that if overtimes per month per each people is still high, they should consider to add member in the team because if they keep having high working per day, one day they will give up.

5.2.3 From the Perception of Human resource management's theory, the training and development courses that the company provided tends to be company work related only. The company may consider providing extra courses for the employees such as the course that can improve employee's life, for example "The way for saving money". Moreover, it is not only the daily life, it can also be "Third

language class” especially in English language that nowadays it is very important. Some company expected that their employees can speak English but they do not provide the fund for them. These additional trainings beyond work specific skills may increase the satisfaction in workplace that keep them with the company over time.



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