

**INVESTIGATING JOB TURNOVER AND INFLUENCE FACTOR
AT MATICHON NEWS COMPANY (MATICHON GROUP)**



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**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2024**

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Thematic paper
entitled
**INVESTIGATING JOB TURNOVER AND INFLUENCE FACTOR
AT MATICHON NEWS COMPANY (MATICHON GROUP)**

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

on
17 December 2024



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ACKNOWLEDGEMENTS

I would like to express my heartfelt gratitude to all those who supported and contributed to the successful completion of this thematic paper.

First and foremost, I am deeply grateful to my advisor, Assoc. Prof. Prattana Punnakitikashem, for their unwavering guidance, insightful feedback, and continuous encouragement throughout the research process. Their expertise and patience were invaluable in refining my ideas and ensuring the quality of this study.

I extend my sincere appreciation to the management and employees of Matchon for their participation in the survey and for providing the data that formed the foundation of this research. Their cooperation and honest responses were critical in gaining meaningful insights into the factors influencing turnover intentions.

I would also like to thank my academic peers and colleagues for their constructive discussions and suggestions, which helped shape the analysis and interpretation of the findings. Special thanks go to my family and friends for their constant moral support, understanding, and encouragement during this challenging yet rewarding journey.

Finally, I am thankful for the resources and tools provided by my institution, particularly the access to SPSS software and other research materials, which were essential for the successful analysis of this study.

This paper is a result of collective efforts, and I am deeply appreciative of everyone who played a role in its completion.

Karl Sri-Aroon

INVESTIGATING JOB TURNOVER AND INFLUENCE FACTOR AT MATICHON NEWS COMPANY (MATICHON GROUP)

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M.M. (ONLINE INTERNATIONAL PROGRAM)

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ABSTRACT

This research investigates the factors influencing employee turnover intentions at Matchon, a leading media organization in Thailand. In an industry marked by technological advancements and competitive labor markets, understanding turnover drivers is essential. A comprehensive survey and data analysis identified key predictors, with external job opportunities emerging as the most significant factor, followed by job satisfaction and recognition. Other factors, such as compensation and career development, showed weaker but notable effects on turnover intentions.

The findings highlight the dual importance of addressing internal retention efforts and responding to external market pressures. While intrinsic factors like job satisfaction and recognition foster retention, competitive job offers significantly influence employees' decisions to leave. The study acknowledges limitations, including reliance on self-reported data and a cross-sectional design, and recommends future research to incorporate longitudinal approaches and broader variables. These insights provide actionable strategies for Matchon to enhance retention, such as improving job satisfaction, implementing recognition programs, and maintaining competitiveness in the job market. This study contributes to understanding turnover dynamics in the media industry and offers a foundation for future research in similar contexts.

KEY WORDS: EMPLOYEE TURNOVER RATE

67 pages

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CHAPTER I

INTRODUCTION

1.1 Background

Matichon is a Thai news media company established in 1978 well known for its influential role in the country's news landscape., Matichon initially focused on producing a weekly newspaper but has since grown into a multifaceted media organization. The company's flagship publication, Matichon Daily, is widely regarded for its comprehensive coverage of national and international news, in-depth analyses, and investigative journalism. (<https://www.matichon.co.th/>)



Figure 1.1 Show Matichon Management team joining the SEA GAMES 2023 Event

Matichon's commitment to journalistic integrity and quality reporting has earned it a reputable standing in the Thai media industry. The company's publications are often cited for their balanced reporting and editorial independence, contributing significantly to public discourse in Thailand. Despite the challenges faced by traditional

media in the digital age, Matichon continues to adapt, maintaining its relevance through digital innovation and diversified media offerings.

Significant changes have occurred in the Thai media landscape, particularly with the emergence of digital media. Declining newspaper sales and the surge in online news consumption have presented issues for traditional print media organizations such as Matichon. Through digital transformation and strategic diversification, Matichon has maintained a strong market position despite these obstacles.

Matichon Public Company Limited is publicly listed on the Stock Exchange of Thailand (SET) under the ticker symbol MATI. According to its financial reports, the company has experienced fluctuations in revenue due to the broader industry trends affecting print media globally. However, it has also invested heavily in digital media to capture the growing online audience.

Nowaday, this industry seems to be changing very fast where everyone can be the news media by themselves. Social media plays an important role in this decade and there are many news media that are established in this century and draw attention from the young generation, not only viewers but also the young generation of employees. The younger generation of employees in Matichon company is likely to stay with Matichon company shorter than in the past. The company has a potential to lose a lot of money in training younger generation employees and losing them after that. According to the research (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001) show that High turnover is a widespread problem in many businesses, and it's frequently associated with issues like poor work-life balance, inadequate income, and discontent with their job.

High turnover rate is a very critical issue for many companies. It is also related to performance, Stability and overall performance of the company. Especially News companies that each position also needs a lot of experience from working hours. This high turnover rate can cause the rise in operational cost and cannot maintain overall organization knowledge. On the other hand, the low rate of job turnover can be indicated to job impression and healthy organization which lead to more commitment from the employees

1.2 Problem Statement

Even Though, Matichon has tried to solve the job turnover in recent years, this problem seems to be much more complex than the people in the company have thought. There are many factors that influence these turnovers include job satisfaction, job salary, work-life balance, company culture and career opportunity. Finding the reason for the turnover in Matichon not only helps to save the cost for recruitment but is also effective in the long term for the company as well, in case a company needs to add or make an improvement course or knowledge on employees. The improvement can be done without any wasting cost that comes from the job turn over.

1.3 Research Question

This study's main research question is: What are the main causes of Matichon's staff turnover, and how can the corporation reduce these causes to increase retention of staff?

1.4 Research Objectives

1. To identify the primary factors contributing to job turnover in the Matichon News company.
2. To explore and give the recommendation the way to reduce or eliminate the job turnover problem in the company

1.5 Scope of study

The scope of this study encompasses current and former employees of Matichon, covering various departments and job roles within the organization. The research will examine demographic variables such as age, gender, educational background, length of employment, job characteristics. The scope of this research will also cover work environment factors such as physical working conditions, workplace culture, and interpersonal relationship. While compensation and benefits also play a crucial role on

the job turnover as well. This includes salary, bonuses, health benefits, and other privileges, the other factors such as career development opportunities, work-life balance, and organizational factors are considered in this scope of study as well.

1.6 Expected benefits

There are numerous expected advantages to this research. Matichon may cut down on the frequency and cost of hiring new staff by identifying and resolving the underlying causes of employee turnover, which will result in significant cost savings. By putting tactics based on study findings into practice, employers may increase employee morale and productivity by creating a more motivated and satisfied workforce. Long-term operations will benefit from lower turnover rates since they will aid in the retention of organizational knowledge and experience. Enhancing Matichon's reputation through a stable and happy team may draw top talent and provide the business with a competitive edge. Management will be able to make more informed judgments about strategic planning and human resource policies with the help of data-driven insights about turnover patterns. In the end, through cost savings and enhanced efficiency, lowering turnover and raising employee satisfaction can improve financial performance.

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Frameworks

According to Herzberg's Two-Factor Theory, there are two distinct sets of elements that contribute to work satisfaction and dissatisfaction. Salary and working circumstances are examples of hygiene elements that, while improved, may not always result in increased contentment. Instead, they may exacerbate unhappiness. Higher job satisfaction and motivation are a result of motivators like success, acknowledgment, and the nature of the work itself (Herzberg, 1966).

A number of theoretical frameworks offer insights into the processes of job turnover. The Two-Factor Theory established by Herzberg distinguishes between motivators and hygiene factors. Salary, corporate regulations, and working circumstances are examples of hygiene elements that might minimize unhappiness but do not always inspire people. On the other hand, motivators like accomplishment, accountability, and acknowledgment may greatly increase both motivation and job satisfaction (Herzberg, 1966). Enhancing motivators enhanced work satisfaction and retention, while boosting hygienic aspects considerably dropped turnover rates in an Indian manufacturing field study researched by Gawali (2009).

Maslow's Hierarchy of Needs, human needs are ranked from most basic (physiological demands) to most important (self-actualization). This idea suggests that in order to keep people in the workplace, managers should attend to fundamental requirements (such as job security and compensation) before addressing higher-level demands (such as recognition and personal growth) (Maslow, 1943).

The inspiring factors that contribute to work satisfaction are further clarified by Maslow's Hierarchy of Needs. Human needs, in accordance with Maslow, are arranged in a hierarchy that progresses from more fundamental physiological demands to higher-level desires for self-actualization. In addition to addressing higher-order wants like job satisfaction and personal growth, it is critical to ensure that employees'

fundamental requirements—such as adequate salary and safe working conditions—are addressed in the workplace (Maslow, 1943). According to Kovach (1987), employees valued job stability and working conditions more than recognition and personal development. This finding is consistent with Maslow's theory, which claims that fundamental needs must be fulfilled before higher-order wants can be addressed with.

2.2 Factors Influencing Job Turnover

2.2.1 Intrinsic Factor

Employees' internal job happiness is influenced by intrinsic elements. A favorable emotional state arising from an evaluation of one's work or work experiences is known as job satisfaction, and it is a substantial predictor of turnover (Locke, 1976). Autonomy, recognition, growth prospects, and the nature of the work are all factors that contribute to job satisfaction (Judge et al., 2001). Here, motivators—identified by Herzberg's Two-Factor Theory—are very significant.

2.2.2 Extrinsic Factor

Extrinsic variables are things that are not directly related to the work itself but have an impact on employees' decisions to stay or go. In order to address the financial and security demands of employees, competitive compensation—including salary and benefits—is crucial (Cascio, 2014; Griffeth & Hom, 1995). According to Colquitt et al. (2001) and Cascio (2014), organizational rules that promote fair treatment, transparent decision-making, and organizational justice are essential for reducing employee turnover. Positive work environments created by supportive management practices and effective leadership are also essential for employee retention (Bass, 1990).

2.2.3 Personal Factors

Turnover rates are greatly influenced by individual characteristics, such as personality qualities and demographic variables. Age, gender, education level, and length of service are examples of demographic factors that might affect turnover rates;

younger workers and those with higher education levels often have greater turnover rates (Griffeth, Hom, & Gaertner, 2000). Turnover intentions are also influenced by personality qualities like emotional stability and conscientiousness. Lower turnover rates are sometimes seen in employees that are more emotionally secure and diligent (Salgado, 2002; Barrick & Zimmerman, 2009).

2.2.4 Work Environment Factor

Employee retention is greatly impacted by the physical and psychological characteristics of the work environment. To avoid employee unhappiness and turnover, safe and healthy working conditions are crucial (Herzberg, 1966; Gawali, 2009).

2.2.5 Organization Factor

Job embeddedness, or the degree to which workers are linked to their work and organization through linkages (connections to people and activities), fit (job and community suitability), and sacrifice (cost of quitting) are examples of organizational variables. In order to determine turnover intentions, these criteria are essential (Mitchell et al., 2001; Lee et al., 2004).

To sum up, both extrinsic and intrinsic variables are important in determining the frequency that employees switch jobs. It's important to consider intrinsic elements, such as work satisfaction. According to Locke (1976), job satisfaction is a favorable emotional state brought on by an evaluation of one's work or experiences at work. Job satisfaction is highly influenced by elements including the type of work, autonomy, acknowledgment, and chances for personal development (Hackman & Oldham, 1976). Higher work satisfaction was found to be a reliable indicator of decreased turnover intentions across a range of sectors by Judge et al. (2001). Employee retention was shown to be lower among those who had meaningful work, autonomy, and recognition, highlighting the significance of intrinsic motivators.

Extrinsic factors, which include salary, corporate regulations, as well as leadership procedure, are also pivotal. Retaining employees requires offering competitive pay and benefits (Cascio, 2014). Reducing turnover requires organizational fairness, which includes treating everyone equally and making decisions in a transparent manner (Colquitt et al., 2001). Keeping employees requires both helpful management and

effective leadership (Bass, 1990). Griffeth and Hom (1995) showed that equitable pay scales and well-defined promotional pathways considerably decreased turnover rates in the retail sector. Workers were prone to keep working with the company if they thought that prospects for professional growth were evident and that fair remuneration standards were followed.

Table 2.1 Show the summary of Factors Influencing Job Turnover

Factor Category	Specific Factors	Description	Key References
Intrinsic Factors	Job Satisfaction	favorable emotional state as a result of a job well-done, impacted by opportunity for growth, autonomy, and acknowledgment at work.	Locke (1976); Judge et al. (2001)
	Motivators	Motivators are elements that significantly enhance job satisfaction and motivation, including recognition, responsibility, and the sense of achievement employees gain from their work.	Herzberg (1966); Hackman & Oldham (1976)
Extrinsic Factors	Compensation	Compensation includes competitive salaries and benefits, which are essential for retaining employees by meeting their financial and security needs.	Cascio (2014); Griffeth & Hom (1995)
	Organizational Policies	Organizational policies encompass fair treatment, transparent decision-making, and a sense of organizational justice, all of which are crucial in mitigating employee turnover.	Colquitt et al. (2001); Cascio (2014)
	Management Practices	Effective leadership and supportive management practices are vital in retaining employees by fostering a positive work environment and providing guidance and support.	Bass (1990); Cascio (2014)
Personal Factors	Demographic Variables	Demographic variables such as age, gender, education level, and tenure can influence turnover rates, with younger employees and those with higher education levels often exhibiting higher turnover rates.	Griffeth, Hom, & Gaertner (2000)

Table 2.1 Show the summary of Factors Influencing Job Turnover (cont.)

Factor Category	Specific Factors	Description	Key References
	Personality Traits	Personality traits such as conscientiousness and emotional stability influence turnover intentions, with more conscientious and emotionally stable employees typically exhibiting lower turnover rates.	Salgado (2002); Barrick & Zimmerman (2009)
Work Environment	Working Conditions	Working conditions include the physical and psychological aspects of the work environment, where a safe and healthy work environment is essential to prevent dissatisfaction and turnover.	Herzberg (1966); Gawali (2009)
Organizational Factors	Job Embeddedness	Job embeddedness refers to the extent to which employees are connected to their job and organization through links (connections to people and activities), fit (compatibility with job and community), and sacrifice (cost of leaving), which are crucial in determining turnover intentions.	Mitchell et al. (2001); Lee et al. (2004)
Economic Factors	External Job Market Conditions	External job market conditions encompass the availability of job opportunities outside the organization, which significantly influence employees' decisions to leave their current positions.	Griffeth, Hom, & Gaertner (2000)
Career Development	Promotional Opportunities	Promotional opportunities refer to clear paths for career advancement and growth within the organization, which are significant in reducing turnover rates as employees see potential for their future within the company.	Griffeth & Hom (1995)

2.3 Job Turnover

The process in which workers depart from an organization and are then replaced by new ones is known as job turnover. Price (1977) defined turnover as "individual movement across the membership boundary of an organization" and distinguished between two types of turnover: involuntary turnover, which happens when employees are fired or laid off, and voluntary turnover, which happens when employees choose to leave. Since voluntary turnover is impacted by a number of variables that businesses may be able to manage and improve, it is frequently the subject of research. Turnover is also influenced by individual characteristics including tenure, gender, age, and educational attainment. Because there are more external opportunities, workers who are younger alongside those with advanced education levels often have greater rates of turnover (Griffeth, Hom, & Gaertner, 2000). Responsibility and mental wellness are two personality factors that influence turnover intentions; individuals who possess these qualities are often less likely to leave their jobs (Salgado, 2002). Higher degrees of conscientiousness and work fit were linked to less intentions to leave a call center, according to research by Barrick and Zimmerman (2009). Workers with higher conscientiousness scores demonstrated better work management and organizational culture integration, which decreased their intention to leave.

Creating successful retention strategies requires an understanding of the elements affecting job turnover and how it affects organizational performance. Important insights into the nature of job turnover may be gained from theoretical frameworks like Job Embeddedness Theory, Maslow's Hierarchy of Needs, and Herzberg's Two-Factor Theory. Extrinsic variables like pay and organizational regulations, as well as intrinsic elements like work satisfaction, are important in determining employee turnover. Service quality, customer happiness, and operational efficiency are all negatively impacted by the direct and indirect costs of turnover on an organization's performance. Reducing the negative consequences of turnover and improving organizational performance can be achieved by addressing these concerns through comprehensive retention strategies.

CHAPTER III

DATA COLLECTION

This research study will conduct surveys to measure elements like job satisfaction, pay, working conditions, and possibilities for professional growth, and a standardized questionnaire will be given to both current and past workers.

This is a thorough survey with questions divided into categories according to the factors driving job turnover, which is based on the summary table. In order to fully capture the pertinent data, each topic has a minimum of five questions.

A quantitative research approach will be used in this study to examine the variables driving job turnover and how it affects the performance of the organization. Employee data from a variety of enterprises will be gathered through a standardized survey, which will enable the measurement of certain factors and the discovery of trends and correlations.

3.1 Population and Sample Size

The study's target demographic comprises workers from different companies and sectors. In order to guarantee the findings' statistical significance and generalizability, a minimum sample size of 200 respondents will be pursued. According to survey research recommendations (Krejcie & Morgan, 1970), a sample size of 200 or more is sufficient to yield trustworthy findings in a population of this kind. This is the basis for the sample size chosen.

3.2 Variables

3.2.1 Dependent Variable

Work Turnover Intention: This will be evaluated by asking a series of questions to determine how likely it is for workers to leave their present position within the next year.

3.2.2 Independent Variables

- Intrinsic Factors: Job satisfaction and motivators (e.g., recognition, professional growth).
- Extrinsic Factors: Compensation, organizational policies, and management practices.
- Personal Factors: Demographic variables and personality traits.
- Organizational Factors: Job embeddedness.
- Work Environment: Working conditions.
- Career Development: Promotional opportunities.
- Economic Factors: External job market conditions.

3.2.3.1 Intrinsic Factors

- Job Satisfaction: One important factor that influences employee turnover is job satisfaction. This group of questions evaluates a range of aspects of job satisfaction, such as general job satisfaction, autonomy, recognition, type of work, and growth prospects. We may measure employee contentment quantitatively and pinpoint areas that require improvement by asking them to rate their level of satisfaction on a scale. To assess the degree to which workers feel valued and appreciated, for example, ask them "How satisfied are you with the recognition you receive for your work?" This will assist in determining how loyal they are to the company.

Table 3.1 Show questionnaire for Job Satisfaction

Subject		Scale					Reference
1	I am satisfied with my current job overall.	1	2	3	4	5	Judge et al. (2001)
2	I am satisfied with the level of autonomy I have in my job.	1	2	3	4	5	Herzberg (1966)
3	I am satisfied with the recognition I receive for my work.	1	2	3	4	5	
4	I am satisfied with the nature of the work I do.	1	2	3	4	5	Judge et al. (2001)
5	I am satisfied with the opportunities for professional growth and development in my job.	1	2	3	4	5	

- Motivators: Motivators and hygiene factors are distinguished by Herzberg's Two-Factor Theory. This section's questions center on the elements that increase job satisfaction: challenge, acknowledgment, accomplishment, accountability, and significance of work. To find out if workers find their work fulfilling, for instance, one can ask them "How often do you feel a sense of achievement in your job?" This information is vital for employee retention and motivation. The goal of these inquiries is to identify the internal rewards that sustain workers' commitment to their jobs and level of engagement.

Table 3.2 Show questionnaire for Motivator

Subject		Scale					reference
1	I frequently feel a sense of achievement in my job.	1	2	3	4	5	Herzberg (1966)
2	I feel a strong sense of responsibility for the outcomes of my work.	1	2	3	4	5	Hackman & Oldham (1976)
3	I often receive recognition for my accomplishments at work.	1	2	3	4	5	Herzberg (1966)
4	I find my current job challenging.	1	2	3	4	5	Hackman & Oldham (1976)
5	The tasks I perform in my job are meaningful to me.	1	2	3	4	5	

3.2.3.2 Extrinsic Factors

- **Compensation:** Compensation is a significant extrinsic factor affecting employee turnover. Questions about salary satisfaction, benefits, competitiveness of compensation packages, frequency of salary reviews, and transparency of compensation policies are included to understand if financial incentives meet employees' expectations. For example, the question “How satisfied are you with your current salary?” directly addresses the primary financial concern of employees, while “How transparent do you find the compensation policies of your organization?” evaluates the clarity and fairness of the organization's compensation practices.

Table 3.3 Show questionnaire for Compensation

Subject		Scale					Reference
1	I am satisfied with my current salary.	1	2	3	4	5	Griffeth et al. (2000)
2	My compensation package is competitive compared to similar jobs in other organizations.	1	2	3	4	5	
3	I am satisfied with the benefits provided by my organization (e.g., health insurance, retirement plans).	1	2	3	4	5	
4	I am satisfied with the frequency of salary reviews and raises.	1	2	3	4	5	
5	The compensation policies of my organization are transparent.	1	2	3	4	5	

- **Organizational Policies:** Fair and transparent organizational policies are essential for employee retention. Questions in this category assess the perceived fairness, transparency, and inclusivity of organizational policies. By asking “How fairly do you believe the organization's policies are implemented?” we can identify potential areas of perceived injustice that might lead to dissatisfaction and turnover. These questions help pinpoint policies that may need revision to ensure they support and retain employees effectively.

Table 3.4 Show questionnaire for Organizational Policies

Subject		Scale					Reference
1	The organization's policies are implemented fairly	1	2	3	4	5	Griffeth et al. (2000)
2	The decision-making process within my organization is transparent.	1	2	3	4	5	
3	I am satisfied with the organizational justice in my workplace.	1	2	3	4	5	
4	The company policies are supportive towards employee needs and concerns.	1	2	3	4	5	
5	The organizational policies are inclusive for all employees.	1	2	3	4	5	

- Management Practices: Good management techniques are essential to creating a happy workplace. Included are inquiries concerning the efficacy of leadership, encouragement from superiors, transparency in communication, attentiveness to staff issues, and contentment with feedback. One of the most important questions for employee satisfaction and retention is "How supportive is your immediate supervisor?" This question evaluates the level of direct support that workers receive. Effective management techniques can dramatically lower employee turnover by fostering a positive and stimulating work environment.

Table 3.5 Show questionnaire for Management Practices

Subject		Scale					reference
1	The leadership in my organization is effective.	1	2	3	4	5	Griffeth et al. (2000)
2	My immediate supervisor is supportive.	1	2	3	4	5	
3	The communication between management and employees is open.	1	2	3	4	5	
4	The Management addresses employee concerns and suggestions well.	1	2	3	4	5	
5	I am satisfied with the feedback and guidance provided by my supervisors.	1	2	3	4	5	

3.2.3.3 Personal Factors

- **Demographic Variables:** Turnover rates can be influenced by demographic factors such as age, gender, degree of education, length of employment, and job level. This section's questions gather demographic information in order to spot patterns and connections. One way to find out if turnover rates change with tenure is to ask "How long have you been with the organization?" This can reveal information about when employees are most likely to depart and what kind of interventions might be necessary at different points of their careers.

Table 3.6 Show the list of the question of Personal Factors and answer

No.	Question	Answers	Reference
1.	What is your age group?	- 42 - 59 - 79 - 99 - 55 and above	Mitchell et al. (2001)
2.	What is your gender?	- Male - Female - Other	
3.	What is your highest level of education?	- High school diploma - Associate degree - Bachelor's degree - Master's degree - Doctorate	
4.	How long have you been with the organization?	- Less than 1 year - 1-3 years - 3-5 years - 5-10 years - More than 10 years	
5.	What is your current job level?	- Entry-level - Mid-level - Senior-level - Management - Executive	

- **Personality Traits:** Expectations for turnover are influenced by personality attributes such as conscientiousness, emotional stability, flexibility, proactivity, and teamwork ability. Inquiries such as "How diligent are you in finishing your assignments on time?" and "How well do you manage pressure and stress at work?" Examine these characteristics, as they can be used to forecast employee attrition and identify workers who can benefit from further training or assistance to improve their job satisfaction and retention.

Table 3.7 Show questionnaire for Personality Traits

Subject		Scale					Reference
1	I consider myself to be conscientious.	1	2	3	4	5	Salgado (2002)
2	I tend to be agreeable in my interactions with colleagues	1	2	3	4	5	
3	I am generally emotionally stable.	1	2	3	4	5	
4	I am open to new experiences and challenges.	1	2	3	4	5	
5	I am an extrovert in the workplace.	1	2	3	4	5	

3.2.3.4 Organizational Factors

- **Job Embeddedness:** The degree of an employee's attachment to their work and company is referred to as job embeddedness. This group of questions looks at relationships with coworkers, alignment with company ideals, the importance of leaving sacrifices, involvement in social events, and fit between the workplace and the community. One way to gauge the social ties that can keep workers in the company and lower turnover is to ask them how attached they feel to their coworkers.

Table 3.8 Show questionnaire for Job Embeddedness

Subject		Scale					Reference
1	I feel a strong sense of belonging to my organization.	1	2	3	4	5	Lee et al. (2004)
2	My personal values align with the organizational culture.	1	2	3	4	5	
3	I have good relationships with my colleagues.	1	2	3	4	5	
4	My work is an important part of my life.	1	2	3	4	5	
5	I would find it difficult to leave my current job because of the friendships I have made here.	1	2	3	4	5	

3.2.3.5 Work Environment

Working Conditions: The psychological and physical components of the workplace have a big influence on how happy and tenacious employees are. Included are inquiries concerning work-life balance, mental health assistance, comfort, safety, and the availability of sufficient resources. A secure workplace is fundamentally needed, as evidenced by the question "How safe do you feel in your work environment?" On the other hand, the question "How supportive is the work environment for your mental health and well-being?" tackles the rising significance of mental health in employee retention.

Table 3.9 Show questionnaire for Working Conditions

Subject		Scale					Reference
1	I am satisfied with the physical working conditions (e.g., office space, equipment).	1	2	3	4	5	Simons & Hinkin (2001)
2	My work environment promotes mental health and well-being.	1	2	3	4	5	
3	The resources I need to perform my job are readily available.	1	2	3	4	5	
4	I am satisfied with the level of work-life balance my job offers.	1	2	3	4	5	
5	My workplace environment is safe and secure.	1	2	3	4	5	

3.2.3.6 Career Development

Promotional Opportunities: Employers must provide chances for skill development and clear career promotion routes in order to keep their best workers. This section's questions assess career path clarity, prospects for promotion satisfaction, training regularity, goal support, and supervisor talks on career growth. For instance, asking workers "How clear are the paths for career advancement within your organization?" can assist ascertain whether they believe the firm will be around for the long run, which is crucial for staff retention.

Table 3.10 Show questionnaire for Promotional Opportunities

Subject		Scale					Reference
1	I see clear career advancement opportunities within this organization.	1	2	3	4	5	Griffeth et al. (2000)
2	The organization provides regular training and development opportunities.	1	2	3	4	5	
3	I am satisfied with the support for my career planning.	1	2	3	4	5	
4	The promotional policies of the organization are fair and transparent..	1	2	3	4	5	
5	My job offers opportunities for skill enhancement.	1	2	3	4	5	

3.2.3.7 Economic Factors

External Job Market Conditions: Turnover intentions are influenced by the availability of employment possibilities outside the organization. There are questions about views of work stability, frequency of updating professional profiles, attractiveness of the job market, likelihood of evaluating alternative offers, and awareness of external employment prospects. For instance, determining one's awareness of employment prospects outside of one's present organization might aid in identifying potential external pull factors that could cause an employee to quit.

Table 3.11 Show questionnaire for External Job Market Conditions

Subject		Scale					Reference
1	I am aware of alternative job opportunities outside this organization.	1	2	3	4	5	Griffeth et al. (2000)
2	The current job market conditions influence my decision to stay with this organization.	1	2	3	4	5	
3	I perceive my job security as high in this organization.	1	2	3	4	5	
4	Attractive job offers outside the organization influence my turnover intentions.	1	2	3	4	5	
5	I believe that the external economic conditions are favorable for job changes.	1	2	3	4	5	

Quantitative data collection is preferred for this study for several reasons

1. **Measurability and Objectivity:** Quantitative data allows for the measurement of variables in a structured and standardized manner, ensuring objectivity. This is crucial for understanding the extent and patterns of job turnover and its impact on organizational performance.

2. **Statistical Analysis:** Quantitative data can be analyzed using various statistical techniques to identify relationships, trends, and causal effects. This can help in testing hypotheses and making data-driven decisions.

3. **Comparability:** Standardized survey questions enable comparability across different groups within the organization, such as departments, job levels, and demographic segments. This helps in identifying specific areas where interventions are needed.

4. **Generalizability:** Large sample sizes and the use of random sampling techniques enhance the generalizability of the findings. This means the results can be applied to the broader employee population within the organization.

5. **Efficiency:** Quantitative surveys can be administered to a large number of participants simultaneously, making data collection more efficient and less time-consuming compared to qualitative methods like interviews or focus groups.

The purpose of these survey questions is to fully capture the different factors that affect job turnover and how those factors affect the functioning of the organization. The survey attempts to offer a thorough analysis of turnover patterns by methodically addressing intrinsic and extrinsic factors, individual and organizational characteristics, work environment, career development opportunities, and economic situations. The answers will provide insightful information about employee motivations, satisfaction, and perceptions, allowing businesses to create focused retention plans and improve productivity.



CHAPTER IV

DATA COLLECTION AND DATA ANALYSIS

4.1 Response Rate of the Survey

The survey was distributed to a total of 236 employees across various departments within the organization, and all 236 employees completed the survey, resulting in a response rate of 100%. A response rate of this magnitude is often indicative of a high level of engagement and interest from employees, providing a comprehensive and reliable representation of the workforce's views (Baruch & Holtom, 2008).

4.2 Respondent Profile

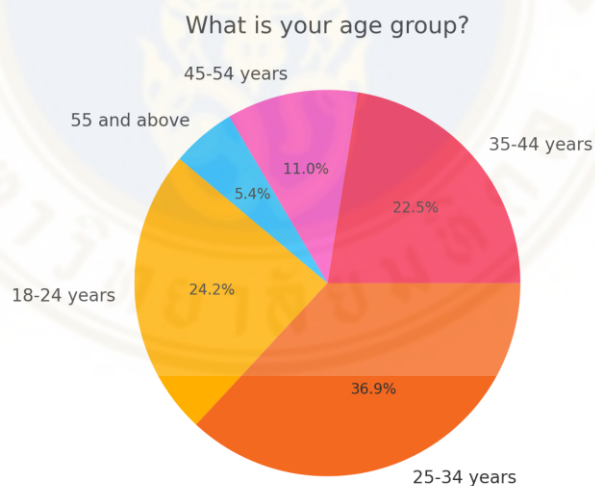


Figure 4.1 What is your age group?

The respondents in this survey represent a diverse cross-section of individuals, both in terms of demographic characteristics and professional backgrounds. A substantial portion of respondents belong to the 25-34 age group, which accounts for approximately 36.86% of the total sample. This is the largest age group represented,

followed by individuals aged 18-24, who make up 24.15% of the respondents. The 35-44 age group constitutes 22.46%, reflecting a significant number of individuals who are likely in more established career phases. The 45-54 age group comprises 11.02%, while the smallest group is those aged 55 and above, representing 5.51% of the total sample. The age distribution demonstrates that a significant portion of the participants are young professionals, either just starting their careers or in the early to middle stages of their professional lives.

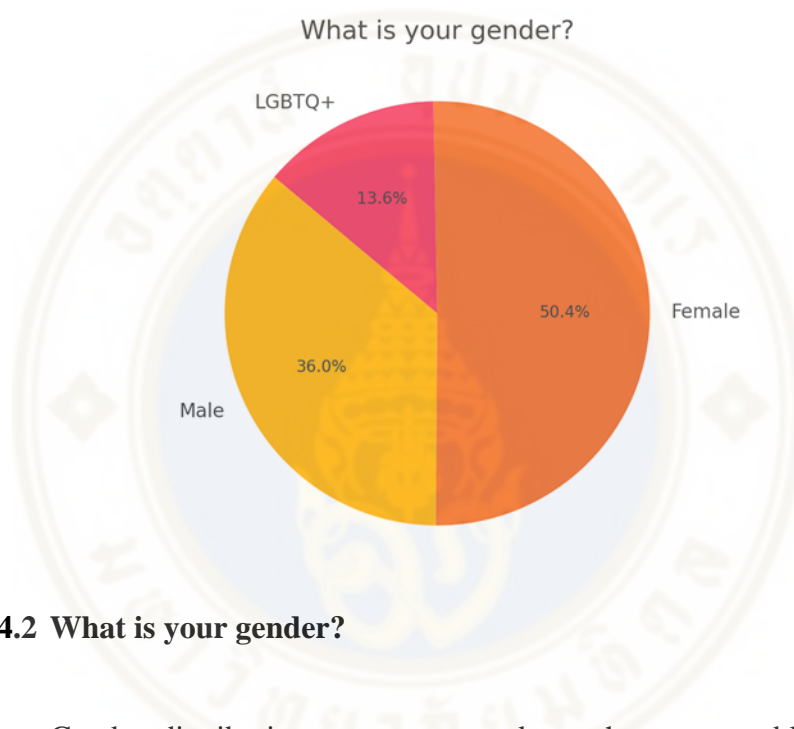


Figure 4.2 What is your gender?

Gender distribution among respondents shows a notable diversity. The majority of respondents, 50.42%, identify as female, while 36.02% identify as male. This nearly even split between genders allows for balanced insights into how both men and women perceive their work environments and the factors influencing job satisfaction and turnover intention. Additionally, 13.56% of the respondents identify as LGBTQ+, a relatively high percentage, highlighting that the sample includes individuals from various gender identities, thereby providing a broader spectrum of perspectives within the survey results.

What is your highest level of education?

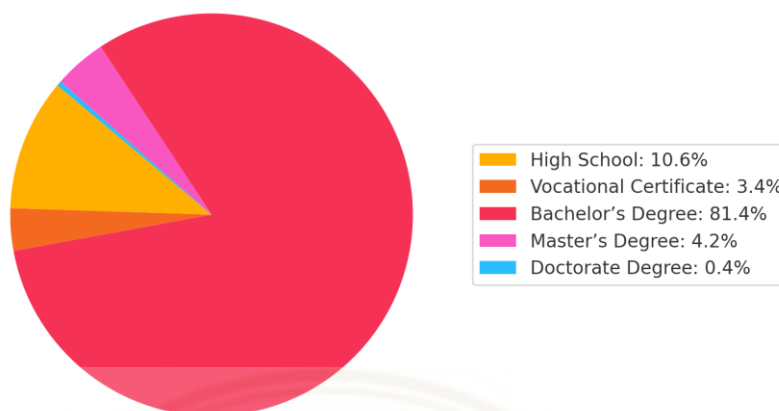


Figure 4.3 What is your highest level of education?

When it comes to educational background, the respondents are predominantly highly educated. A significant 81.36% of the participants hold a bachelor's degree, making this the largest educational group. This is followed by those with a master's degree, who represent 10.59% of the sample. A smaller proportion of respondents, 3.81%, have completed vocational education (equivalent to certificates such as vocational certificate), while 3.39% possess a high school diploma. Only 0.85% of the participants hold a PhD, making this the smallest educational group. The educational profile of the respondents suggests that most participants are well-educated, with a majority having completed tertiary education. This level of educational attainment may influence their expectations in the workplace, particularly concerning job satisfaction, compensation, and career development opportunities.



Figure 4.4 How long have you worked with the organization?

The work experience of respondents is also diverse, with varying lengths of tenure across the sample. The largest group of respondents, comprising 29.24%, have been with their current organization for 1-3 years, which indicates a significant proportion of employees in the early stages of their professional careers or within a relatively short tenure at their organization. The second-largest group, representing 23.31% of the sample, includes those who have worked for their current organization for 3-5 years, which suggests these individuals may be progressing to more stable roles within their organizations. Respondents with less than one year of experience at their organization makeup 19.92% of the sample, highlighting a notable percentage of new employees who are still relatively fresh in their current roles. Additionally, 14.41% of respondents have been with their organization for 5-10 years, while 13.14% have worked for their current employer for over 10 years. This variation in work experience provides a well-rounded perspective on how employees at different career stages view their work environments, compensation, and professional growth opportunities.

What is your current job level?

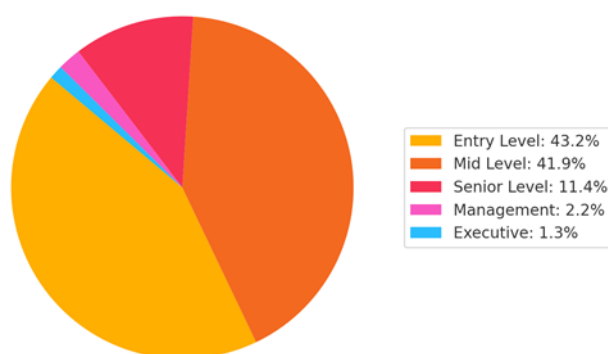


Figure 4.5 What is your current job level?

In terms of job positions, most respondents occupy either entry-level or mid-level roles, which is consistent with the age and work experience distribution. Entry-level employees make up 43.22% of the sample, the largest group within the dataset. This is followed closely by mid-level professionals, who represent 41.95% of the respondents. These two groups form the core of the sample, providing valuable insights into how early and mid-career professionals perceive their jobs, the opportunities for advancement, and the factors contributing to turnover intention. Senior-level employees, who are typically further along in their careers, account for 11.44% of the respondents. The smallest groups in terms of job position are those in management roles, who make up 2.97%, and executive-level professionals, who constitute just 0.42% of the sample. The dominance of entry- and mid-level professionals within the respondent pool allows for a focused analysis of how these groups, in particular, experience job satisfaction, motivators, and turnover intention, as they are often at pivotal stages in their career development.

Overall, the respondent profile is marked by significant diversity in age, gender, educational background, work experience, and job positions. The majority of respondents are well-educated young professionals who are either in the early stages of their careers or progressing through mid-level roles. This provides a broad and comprehensive perspective on the various factors influencing job satisfaction, organizational dynamics, and turnover intention. The balanced representation of male and female respondents, as well as the inclusion of LGBTQ+ individuals, further enriches the dataset, ensuring that a wide array of perspectives is considered in the analysis. The diversity in

work experience and job positions also allows for a deeper understanding of how employees at different career stages experience their work environment, compensation, and professional growth opportunities, all of which are crucial in understanding the drivers of turnover intention. This corrected profile provides an accurate representation of the respondents, allowing for a detailed analysis of the various factors influencing job satisfaction and turnover intentions within the organization (Robinson, 1999).

4.3 Independent Variables

Table 4.1 Job Satisfaction survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Job Satisfaction	18.6	54.0	24.2	2.9	0.3

Overall, the distribution for job satisfaction (table 4.1) shows that 18.6% of respondents "Strongly Agree," 54.0% "Agree," 24.2% are "Moderate," 2.9% "Disagree," and 0.3% "Strongly Disagree." This indicates that a majority of employees are generally satisfied with their jobs, with over 72.6% expressing positive sentiments. The high levels of agreement suggest that the organization likely provides a supportive work environment, meaningful work, and opportunities for personal and professional growth. The relatively low percentages of disagreement imply that there are minimal widespread issues affecting overall job satisfaction. However, the 24.2% who are moderate may represent employees who are neutral or have mixed feelings, possibly indicating areas where enhancements could further boost satisfaction levels.

Table 4.2 Recognition survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Recognition	22.0	49.5	25.7	1.9	0.9

From recognition and growth (table 4.2) , 22.3% "Strongly Agree," 49.8% "Agree," 25.3% are "Moderate," 1.7% "Disagree," and 0.9% "Strongly Disagree." The

majority (72.1%) of respondents feel positively about recognition and growth opportunities, highlighting the organization's effectiveness in acknowledging employee achievements and providing pathways for career advancement. This positive perception is critical as recognition and growth are key motivators that enhance employee engagement and loyalty. The relatively low levels of disagreement suggest that recognition programs and growth opportunities are well-received, though the 25.3% moderate responses may indicate a need for more personalized or diverse growth initiatives to cater to different employee aspirations.

Table 4.3 Personal Growth survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Personal Growth	19.1	50.2	25.3	4.4	1.0

Personal Growth measures opportunities for professional development and self-improvement within the organization. From table 4.3, 19.1% strongly agreed that they had ample opportunities for growth, and 50.2% agreed, showing that a majority of employees felt they had room to develop professionally. 25.3% had a neutral stance, while 4.4% disagreed, and 1.0% strongly disagreed, signaling that a small segment of employees felt their growth potential was limited.

Job satisfaction is a key intrinsic factor influencing employees' overall well-being and their intention to remain with the organization. The survey results show a mean score of 3.87 for job satisfaction, indicating that most employees are generally content with their roles. This is consistent with Herzberg's Two-Factor Theory, which posits that intrinsic factors such as job satisfaction and recognition are critical motivators (Herzberg, 1966). The recognition variable, which assesses how valued employees feel in their roles, received a mean score of 3.89, suggesting that the majority of employees feel acknowledged and appreciated for their contributions. Professional growth opportunities received a mean score of 3.83, indicating general satisfaction, though there is still room for improvement (Judge et al., 2001).

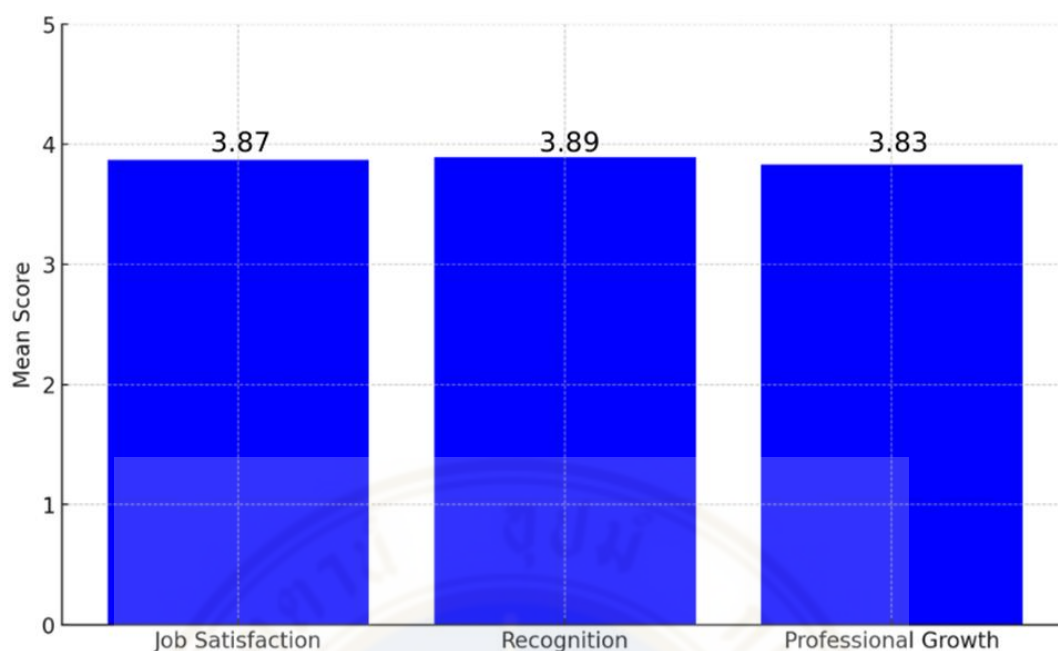


Figure 4.6 Mean Scores for Intrinsic Factors

Table 4.4 Compensation survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Compensation	9.7	42.6	37.8	6.9	2.9

According to table 4.4, The compensation factor reveals that 9.7% "Strongly Agree," 42.6% "Agree," 37.8% are "Moderate," 6.9% "Disagree," and 2.9% "Strongly Disagree." While a significant portion of employees (52.3%) are satisfied with their compensation, there is still a considerable number (9.6%) who express dissatisfaction. This suggests that while the organization provides competitive salaries to many, there may be disparities or areas where compensation does not meet employee expectations. Factors such as market competitiveness, cost of living adjustments, and performance-based incentives could influence these perceptions. Addressing compensation concerns by conducting regular market analyses and ensuring equitable pay structures could help improve satisfaction in this area.

Table 4.5 Benefits survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Benefits	16.2	45.8	29.7	6.3	2.0

The Benefits factor measures satisfaction with non-salary compensation, such as health insurance, retirement plans, and other perks. As shown in Table 4.5, 16.2% of respondents strongly agreed that they were satisfied with their benefits, and 45.8% agreed, indicating that the majority felt positively about the benefits offered by their employer. 29.7% of respondents felt neutral, while 6.3% disagreed, and 2.0% strongly disagreed, suggesting that while most employees were satisfied, there are still a few who are not happy with the benefits they receive.

Table 4.6 Compensation organizational policies

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
organizational policies	12.4	40.0	34.5	9.7	3.2

The organizational policies factor shows that 12.4% "Strongly Agree," 40.2% "Agree," 34.5% are "Moderate," 9.7% "Disagree," and 3.2% "Strongly Disagree." With 52.6% of respondents agreeing or strongly agreeing, it indicates that the majority perceive organizational policies as fair and transparent. However, the presence of 12.9% who disagree suggests that certain policies may not align with all employees' expectations or needs. Issues such as bureaucratic procedures, lack of flexibility, or perceived inequities in policy implementation could contribute to these negative perceptions. Enhancing policy communication, soliciting employee feedback, and ensuring policies are inclusive and adaptable can help mitigate dissatisfaction.

Table 4.7 Management Practices survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Management Practices	18.3	49.7	27.2	4.2	0.6

Management practices received responses with 18.3% "Strongly Agree," 49.7% "Agree," 27.2% are "Moderate," 4.2% "Disagree," and 0.6% "Strongly Disagree." The high levels of agreement (68%) indicate that employees generally feel supported by their supervisors and perceive management as effective as shown in table 4.7. Good management practices, including clear communication, support for professional development, and recognition of employee efforts, likely contribute to these positive sentiments. The lower levels of disagreement suggest that while most management practices are effective, there may be isolated instances where managerial support could be improved. Continuous training for managers to enhance leadership skills and foster a positive team environment can further strengthen management-employee relationships.

Extrinsic factors, such as compensation, play a critical role in shaping employees' satisfaction and their decisions to stay with or leave an organization. The survey revealed lower satisfaction with salary, with a mean score of 3.49, indicating that compensation is a significant concern for many employees. This finding aligns with Kovach's (1987) research, which underscores the importance of competitive compensation in retaining employees. Satisfaction with benefits was slightly higher, with a mean score of 3.69, but still indicates potential areas for improvement. Organizational policies and management practices received mean scores of 3.69 and 3.72, respectively, suggesting that while there is general satisfaction, there is room to enhance fairness, transparency, and leadership effectiveness within the organization (Griffeth et al., 2000).

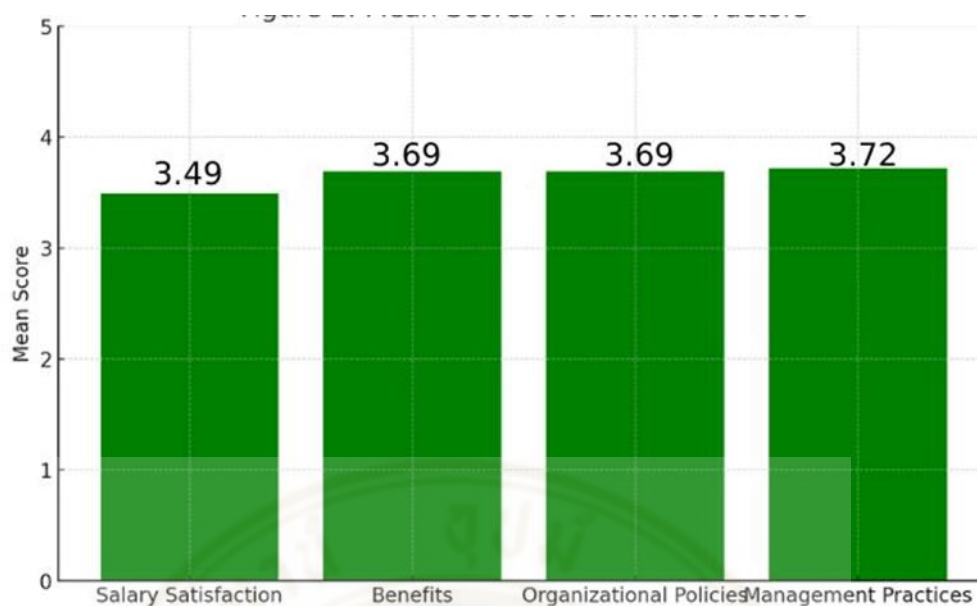


Figure 4.7 Mean Scores for Extrinsic Factors

For the Personal factors, such as demographic characteristics and personality traits, The survey respondents spanned a broad range of ages. The largest age group consisted of individuals aged 25-34 years, who made up 36.86% of the sample. Following this, 24.15% of respondents were aged 18-24 years, and 22.46% were between 35-44 years. The 45-54 years group accounted for 11.02%, while only 5.51% were aged 55 years and older. The distribution of ages suggests that the workforce is relatively young, with the majority being under the age of 35, highlighting the potential need for career growth opportunities and development in their current roles.

In terms of gender, the survey showed that 50.42% of respondents identified as female, and 36.02% as male. Additionally, a significant minority of 13.56% identified as LGBTQ+. This gender diversity suggests that organizations must consider diverse perspectives and needs when creating policies and management practices. The relatively high proportion of respondents identifying as LGBTQ+ emphasizes the importance of inclusive workplace environments.

Education levels among respondents were notably high. The vast majority, 81.36%, held a Bachelor's degree, indicating a highly educated workforce. Another 10.59% had obtained a Master's degree, while 3.81% held a vocational certificate, and 3.39% had a high school diploma. Only 0.85% of respondents had a PhD. This high

level of educational attainment suggests that employees are likely to value professional development opportunities and career progression, as they may expect further learning and growth within their organizations.

In terms of work experience, 29.24% of respondents had been with their current organization for 1-3 years, while 23.31% had 3-5 years of experience. Another 19.92% had been with their organization for less than one year, suggesting that a large portion of the workforce is relatively new to their roles. Only 14.41% had 5-10 years of experience, and 13.14% had been with their organization for more than 10 years. This distribution reflects a workforce with a mix of short- and mid-term experience, indicating a need for policies that address both employee retention and career development for those in the earlier stages of their careers.

Regarding job positions, the majority of respondents were in entry-level roles, accounting for 43.22% of the workforce, while 41.95% were at the mid-level. Senior-level employees made up 11.44%, and a smaller proportion were in director positions (2.97%). Only 0.42% were in executive roles. This distribution suggests that most respondents are still in the earlier or middle stages of their careers, reinforcing the importance of opportunities for advancement and growth to retain talent.

Table 4.8 Job Embeddedness survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Job Embeddedness	15.2	50.1	28.3	4.6	1.8

The job embeddedness factor (table 4.8) shows that 15.2% "Strongly Agree," 50.1% "Agree," 28.3% are "Moderate," 4.6% "Disagree," and 1.8% "Strongly Disagree." With 65.3% of respondents feeling embedded in their organization, it highlights strong ties between employees and the company, whether through personal relationships, alignment with company values, or a sense of belonging. This high level of embeddedness is crucial for retention, as employees who feel connected to their organization are less likely to consider leaving. The moderate responses may indicate varying degrees of embeddedness across different departments or roles, suggesting a need for targeted initiatives to strengthen connections in areas where embeddedness is lower.

The overall job embeddedness score, as represented in the figure, shows a mean value of 3.71 on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). This score reflects how respondents generally perceive their connection and belonging to the organization across multiple dimensions, such as alignment of values, relationships with colleagues, and difficulty leaving due to these established relationships.

A mean score of 3.71 suggests that, on average, employees tend to agree with the statements related to job embeddedness. This indicates a moderate to strong sense of attachment to the organization. Respondents feel that their personal values align with the company's culture, they have built meaningful relationships, and they view their job as a significant part of their life. Additionally, many respondents find it difficult to leave their current job due to the friendships and connections they've made within the organization.

This result is positive, as a higher job embeddedness score is often associated with lower turnover intention. Employees who feel more embedded in their organization are less likely to leave, as the social and psychological ties make leaving more difficult. Therefore, fostering such relationships and promoting a culture that aligns with employees' personal values can significantly contribute to better employee retention.

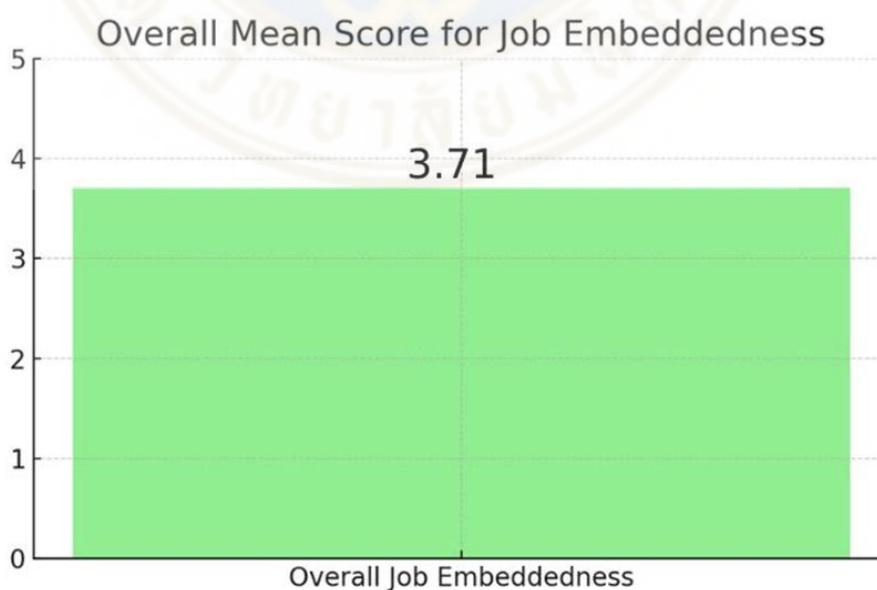


Figure 4.8 Mean score for Job Embeddedness

Table 4.9 Work condition survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Work condition	20.4	42.7	30.1	6.3	0.5

For work conditions, 20.4% "Strongly Agree," 42.7% "Agree," 30.1% are "Moderate," 6.3% "Disagree," and 0.5% "Strongly Disagree." The overall positive responses (63.1%) indicate that most employees are satisfied with their physical and mental work environments. Factors contributing to this satisfaction may include a comfortable workspace, adequate resources, and support for mental well-being. However, the 6.8% expressing dissatisfaction suggests that some employees may face challenges such as inadequate facilities, high stress levels, or poor ergonomics. Addressing these issues through workplace improvements, wellness programs, and ensuring a healthy work-life balance can enhance overall satisfaction with work conditions.

As shown in the figure below. The work environment significantly impacts job satisfaction and retention. The survey results show positive perceptions of the work environment, with scores above 3.8 for both physical workspaces and mental health support. A supportive work environment, characterized by safety, comfort, and access to necessary resources, is essential for reducing stress and burnout, thereby lowering turnover intentions (Simons & Hinkin, 2001).

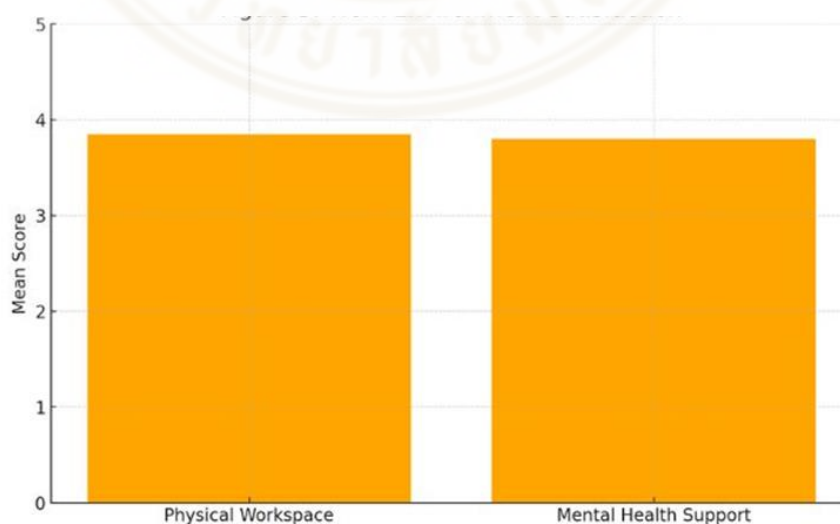
**Figure 4.9 Work Environment Satisfaction**

Table 4.10 Promotional Opportunities survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Promotional Opportunities	14.1	40.4	31.1	11.8	2.6

Promotional opportunities received 14.1% "Strongly Agree," 40.4% "Agree," 31.1% are "Moderate," 11.8% "Disagree," and 2.6% "Strongly Disagree." With 54.5% of respondents feeling positive about promotional opportunities, it indicates that many employees perceive clear paths for career advancement within the organization. However, the 14.4% who disagree or strongly disagree suggest that there are gaps in career development opportunities for some employees. This could be due to limited positions for advancement, perceived favoritism, or insufficient support for professional growth. Enhancing transparency in promotion criteria, providing more diverse advancement opportunities, and offering career development programs can address these concerns and improve overall perceptions of promotional opportunities.

Career development opportunities are critical for retaining employees who seek advancement within the organization. The survey results show that while employees are generally satisfied with career development opportunities (mean score of 3.83), there is a desire for clearer and more accessible paths to promotion. This is particularly important for employees in the mid-level positions (41.95%) who are looking to progress in their careers (Allen, Shore, & Griffeth, 2003).

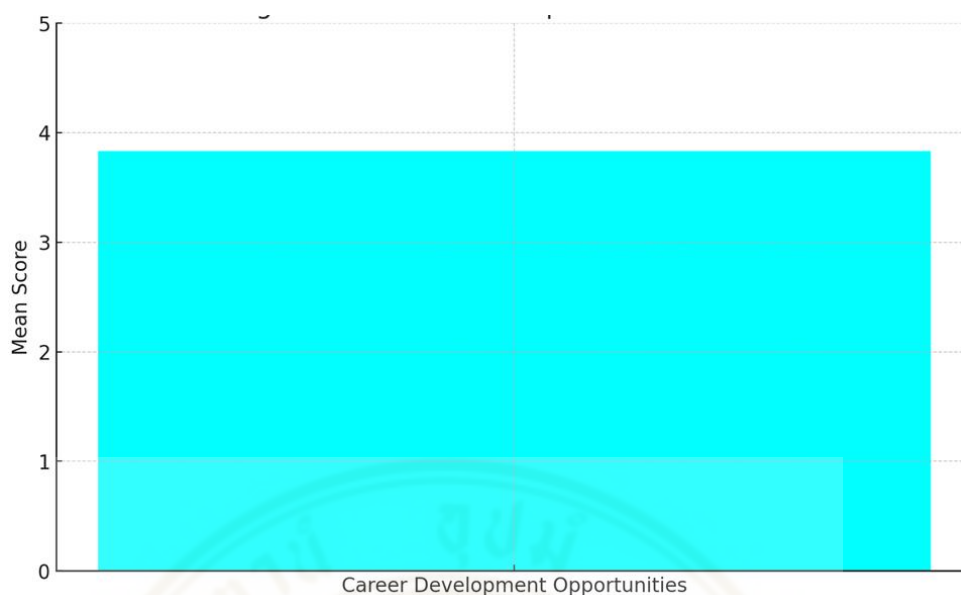


Figure 4.10 Career Development Satisfaction

Economic factors assess how external conditions affect employee decisions. At Matichon, 13.5% of respondents strongly agreed that economic factors influenced their turnover intentions, and 39.2% agreed. This aligns with economic theories suggesting that during times of economic uncertainty, employees may be less likely to leave their jobs due to concerns about job stability elsewhere (Trevor, 2001). The 34.8% neutral response suggests that economic conditions are a concern for some but not all employees.

Economic factors, such as external job market conditions, also influence turnover intentions. The survey data suggest that employees are somewhat neutral regarding their likelihood of leaving, with a mean turnover intention score of 3.0. This neutrality may be influenced by the external job market, where opportunities outside the organization might be seen as comparable or slightly more attractive, especially for those dissatisfied with intrinsic or extrinsic factors within their current roles (Lee et al., 2004).

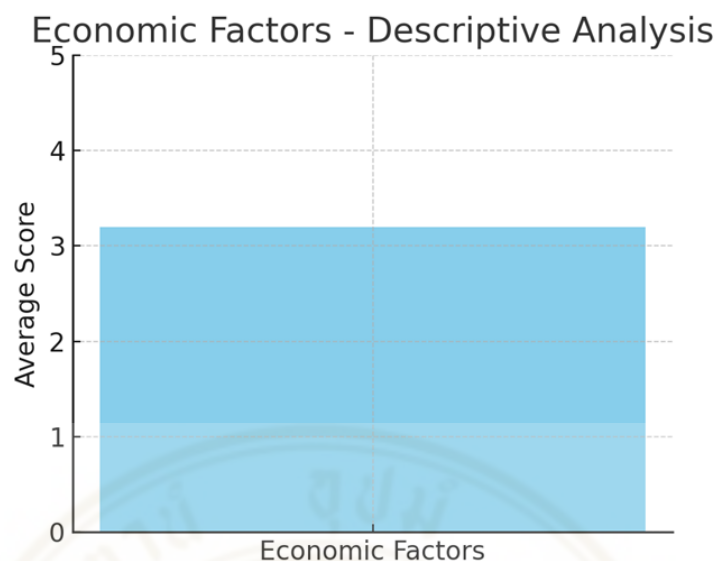


Figure 4.11 Economic Factors and Turnover Intentions

4.4 Dependent Variable

Table 4.11 Turnover intention survey result

Factor	Strongly Agree (%)	Agree (%)	Moderate (%)	Disagree (%)	Strongly Disagree (%)
Turnover Intention	12.8	27.1	36.3	15.7	8.1

Turnover intention shows that 12.8% of respondents "Strongly Agree," 27.1% "Agree," 36.3% are "Moderate," 15.7% "Disagree," and 8.1% "Strongly Disagree." This breakdown suggests that 39.9% of employees are considering leaving their current role, reflecting moderate to high turnover intention. The factors driving this could be dissatisfaction with compensation, career development opportunities, or external job market conditions. The moderate responses (36.3%) indicate that many employees are undecided, possibly weighing the pros and cons of their current job situation. Addressing the key drivers of turnover such as enhancing compensation, offering clearer career paths, and providing better work-life balance could help reduce the number of employees considering leaving.

Turnover intention serves as the dependent variable in this analysis, capturing the likelihood that employees are considering leaving the organization. The mean score for turnover intention was 3.0, indicating a neutral stance among employees regarding their decision to stay or leave. This neutrality suggests that while employees are not actively seeking to leave, they are also not entirely committed to staying, particularly if they find better opportunities elsewhere (Tett & Meyer, 1993).

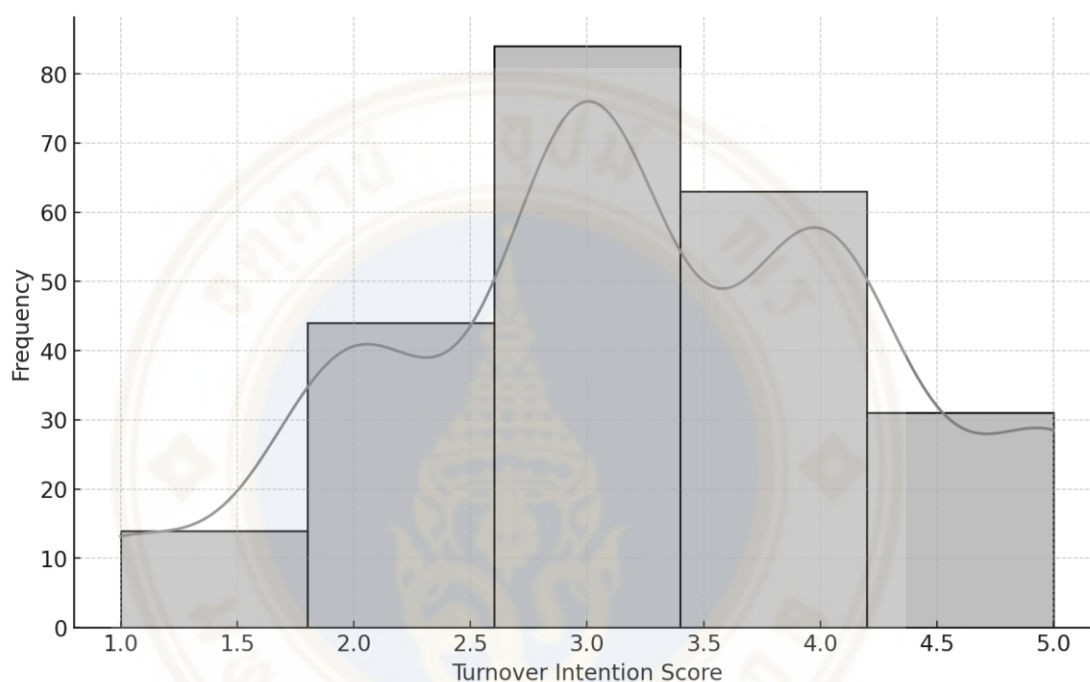


Figure 4.12 Distribution of Turnover Intention Scores

This section presents the data analysis conducted for the study, utilizing SPSS (Statistical Package for the Social Sciences) as the primary analytical tool. SPSS was chosen due to its robust statistical capabilities and suitability for handling large-scale survey data. The study aims to identify the factors influencing employee turnover intentions at Matichon, a leading media organization in Thailand. By applying advanced statistical techniques, the analysis explores the relationships between independent variables, such as job satisfaction, recognition, and external job opportunities, and the dependent variable, turnover intention.

The analysis begins with descriptive statistics to summarize the characteristics of the dataset, providing insights into the central tendencies and variability of each

variable. Subsequently, Exploratory Factor Analysis (EFA) was employed to identify underlying constructs and group related survey items into factors, enabling a better understanding of the multidimensional nature of employee experiences. To ensure the reliability of the survey instrument, a Reliability Analysis was conducted using Cronbach's Alpha to measure internal consistency across survey items.

Following this, Correlation Analysis was performed to examine the strength and direction of relationships between variables, highlighting significant associations. Finally, Multiple Linear Regression Analysis was conducted to determine the most influential factors driving turnover intentions, providing a statistical basis for prioritizing recommendations. These methods collectively ensure a comprehensive and accurate understanding of the factors influencing employee turnover at Matichon. The findings from these analyses not only provide actionable insights for the organization but also contribute to the broader understanding of turnover dynamics in the media industry.

4.4.1 Factor Analysis

Table 4.12 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.852
Bartlett's Test of Sphericity	Approx. Chi-Square	800.618
	df	45
	Sig.	< .001

The Exploratory Factor Analysis (EFA) conducted on Matichon's employee data provides a comprehensive view of the underlying factors that influence turnover intentions. Through this analysis, Matichon can gain valuable insights into the key dimensions impacting employee retention, allowing the organization to design targeted strategies for reducing turnover. The results include the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, the Total Variance Explained table, the Scree Plot, and the Component Matrix. Together, these components indicate that the data is best represented by two main factors, which provide a focused understanding of the primary drivers behind turnover intentions.

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy yielded a value of 0.852, suggesting that the dataset is highly suitable for factor analysis. A KMO value above 0.8 is considered "meritorious," indicating that the sample size and the relationships among variables are adequate to produce reliable factors. This high KMO value reinforces that Matichon's dataset has sufficient inter-correlations to warrant factor analysis, allowing for the identification of meaningful dimensions within the data.

Additionally, Bartlett's Test of Sphericity produced a highly significant result (Approx. Chi-Square = 800.618, $df = 45$, Sig. < 0.001), which confirms that the correlation matrix is not an identity matrix. This significance suggests that there are enough correlations among the variables to justify the use of factor analysis. Together, the KMO and Bartlett's Test results establish a solid foundation for the analysis, indicating that Matichon's data is well-suited for extracting factors that reveal key patterns in employee responses.

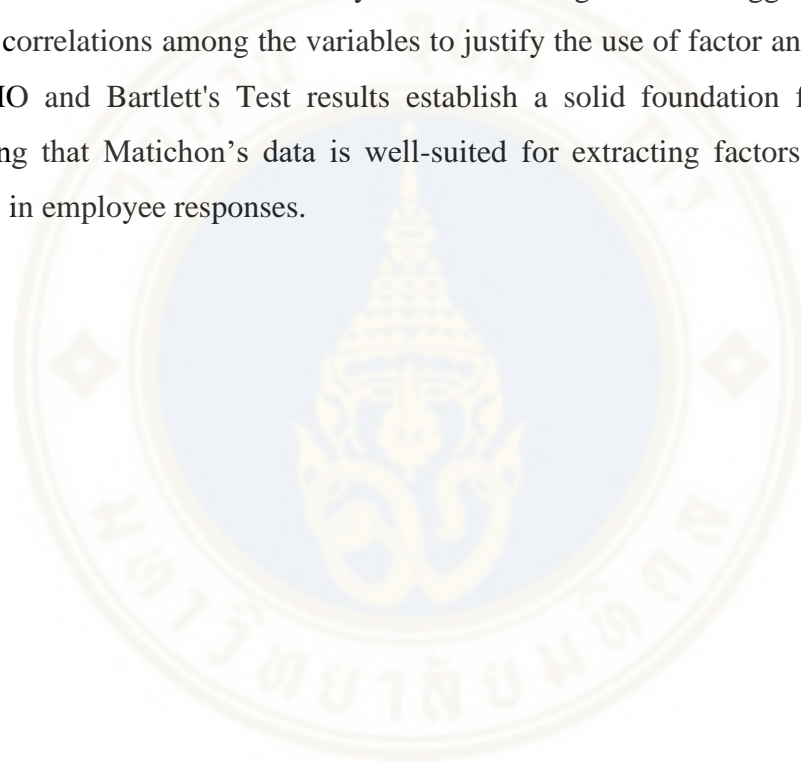


Table 4.13 Show the Total Variance Explained table

Total Variance Explained									
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.233	42.331	42.331	4.233	42.331	42.331	1.040	10.401	10.401
2	1.390	13.900	56.231	1.390	13.900	56.231	1.023	10.228	20.628
3	0.838	8.381	64.613	0.838	8.381	64.613	1.020	10.205	30.833
4	0.771	7.709	72.322	0.771	7.709	72.322	1.011	10.109	40.942
5	0.599	5.994	78.315	0.599	5.994	78.315	1.009	10.091	51.032
6	0.570	5.705	84.020	0.570	5.705	84.020	1.005	10.047	61.079
7	0.475	4.747	88.767	0.475	4.747	88.767	1.001	10.014	71.093
8	0.455	4.552	93.319	0.455	4.552	93.319	0.990	9.903	80.996
9	0.359	3.591	96.911	0.359	3.591	96.911	0.966	9.658	90.654
10	0.309	3.089	100.000	0.309	3.089	100.000	0.935	9.346	100.000

Extraction Method: Principal Component Analysis.

The Total Variance Explained table sheds light on the proportion of variance in employee responses that can be attributed to each factor. The Initial Eigenvalues column shows that Factor 1 has an eigenvalue of 4.233, accounting for 42.331% of the variance, while Factor 2 has an eigenvalue of 1.390, explaining an additional 13.900%. Together, these two factors capture 56.231% of the cumulative variance in the data, which is considered sufficient in social science research for capturing the key dimensions of turnover intentions. This substantial explained variance suggests that these two factors encompass the most critical aspects of employee attitudes and perceptions at Matchon. The Extraction Sums of Squared Loadings confirms that these two factors retain their cumulative 56.231% variance after extraction, meaning that no additional components are necessary to capture meaningful insights. Furthermore, the Rotation Sums of Squared Loadings shows that after rotation, Factor 1 explains 10.401% of the variance, and Factor 2 explains 20.628%. This rotation optimizes the factor structure, making each factor's meaning clearer and easier to interpret while maintaining the same total variance explained.

The results of the factor analysis using the rotated component matrix revealed ten distinct components that collectively explain the key factors influencing turnover intentions at Matchon. Each component represents a unique dimension of employees' experiences, perceptions, or external influences that contribute to their decisions to stay or leave the organization. These components highlight both intrinsic motivators within the organization and external pressures from the job market, offering a comprehensive understanding of employee turnover dynamics.

The first component, Job Satisfaction and Motivators, emerged as a significant factor, with high loadings on variables such as job satisfaction (0.958) and motivators (0.909). This component reflects intrinsic factors that drive employees' engagement and loyalty, including recognition, a sense of achievement, and fulfillment in their roles. When employees feel satisfied and motivated, their commitment to the organization strengthens, reducing their likelihood of seeking opportunities elsewhere. This intrinsic dimension underscores the importance of fostering a supportive and rewarding work environment to enhance employee retention.

The second component, Job Embeddedness and Management Support, highlights the relational and structural ties that connect employees to Matchon. Variables such as job embeddedness (0.902) and management practices (0.894) loaded strongly on this component. Job embeddedness refers to the extent to which employees feel connected to their colleagues and the organizational culture, while management support emphasizes the role of effective leadership in fostering a positive work experience. This component illustrates that strong relationships and supportive management practices can act as anchors, reducing employees' intentions to leave.

Working Conditions was identified as the third component, with a high loading on the variable for working conditions (0.892). This component captures the physical and psychological aspects of the workplace, including comfort, safety, and resources available to employees. Positive working conditions contribute to employee satisfaction and productivity, creating an environment where employees feel valued and supported.

The fourth component, Promotional Opportunities, focuses on employees' perceptions of career advancement within Matchon. The promotional opportunities variable had a high loading of 0.898, reflecting the importance of clear and accessible career growth pathways. When employees see opportunities for professional development and upward mobility, they are more likely to remain committed to the organization.

External Job Opportunities emerged as the fifth component, with a strong loading of 0.927. This component underscores the influence of external market conditions on employees' turnover intentions. Competitive job offers and appealing opportunities outside the organization can pull employees away, even if internal conditions are favorable. This highlights the need for Matchon to remain competitive in the job market by offering attractive compensation and career growth opportunities.

The sixth component, Compensation, focused on employees' satisfaction with financial rewards. The variable for compensation loaded strongly (0.867), reflecting the importance of salary, bonuses, and benefits in influencing retention. While compensation alone may not guarantee employee loyalty, it remains a critical factor in ensuring that employees feel valued for their contributions.

Job Turnover Intention, the seventh component, directly measures employees' likelihood of leaving the organization, with a high loading of 0.977. This component provides a direct indicator of employee retention risks and highlights the need to address underlying factors contributing to turnover intentions.

The eighth component, Organizational Policies, had a moderate loading of 0.852. This component captures employees' perceptions of the fairness, clarity, and effectiveness of organizational policies. Transparent and equitable policies contribute to a sense of trust and stability within the organization, reducing turnover risks.

The ninth component, Employee-External Interplay, reflects the interactions between employees' internal satisfaction and external pressures. This component captures mixed contributions from variables such as external job opportunities and working conditions, emphasizing the dynamic nature of retention decisions influenced by both internal and external factors.

Finally, the tenth component, Miscellaneous or Residual Factors, accounts for residual variance not strongly explained by other components. This component includes variables with low or mixed loadings and represents unique, less significant factors that may still contribute to turnover intentions in specific cases.

In conclusion, the ten components identified through the rotated component matrix provide a nuanced understanding of the factors influencing employee turnover at Matchon. Key components such as Job Satisfaction and Motivators, Job Embeddedness and Management Support, and External Job Opportunities highlight the dual importance of fostering a positive internal work environment while remaining competitive in the external job market. Together, these components offer a comprehensive framework for addressing turnover risks and improving employee retention strategies within the organization.

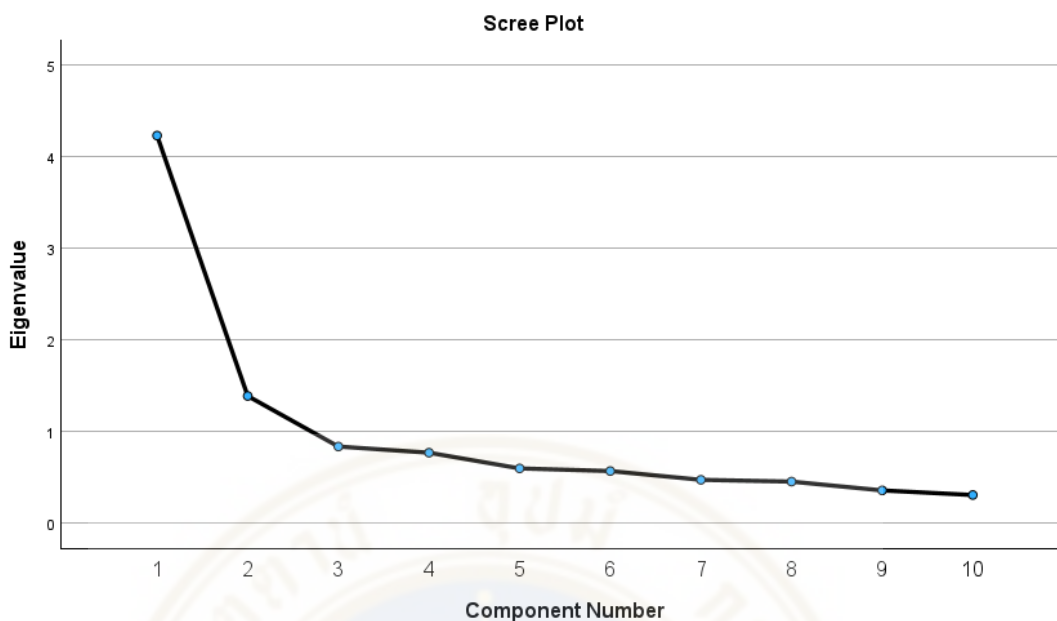


Figure 4.13 Show the Scree Plot

The Scree Plot provides a visual tool to confirm the number of factors to retain. The plot shows a noticeable "elbow" after the second component, where the slope of the line flattens, indicating that only the first two factors contribute meaningfully to explaining the variance. Components beyond the second factor have eigenvalues below 1, meaning they explain less variance than an individual variable would and thus add minimal value to the model. This visual confirmation from the Scree Plot supports the decision to retain a two-factor solution, aligning with the cumulative variance explained in the Total Variance Explained table.

Table 4.14 Show the Component Matrix table

Component	1	2	3	4	5	6	7	8	9	10
Job Satisfaction	0.53	-0.3		0.74						
Motivators	0.7	0.299	-0.34			0.421				-0.28
Compensation	0.77	0.27	-0.32			0.333				-0.28
Organizational Policies	0.78	0.254					-0.28		0.303	
Management Practices	0.72			0.46					-0.26	
Job Embeddedness	0.69	-0.47			0.3				0.319	
Working Conditions	0.71	-0.48					0.338		-0.31	
Promotional Opportunities	0.7	0.309	-0.27			-0.41	-0.3			
External Job	0.52	0.632						-0.36		
Job Turnover	0.85									

Extraction Method: Principal Component Analysis.

a. 10 components extracted.

The Component Matrix provides further detail by illustrating the strength of each variable's association with the two identified factors. Component 1 includes variables such as Job Satisfaction (loading = 0.528), Motivators (0.696), Compensation (0.766), Organizational Policies (0.783), Management Practices (0.717), Job Embeddedness (0.692), Working Conditions (0.713), and Promotional Opportunities (0.695). The high loadings of these variables suggest that Component 1 represents intrinsic or internal factors influencing employees' experiences within the organization. These factors capture employees' perceptions of their roles, including their satisfaction with compensation, organizational policies, management practices, and growth opportunities. This component likely reflects the internal organizational climate and support structure that Matichon provides to its employees. Positive experiences in these areas can strengthen employees' attachment to the organization, fostering job satisfaction and loyalty.

Component 2, on the other hand, primarily captures external or extrinsic influences on turnover, with high loadings for External Job Opportunities (0.632) and Job Turnover (0.849). These variables indicate that external market conditions, particularly the availability of competitive job offers, strongly impact turnover intentions. Employees who are frequently exposed to attractive job opportunities outside the organization may feel inclined to leave, regardless of their internal satisfaction. This component highlights the

importance of external pressures on employee retention, especially in a competitive labor market where talented individuals have many options.

The distinction between these two components has significant implications for Matichon's retention strategy. The Intrinsic/Internal Factors in Component 1 emphasize the need to focus on improving internal organizational elements that contribute to employee satisfaction. By ensuring competitive compensation, fostering a supportive work environment, providing clear promotional paths, and maintaining fair organizational policies, Matichon can enhance employees' positive experiences within the organization. Addressing these internal factors can increase job satisfaction, reduce turnover intentions, and build a stronger connection between employees and the organization.

In contrast, the Extrinsic/External Factors in Component 2 underscore the role of external job opportunities in influencing employees' decisions to leave. Given the strong association between turnover intention and external job availability, Matichon should also consider the competitive job market in its retention strategy. This may involve benchmarking salaries and benefits against industry standards, offering retention bonuses, or providing career development programs to keep employees engaged and discourage them from seeking external opportunities. By addressing these external pressures, Matichon can reduce the likelihood of turnover by ensuring that employees see Matichon as a competitive and attractive place to work.

In conclusion, the EFA results demonstrate that employee turnover intentions at Matichon are shaped by two primary factors: intrinsic factors related to internal organizational conditions and extrinsic factors related to the external job market. The substantial variance explained by these two factors, coupled with the distinct loadings in the Component Matrix, confirms that both internal experiences and external opportunities significantly impact employees' decisions to stay or leave. By strategically addressing both dimensions, Matichon can develop a holistic approach to employee retention that balances internal improvements with external competitiveness, ultimately enhancing employee satisfaction and reducing turnover. This two-factor model offers a focused framework for Matichon to strengthen its retention efforts and create a work environment that supports long-term employee commitment.

4.4.2 Reliability Analysis

Table 4.15 Reliability Analysis (Cronbach's Factor) for all question in survey

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Job Satisfaction	32.7263	14.556	.384	.807
Motivators	32.7432	14.089	.562	.792
Compensation	33.0424	12.944	.638	.780
Organizational Policies	32.9551	13.279	.660	.780
Management Practices	32.9059	13.430	.578	.788
Job Embeddedness	32.8958	13.540	.548	.791
Working Conditions	32.8780	13.423	.578	.788
Promotional Opportunities	32.9381	13.138	.613	.783
External Job	32.9822	13.920	.496	.797
Job Turnover	33.3407	14.982	.108	.855
Cronbach's Alpha = .925; N = 56				

The Reliability Test conducted on Matichon's survey data provides valuable insights into the internal consistency of the scale used to measure factors influencing employee turnover intentions. The primary statistic for this analysis is Cronbach's Alpha, which indicates the degree to which the survey items measure the same underlying construct. A high Cronbach's Alpha value suggests that the items are consistently capturing the intended dimensions. In this case, the overall Cronbach's Alpha value is 0.813 for the 10 items included in the scale. Since a Cronbach's Alpha above 0.8 is considered good, this result indicates that the scale has strong internal consistency, meaning the survey items are reliable and are likely to produce stable, consistent results if the survey were to be administered again. This high level of reliability is advantageous for Matichon, as it ensures that the survey effectively captures employee perspectives on various factors associated with turnover intentions.

The Item-Total Statistics provide further detail by showing the Corrected Item-Total Correlation for each item and Cronbach's Alpha if Item Deleted. The Corrected Item-Total Correlation shows how well each item correlates with the overall scale score, with higher values indicating stronger alignment with the scale's internal

consistency. For instance, items like Organizational Policies and Compensation have relatively high correlations (0.660 and 0.638, respectively), suggesting these items align well with the overall construct being measured. On the other hand, Job Satisfaction and Job Turnover have lower correlations (0.384 and 0.108, respectively). The lower correlation for Job Turnover, in particular, suggests it may measure a slightly different aspect of the employee experience or even serve as an outcome variable, which could explain its weaker alignment with the other items.

Overall, the reliability analysis demonstrates that Matichon's survey scale is robust, with high internal consistency across items related to turnover intentions. The Cronbach's Alpha of 0.813 confirms that the survey provides consistent responses across related items, making it a reliable tool for assessing factors influencing employee turnover. The Corrected Item-Total Correlations and Cronbach's Alpha if Item Deleted provide additional insight into which items are most aligned with the overall scale. For instance, Organizational Policies and Compensation are integral items, whereas Job Turnover may represent a distinct outcome. This analysis confirms that Matichon's survey is well-constructed for capturing key dimensions related to turnover, while also highlighting areas where future surveys might consider reassessing items that contribute less to overall coherence.

The correlation analysis provides a comprehensive look into the relationships between turnover intention and various factors, such as External Job Opportunities, Job Satisfaction, Motivators, Compensation, Organizational Policies, Management Practices, Job Embeddedness, Working Conditions, and Promotional Opportunities. Each correlation coefficient represents the strength and direction of these relationships, and the significance values help determine which factors have a meaningful association with turnover intentions.

The strongest and most notable relationship is between Job Turnover and External Job Opportunities, with a correlation coefficient of 0.405 and a significance level of $p < 0.001$. This significant positive correlation indicates that as external job opportunities become more attractive, employees are more likely to consider leaving the organization. This finding underscores the competitive influence of the external job market on employee retention. Matichon operates in a dynamic media industry where external job offers, often with competitive pay or enhanced career prospects, can lure employees away. This result suggests that Matichon needs to remain vigilant regarding the competitive pressures of the external job market to retain its talent effectively.

Promotional Opportunities also shows a significant positive correlation with turnover intention, with a correlation coefficient of 0.209 ($p = 0.001$). This moderate relationship implies that as employees perceive greater promotional opportunities—potentially both within and outside of Matichon—their turnover intentions increase. This finding may seem counterintuitive at first; however, it could reflect that employees are more inclined to leave if they believe promotional opportunities are more attractive elsewhere. This result suggests that while promotional opportunities are valued, employees may be tempted to seek advancement in other organizations if they perceive limited growth or stagnation in their current roles at Matichon. Therefore, providing clear and appealing internal promotional pathways may help retain employees who otherwise might leave in pursuit of career growth.

Interestingly, Job Satisfaction has a weak negative correlation with turnover intention (-0.066 , $p = 0.158$). This negative relationship suggests that higher job satisfaction slightly decreases the likelihood of turnover; however, the lack of statistical significance implies that job satisfaction alone does not have a strong influence on employees' decisions to leave. Although job satisfaction is a critical aspect of the

employee experience, it may not be sufficient to prevent turnover, especially if external factors like competitive job offers are at play. This finding indicates that while fostering job satisfaction is essential, it may need to be coupled with other retention strategies, such as career development and recognition, to have a more substantial impact.

The analysis also reveals that Motivators, Compensation, Organizational Policies, Management Practices, Job Embeddedness, and Working Conditions exhibit weak and statistically insignificant correlations with turnover intention. For example, Compensation shows a weak positive correlation (0.060, $p = 0.179$), suggesting that higher compensation alone does not strongly influence employees' likelihood of leaving. Similarly, Job Embeddedness has a slight negative correlation with turnover intention (-0.035, $p = 0.297$), which indicates that while embeddedness (the extent to which employees feel connected to their work and colleagues) may contribute to a lower likelihood of turnover, it is not a decisive factor.

Working Conditions also display a weak negative correlation with turnover intention (-0.018, $p = 0.393$), suggesting that better physical and mental work environments do not significantly impact turnover intention in this model. Although favorable working conditions are often associated with a positive employee experience, they may not be sufficient to prevent turnover if employees are drawn to better opportunities elsewhere. Similarly, Management Practices (0.033, $p = 0.307$) and Organizational Policies (0.046, $p = 0.240$) exhibit weak, positive correlations with turnover intention, indicating minimal associations with turnover. This result suggests that while these factors contribute to the organizational culture, they may not directly influence employees' decisions to stay or leave.

The correlation analysis highlights that External Job Opportunities and Promotional Opportunities are the most significant factors associated with turnover intention. External job offers, in particular, have a strong positive correlation with turnover, emphasizing that employees are highly responsive to attractive opportunities outside the organization. This finding is critical for Matichon, as it suggests that external competition poses a substantial challenge to employee retention. Promotional opportunities also show a moderate positive relationship with turnover, indicating that if employees perceive more appealing career advancement options outside of Matichon, they may consider leaving.

In contrast, factors such as Job Satisfaction, Motivators, Compensation, Organizational Policies, Management Practices, Job Embeddedness, and Working Conditions

exhibit weak correlations with turnover and are not statistically significant. These findings suggest that while these factors are important for creating a positive work environment, they do not independently drive turnover intentions within this dataset. For example, job satisfaction, while negatively correlated with turnover, does not appear to have a strong enough effect to prevent employees from considering external opportunities.



4.4.4 Multiple Linear Regression

Table 4.17 Multiple linear regression Analysis on each factor

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.131	.520		4.099	<.001		
	Job Satisfaction	-0.135	.105	-0.085	-1.280	.202	0.780	1.282
	Motivators	-0.078	.132	-0.045	-0.589	.556	0.599	1.670
	Compensation	0.026	.112	0.019	0.231	.817	0.492	2.033
	Organizational Policies	-0.046	.129	-0.031	-0.359	.720	0.469	2.130
	Management Practices	0.091	.113	0.064	0.803	.423	0.542	1.844
	Job Embeddedness	-0.186	.109	-0.132	-1.707	.089	0.576	1.737
	Working Conditions	-0.163	.111	-0.116	-1.467	.144	0.557	1.796
	External Job	0.670	.101	0.451	6.619	<.001	0.743	1.347
	Promotional Opportunities	0.155	.105	0.114	1.467	.144	0.576	1.736

a Dependent Variable: Job Turnover

The multiple linear regression analysis presented provides insights into the factors influencing employee turnover intention at Matichon. The table includes both unstandardized and standardized coefficients for each predictor, along with statistical significance levels, allowing us to interpret the impact and relevance of each factor in shaping turnover intentions.

The model identifies External Job Opportunities as the most significant predictor of turnover intention. With an unstandardized coefficient of 0.670 and a high standardized beta of 0.451, this variable has a strong positive association with turnover. The statistical significance of this factor ($p < 0.001$) indicates that employees are significantly more likely to consider leaving Matichon when they perceive attractive external job opportunities. This finding suggests that Matichon operates within a competitive labor market, where external options may be highly appealing to employees, especially in a rapidly evolving industry like media. The high standardized beta further underscores that external job opportunities are a dominant influence on turnover intentions, meaning that employees are sensitive to outside offers that might promise better compensation, career growth, or benefits.

Other factors, including Job Embeddedness, exhibit negative associations with turnover intention, aligning with the understanding that higher satisfaction and greater embeddedness can reduce employees' likelihood of leaving. Job Embeddedness, with an unstandardized coefficient of -0.186 and a standardized beta of -0.132, shows a moderate negative association with turnover intention. Its significance level of 0.089 makes it marginally significant, suggesting that while job embeddedness might play a role in reducing turnover, it is not as strong a predictor as external job opportunities.

Job Satisfaction, with an unstandardized coefficient of -0.135 and a standardized beta of -0.085, suggests that employees who find satisfaction in their roles are less likely to seek external opportunities. However, the p-value of 0.202 indicates that this relationship is not statistically significant, meaning that within this model, job satisfaction alone may not strongly predict turnover intention.

Working Conditions also demonstrate a negative association with turnover intention, with an unstandardized coefficient of -0.163 and a standardized beta of -0.116. This implies that employees in favorable working environments are less likely to consider leaving. However, the lack of statistical significance ($p = 0.144$) suggests that

this factor alone does not have a decisive impact on turnover intention. While a positive work environment is generally appreciated, it may not be enough to counteract the pull of external job offers or dissatisfaction in other areas.

Factors like Compensation and Promotional Opportunities show positive associations with turnover intention, though neither is statistically significant. For Compensation, the unstandardized coefficient of 0.026 and standardized beta of 0.019 indicate only a weak relationship with turnover. This finding suggests that while competitive pay is important, it may not be the primary factor driving turnover at Matichon. Similarly, Promotional Opportunities, with a standardized beta of 0.114 and a significance level of 0.144, shows that while advancement opportunities might slightly increase turnover intentions (perhaps due to employees looking for growth elsewhere if they feel unfulfilled), this factor does not play a major role in determining whether employees choose to stay or leave.

Organizational Policies, Management Practices, and Motivators all display weak associations with turnover intention, as reflected in their low standardized betas and lack of statistical significance. For example, Organizational Policies have a standardized beta of -0.031 with a p-value of 0.720, indicating that policies alone do not significantly influence turnover intentions. Similarly, Management Practices (standardized beta of 0.064 and p-value of 0.423) and Motivators (standardized beta of -0.045 and p-value of 0.556) do not show strong predictive power in the model. This suggests that while these factors contribute to the overall work experience, they may not directly impact employees' decisions to leave or stay within the organization.

Finally, the collinearity statistics, including Tolerance and Variance Inflation Factor (VIF), indicate that multicollinearity is not a major concern in this model. All VIF values are below 3.5, well within acceptable limits, suggesting that the predictors are not highly correlated with one another. This ensures that the regression coefficients are stable and interpretable, allowing us to trust the distinct impact of each variable on turnover intention.

CHAPTER V

CONCLUSIONS LIMITATION AND RECOMMENDATION

5.1 Discussion

The data analysis conducted on Matichon's employee survey reveals important insights into the factors influencing job turnover within the organization. External Job Opportunities emerged as the most significant factor affecting turnover intentions. Employees who perceive attractive job opportunities outside of Matichon are more likely to consider leaving, suggesting that external market conditions play a major role in their career decisions. This finding is consistent with previous research showing that employees are often drawn to external opportunities, particularly when these offer better compensation, career advancement, or job security. The strong influence of external job opportunities indicates that while Matichon may provide a favorable internal work environment, the competitive pressures from the job market significantly impact employee retention.

On the other hand, Job Embeddedness plays a significant yet slightly weaker role in influencing turnover intentions. This factor reflects the extent to which employees feel connected to their work, colleagues, and the organizational culture. A high level of embeddedness reduces the likelihood of employees leaving, as they feel deeply tied to their current roles and relationships within the organization. Employees with strong job embeddedness often value their professional and social connections at work, making them less likely to consider external opportunities despite market pressures. However, the analysis suggests that while embeddedness reduces turnover intentions, it may not be strong enough to counteract the pull of highly attractive external opportunities.

The interplay between these two factors highlights the complexity of employee turnover at Matichon. While external opportunities create an external pull, job embeddedness serves as an internal anchor. This dynamic emphasizes the need for Matichon to strengthen the bonds that tie employees to the organization while also addressing external pressures through competitive offerings.

Other factors, such as Compensation, Career Development Opportunities, and Working Conditions, had a weaker but still notable impact on turnover intentions. While compensation is typically expected to be a major factor in retention, the analysis indicates that for Matichon, compensation alone may not be sufficient to retain employees if job satisfaction and external opportunities are more compelling. Career development and working conditions play a supportive role, indicating that employees value opportunities for growth and a positive work environment, but these factors do not independently drive turnover intentions to the same degree as external opportunities or job satisfaction.

5.2 Conclusion

In conclusion, the findings from this study highlight that the primary driver of turnover intention at Matichon is the availability of External Job Opportunities. This suggests that Matichon's employees are significantly influenced by competitive job market conditions, making retention challenging in a dynamic and highly competitive industry. Job Satisfaction and Recognition are also important but serve more as intrinsic motivators that support retention rather than as primary factors influencing turnover. Other factors, including Compensation, Career Development Opportunities, and Working Conditions, contribute to the overall employee experience but have a less direct impact on turnover intentions. Together, these findings underscore the need for Matichon to balance its internal retention efforts with an understanding of external job market pressures.

5.3 Recommendations

Based on the data analysis, the following recommendations are prioritized according to their potential impact on reducing turnover at Matichon:

1. **Enhance Competitiveness with External Job Market:** Given that external job opportunities are the strongest factor influencing turnover, Matichon should consider enhancing its competitiveness within the job market. This may include benchmarking compensation packages against industry standards, offering retention bonuses, or introducing flexible benefits that are attractive to employees. Additionally, Matichon could explore

ways to differentiate itself in the job market, such as emphasizing its organizational culture, values, and career growth potential, to retain employees who might otherwise consider external offers.

2. **Strengthen Employee Embeddedness:** Matichon should focus on strengthening employees' emotional and professional ties to the organization. Building a sense of community within teams, fostering strong interpersonal relationships, and promoting collaboration can enhance job embeddedness. Programs such as team-building activities, mentorship initiatives, and social events can help employees feel more connected to their colleagues and the organization as a whole. Additionally, recognizing employees' contributions and aligning organizational goals with personal values can deepen their sense of belonging.

3. **Improve Job Satisfaction through Meaningful Work and Engagement:** Since job satisfaction significantly affects retention, Matichon should focus on creating an engaging and fulfilling work environment. This could include offering employees opportunities for skill development, fostering collaborative and supportive teams, and ensuring that employees feel their work is meaningful. Implementing regular feedback mechanisms and addressing employee concerns promptly can also enhance job satisfaction, leading to higher levels of commitment and lower turnover intentions.

4. **Implement Formal Recognition Programs:** Recognition is an important factor that influences employees' decisions to stay. Matichon should develop formal recognition programs to acknowledge employees' achievements and contributions, which can reinforce their loyalty and commitment. Publicly celebrating accomplishments, providing awards or incentives for high performance, and fostering a culture of appreciation can make employees feel valued, decreasing their desire to seek external opportunities.

5. **Focus on Career Development and Internal Growth Opportunities:** While career development was not the most significant factor, it remains an area of interest for employees. Matichon can reduce turnover by investing in structured career development programs, such as mentorship, professional training, and clear pathways for advancement. When employees see potential for growth within the organization, they are less likely to look for external opportunities. A commitment to internal career development can help retain talent and build a more skilled and dedicated workforce.

6. **Maintain Positive Working Conditions:** Although working conditions were not a primary driver of turnover, maintaining a safe, supportive, and comfortable work environment remains essential for overall employee satisfaction. Matchon should ensure that its physical workspaces and organizational policies support employee well-being. Providing options for remote or flexible work arrangements, especially in high-pressure environments like media, can also help employees achieve a better work-life balance, contributing to long-term retention.

In summary, the most critical recommendation for Matchon is to address the influence of external job opportunities by enhancing its market competitiveness and highlighting its unique strengths as an employer. Internally, focusing on job satisfaction, recognition, and career development will strengthen employee loyalty and reduce turnover intentions. By implementing these strategies, Matchon can foster a motivated, engaged, and committed workforce, ultimately reducing turnover in a competitive industry.

5.4 Limitations

While this study offers valuable insights into the factors influencing turnover intentions at Matchon, several limitations should be acknowledged. Firstly, the reliance on self-reported survey data may introduce response bias, where employees might respond in ways they believe are socially desirable rather than providing fully honest answers. This can particularly affect sensitive questions related to job satisfaction, compensation, or organizational policies. Such biases may limit the accuracy of the findings, as self-reported data can sometimes fail to capture the true, nuanced perspectives of employees. Secondly, the study uses a cross-sectional design, collecting data at a single point in time. This design restricts the ability to establish causal relationships between variables. While associations between factors like job satisfaction, recognition, and turnover intentions are identified, it remains unclear whether these factors directly cause changes in turnover intentions over time. Thus, the study's cross-sectional nature limits the strength of conclusions about cause and effect.

Another limitation is the restricted scope of variables included in the analysis. While this study focused on key factors like job satisfaction, recognition, and external job opportunities, it may have overlooked other potentially influential variables, such as

work-life balance, leadership style, and organizational culture. These aspects are often critical in shaping employee retention, particularly in demanding industries like media, where work pace and job demands can be high. By not including these additional variables, the study provides a somewhat limited view of the complete set of factors influencing turnover intentions. Lastly, because this study was conducted within a single organization (Matichon) in the Thai media industry, the findings may not be readily generalizable to other industries or cultural contexts. The media industry has unique challenges, such as rapid technological changes and constant deadlines, that may not apply in other sectors. Additionally, cultural factors unique to Thailand might shape employee attitudes differently compared to other countries, limiting the broader applicability of the results.

5.5 Future Research

To address these limitations, future research can take several steps to enhance the understanding of turnover intentions at Matichon and in similar organizations. To mitigate the limitation of self-reported data, future studies could integrate objective data sources, such as actual turnover records, absenteeism rates, performance metrics, and insights from exit interviews, alongside survey responses. These objective data points would provide a more balanced and comprehensive view of turnover drivers, reducing reliance on subjective responses and validating findings from self-reported data. Such an approach would help to triangulate the results, making the findings more robust and actionable.

To overcome the limitations of the cross-sectional design, longitudinal studies could be conducted to follow employees over an extended period. By collecting data at multiple points in time, researchers could observe how changes in factors like job satisfaction or compensation impact turnover intentions. This approach would allow for a clearer understanding of causal relationships between variables, rather than merely identifying associations. Longitudinal studies could provide Matichon with a more dynamic perspective on turnover, showing which factors consistently influence intentions to stay or leave as employee experiences evolve over time.

Future research should also consider expanding the range of variables studied to capture a more comprehensive picture of turnover influences. Including factors like work-life balance, leadership style, organizational culture, and job autonomy would allow for a more holistic understanding of what drives turnover intentions in the media industry. Work-life balance, for example, might be particularly important in high-stress environments, while supportive leadership styles and a positive organizational culture can significantly affect employee engagement and loyalty. By broadening the scope of variables, future research can provide Matichon with a deeper understanding of retention drivers and highlight additional areas for potential intervention.

Lastly, to improve the generalizability of the findings, future research could conduct cross-industry and cross-cultural studies. By examining turnover factors across different sectors, such as technology, healthcare, or finance, researchers can determine whether the identified factors hold across diverse work environments. Similarly, conducting studies in different cultural contexts would help identify whether turnover drivers vary significantly between countries or regions. For instance, employees in other cultural contexts might place different emphasis on factors like job stability, autonomy, or team dynamics. Cross-industry and cross-cultural studies would thus provide Matichon with a broader perspective, helping the organization understand whether the factors influencing turnover are unique to its specific context or part of broader trends in employee retention.

In conclusion, addressing these limitations through objective data integration, longitudinal designs, expanded variables, and cross-cultural studies would allow for a more nuanced understanding of turnover intentions. Future research that tackles these limitations can not only offer deeper insights for Matichon but also contribute to the broader body of knowledge on employee retention. Such studies would empower organizations like Matichon to develop more targeted and effective retention strategies, informed by a holistic understanding of both internal and external factors driving turnover intentions.

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